

# KUBOTA Corporation

Annual Report 2010

Year ended March 31, 2010



## CONTENTS

- 1 To Our Shareholders and Friends
- 2 An Interview with the President & CEO
- 6 Company at a Glance
- 8 Review of Operations
- 12 Management
- 13 Five-Year Financial Summary
- 14 Operating and Financial Review and Prospects
- 30 Consolidated Balance Sheets
- 32 Consolidated Statements of Income
- 32 Consolidated Statements of Comprehensive Income (Loss)
- 33 Consolidated Statements of Changes in Equity
- 34 Consolidated Statements of Cash Flows
- 35 Notes to Consolidated Financial Statements
- 63 Management's Report on Internal Control over Financial Reporting
- 64 Report of Independent Registered Public Accounting Firm
- 66 Directory
- 68 Investor Information

### 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.

## Profile

Ever since our establishment in 1890, Kubota Corporation and subsidiaries (hereinafter, the "Company") have worked to provide various products that contribute to people's lives and communities around the world, such as iron piping for modern water service facilities, agricultural machinery and equipment for increased food production and labor savings, and environmental facilities that improve harmony between humankind and the environment. The Company has 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 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, 2010, 2009, and 2008

	Millions of Yen		
	2010	2009	2008
Revenues	¥930,644	¥1,107,482	¥1,154,574
Ratio to previous year	84.0%	95.9%	102.4%
Net income attributable to Kubota Corporation:	42,326	48,064	68,026
Ratio to previous year	88.1%	70.7%	89.0%
Ratio to revenues	4.5%	4.3%	5.9%
Net income attributable to Kubota Corporation per common share (Yen):			
Basic	¥33.28	¥37.68	¥52.80
Diluted	33.28	37.68	52.80
Net income attributable to Kubota Corporation per 5 common shares (Yen):			
Basic	¥166.38	¥188.40	¥264.01
Diluted	166.38	188.40	264.01
Cash dividends per common share (Yen)	¥14	¥15	¥13
Cash dividends per 5 common shares (Yen)	70	75	65
Capital investments	¥26,038	¥33,337	¥35,163
Depreciation and amortization	29,171	31,242	30,565
R&D expenses	25,241	26,290	24,784
Number of shareholders (At year-end)	48,714	53,002	48,567

- Notes: 1. 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.  
2. Cash dividends per common share are based on dividends paid during the year.  
3. In accordance with Accounting Standards Codification 810, "Consolidation," the figures of the consolidated statements of income for the prior years have been reclassified to conform to the current year presentation.  
4. 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 represents payments for those assets on a cash basis.

# To Our Shareholders and Friends

For the year ended March 31, 2010, revenues and profit of Kubota Corporation and subsidiaries (hereinafter, the “Company”) substantially decreased from the prior year due mainly to the severe impact of the global economic slowdown and stronger yen. Business in Asia outside Japan expanded on the back of steady market expansion. However, business in North America and Europe faced a severe operating climate due to sluggish demand. Domestic business was dull overall due to shrinkage of demand stemming from the sluggish economy and continued deflation.

For the year ended March 31, 2010, the Company’s revenues decreased ¥176.8 billion (16.0%), to ¥930.6 billion from the prior year. Although revenues in Asia outside Japan increased due to favorable sales of agricultural machinery, revenues in North America and Europe substantially decreased mainly due to the decline in sales of tractors, engines and construction machinery. Domestic revenues also dropped due to lower sales of products related to public investment and private capital spending. The ratio of overseas revenues to consolidated revenues was 46.1%, down 4.3% from the prior year.

Operating income decreased ¥33.1 billion (32.2%), to ¥69.7 billion from the prior year. Operating income in Farm & Industrial Machinery fell substantially due to declines in revenue in North America and Europe, and the appreciation of the yen. On the other hand, operating income in Water & Environment Systems sharply increased due to price declines for raw materials and the absence of recorded losses related to the Anti-Monopoly Law in the prior year. Operating income in Social Infrastructure largely decreased, affected by lower capital spending, while operating income in Other increased.



Yasuo Masumoto

Income before income taxes and equity in net income of affiliated companies declined ¥9.8 billion (11.7%), to ¥73.5 billion. Other income (expenses) improved as the foreign exchange loss in the prior year reversed into a foreign exchange gain, along with a decrease in valuation loss on other investment, while operating income declined. Net income attributable to Kubota Corporation was ¥42.3 billion, ¥5.7 billion (11.9%) lower than the prior year.

Dividends declared in this fiscal year decreased ¥10 per ADS (¥2 per common share) compared with the prior year, from ¥70 per ADS (¥14 per common share) to ¥60 per ADS (¥12 per common share). The Company was forced to lower cash dividends due to the substantial decline in its revenues and operating income for the second consecutive year, the result of the unprecedented world recession. The Company will make every effort to raise its profitability, and aims to restore the dividend to the amount before the reduction, or even increase the dividend.

The global economy appears to have emerged from its crisis situation, but as the recovery remains weak, a strong sense of uncertainty persists regarding the future. The Company, amid this difficult business environment, will seek long-term growth and development, and an increase in its enterprise value by enhancing management emphasizing the front-line of business with focus on technology and manufacturing capabilities, by improving capabilities to respond to fluctuations in the global economy, and by accelerating globalization.

We thank all our shareholders for their continued support.

**Yasuo Masumoto**  
Representative Director, President & CEO

# An Interview **with the President & CEO**



Mr. Yasuo Masumoto became president of Kubota Corporation on January 1, 2009.

**Q<sub>1</sub>** *You have been president for just over a year now. What has been your main focus during that time?*

**A** Immediately after I assumed the position of president, we implemented a restructuring program that included a significant reduction in the number of directors, the introduction of an executive officer system, and structural reorganization. After getting this management structure on track, I visited many of our business offices in Japan and overseas to try to grasp the current status of on-site operations as much as possible. At the same time, we implemented various internal measures from a medium- and long-term perspective.

One particular area of focus was changing the mentality of employees. With the acute changes in the business climate, we cannot survive by mindlessly following previous patterns. I strongly urged all employees to face changes with a sense of crisis, and to implement reforms boldly and swiftly.

Another point I stressed was finding the optimal solution for the Kubota Group as a whole. I instructed employees to constantly consider things from the perspective of the entire corporate group.

I believe this change in mentality has gradually spread throughout the corporate management over the past year. Looking ahead, I want to extend it to all employees through management.

**Q<sub>2</sub>** *The policy you laid out on assuming the post of president was to “manage emphasizing the front lines of business with a focus on technology and manufacturing capabilities.” What specific measures have you taken in this regard?*

**A** For technology development, we are currently holding in-depth discussions to consider what sorts of technologies Kubota should possess in the next decade. For manufacturing, we are pursuing the optimal manufacturing structure for a globalized market. Previous discussions on such topics had centered on executive officers, but we have now included engineers working on the front lines of the business. This has brought further depth to the discussion, and helped to broaden the outlook of the younger generation.

A determined focus on the front lines is an integral part of our daily business operations. Managers visit sales offices and production plants as often as possible, in order to get a sense of current business trends. We are working to foster a corporate culture in which managers and all employees come up with ideas

rooted in the front lines of the business, put those ideas into operation, and link them to results.

**Q<sub>3</sub>** *What measures are you emphasizing during the fiscal year ending March 2011?*

**A** We have three priority measures. The first is increasing revenues. Kubota's annual revenues have declined by more than ¥200 billion over the last two years, falling below the ¥1 trillion mark. It hardly needs repeating that expanding revenues is essential to the continued survival of a company. The economic climate is not ideal for an easy increase in revenues, but I believe we can achieve it if we approach the market with a sense of crisis and a broad perspective, without being constrained by established concepts.

The second priority measure is improving capabilities to respond to fluctuations in the global economy. We are looking to put in place a business structure able to respond quickly and flexibly to global fluctuations such as shifts in the economy or markets, and movement in exchange rates and raw material prices.

For this second measure we are optimizing production locations, and for the immediate future are expanding overseas production. During the fiscal year ending March 2011, at our facility in Thailand we will double the production capacity for tractors, and build a factory for combine harvesters and an engine foundry. In segments other than Farm & Industrial Machinery, we will establish a factory for pumps in China, and for industrial castings in Saudi Arabia. We are also stepping up efforts to procure materials globally. To optimize the procurement operations for the entire corporate group, we are putting in place organizational structures and systems for global procurement.

The final priority measure is to accelerate overseas business development, particularly in Asia. Newly emerging countries, along with China and other areas of the Asia market, will be the source of future growth, and the key for Kubota. We intend to take the machinery business built up to this point and accelerate its development throughout Asia, while working to expand the water treatment and environmental business, which is expected to grow rapidly in the future.

In April 2010 Kubota established the Strategy Planning Office, under my direct control, to be the central organization for globalization planning and strategy. I believe this new office will enhance the flexibility of our Asian business development, and increase the speed of decision-making.

### Three priority measures

- 1 **Increasing revenues**
- 2 **Improving capabilities to respond to fluctuations in the global economy**
- 3 **Accelerating overseas business development, particularly in Asia**



#### **Q<sup>4</sup> How will you develop the agricultural machinery business in Asia?**

**A** The basic approach for the agricultural machinery business in Asia is to focus on the market for wet-paddy rice cultivation. Like in Japan, rice cultivation in Asia is centered on wet paddies, and we will extend the technology and expertise we have acquired in the domestic market to Asia. Japanese agricultural machinery manufacturers are the only companies able to develop and produce an integrated lineup of products for mechanized rice cultivation, including tractors, combine harvesters and rice transplanters, under a single corporate umbrella. Kubota is the leader among this industry group.

I believe that our integrated lineup of products for mechanized rice cultivation is our most potent weapon for expanding business in Asia. We plan to use the wide variety of products and technologies we possess to uncover a vast potential market, and secure a position as the leading agricultural equipment manufacturer in Asia.

Specifically, in our largest market of Thailand we will expand the business for conventional-type combines and rice transplanters, in addition to the tractors that have driven growth up to this point. Kubota's business in China has so far been centered mainly on head-feeding-type combines specifically for the japonica rice variety. We plan to increase sales of rice transplanters, and from the fiscal year ending March 2011, expand into new markets for tractors and conventional-type combines.

#### **Q<sup>5</sup> What is your concept for the development in Asia of the water treatment and environmental business that will be the focus of attention going forward?**

**A** The overseas water treatment and environmental market, mainly the Chinese market, is expected to expand rapidly. During the fiscal year ending March 2011, we will lay the foundations for expansion into the water treatment and environment business in China. The local production of pumps, which was decided in March 2010, will be the first step. Afterward

we plan to acquire orders, narrowing our focus to the market for wastewater treatment and reuse systems. We plan to expand our business in China in partnership with a local corporation.

We are of course also looking to cultivate markets outside of China. During the fiscal year ending March 2011, we plan to begin full-scale operations at our ductile iron pipe production facility in India, and to expand sales channels for ductile iron pipes, pumps and membranes in Southeast Asia, the Middle East and other regions. We also plan to focus on the water solutions business, incorporating water purification, desalination, and piping.

We expect the water treatment and environment business to become the second pillar of our operations after the machinery business. To accomplish this we will actively devote personnel and resources to the business, without undue attention to development expenses and investment costs.

**Q<sup>6</sup> | *Kubota has a new corporate slogan for the 120th anniversary of its founding.***

**A** That's right. We formulated the slogan "For Earth, For Life" to commemorate the 120th anniversary of Kubota's founding. This slogan combines our corporate principle of protecting the global environment and helping provide a comfortable life for people, with my own ideas about taking on greater global challenges in the food, water and environmental fields. Taking the three elements that humans need to survive—food, water and environment—as our key concepts, we hope to remain a visionary company that serves society well into the future.

I have high hopes that the Kubota Group will unite under this slogan to move forward in a single direction.



# Company at a Glance

To Our Shareholders and Friends

An Interview with the President & CEO

Company at a Glance

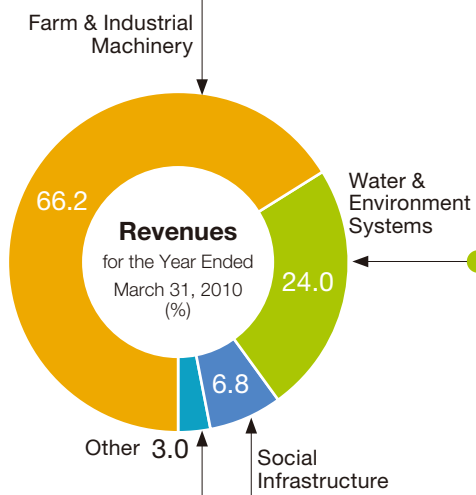
Review of Operations

Management

Financial Section

Directory

Investor Information





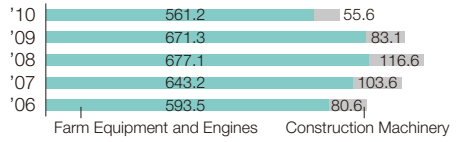
**Farm & Industrial Machinery**



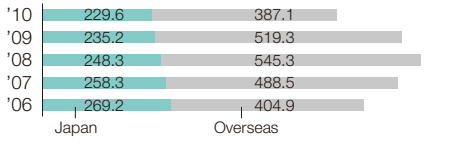
Tractor      Rice Transplanter      Combine Harvester      Four-Seater Utility Vehicle      Mini-Excavator

- Tractors
- Combine Harvesters
- Rice Transplanters
- Utility Vehicles
- Lawn Mowers
- Engines
- Mini-Excavators
- Etc.

**Revenues by Sector**  
(Billions of Yen)



**Revenues by Geographic Segment**  
(Billions of Yen)



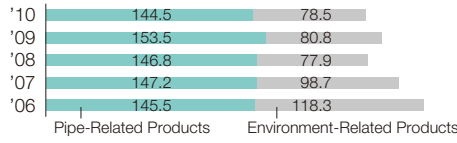
**Water & Environment Systems**



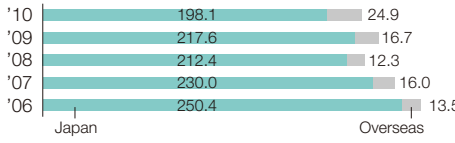
Ductile Iron Pipe      Plastic Pipes and Fittings      Valve      Sewage Sludge Incinerator      Submerged Membrane System

- Ductile Iron Pipes
- Plastic Pipes
- Valves
- Pumps
- Water & Sewage Treatment Plants
- Waste Treatment Plants
- Membrane Solutions
- Wastewater Treatment Tanks
- Etc.

**Revenues by Sector**  
(Billions of Yen)



**Revenues by Geographic Segment**  
(Billions of Yen)



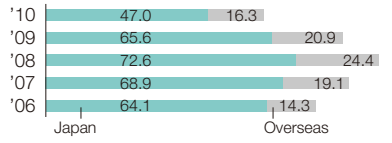
**Social Infrastructure**



Cracking Tubes      Spiral Welded Steel Pipes      Vending Machine      Scale      Air-Conditioning Equipment

- Industrial Castings
- Spiral Welded Steel Pipes
- Vending Machines
- Electronic-Equipped Machinery
- Air-Conditioning Equipment
- Etc.

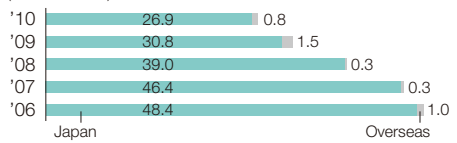
**Revenues by Geographic Segment**  
(Billions of Yen)



**Other**

- Construction
- Services
- Etc.

**Revenues by Geographic Segment**  
(Billions of Yen)



# Review of Operations

## FARM & INDUSTRIAL MACHINERY

Revenues in Farm & Industrial Machinery were ¥616.7 billion, 18.3% lower than the prior year, comprising 66.2% of consolidated revenues. Domestic revenues decreased 2.3%, to ¥229.6 billion, and overseas revenues decreased 25.5%, to ¥387.1 billion. This segment comprises farm equipment, engines and construction machinery.

In the domestic market, sales of farm equipment and engines decreased ¥2.2 billion (1.0%) from the prior year, and sales of construction

machinery decreased ¥3.3 billion (16.4%) from the prior year. Demand for farm equipment in the first half of the year under review was sluggish due to the economic slump and uncertainty over the agricultural policy of national government. In addition, farmers' investment for farm equipment decreased due to decreasing nonagricultural income of part-time farmers, which comprise a large percentage of the agricultural population in Japan. On the one hand, demand for farm equipment in the latter half of the year under review was brisk due to implementation of additional governmental subsidies for

leasing agricultural machinery. The application for this subsidy started in July 2009 and the payment ended on March 31, 2010. At the same time, market condition of construction machinery remained severe with a lack of recovery of investment in construction. In this circumstance, the Company actively introduced new products and implemented promotional sales activities, and sales of tractors and farm machinery increased. However, sales of engine and construction machinery decreased substantially.

Combine Harvester  
(Conventional-type)



In overseas markets, sales of farm equipment and engines decreased ¥107.9 billion (23.6%) from the prior year and sales of construction machinery decreased ¥24.2 billion (38.5%) from the prior year. Sales of tractors decreased significantly. In Asia outside Japan, although tractor unit sales were steady in terms of quantity, revenues from tractor sales decreased due to the appreciation of the yen. Moreover, sales of tractors

in North America and Europe decreased substantially due to a stagnation of the markets and the appreciation of the yen. Sales of construction machinery and engines decreased substantially owing to a sharp decline of demand in North America and

Europe. On the other hand, sales of combine harvesters and rice transplanter increased owing to significant increase in sales in China and Thailand.

Rice Transplanter



Vertical Water-Cooled Diesel Engine



Lawn Mower



Tractor



Excavator



Compact Truck Loader

■ Breakdown of Revenues

Billions of Yen	Total	Farm & Industrial Machinery	By Sector		By Geographic Segment	
			Farm Equipment and Engines	Construction Machinery	Japan	Overseas
2010	¥ 930.6	¥616.7	¥561.2	¥ 55.6	¥229.6	¥387.1
2009	1,107.5	754.4	671.3	83.1	235.2	519.3
2008	1,154.6	793.7	677.1	116.6	248.3	545.3
2007	1,127.5	746.8	643.2	103.6	258.3	488.5
2006	1,065.7	674.1	593.5	80.6	269.2	404.9

# WATER & ENVIRONMENT SYSTEMS

Revenues in Water & Environment Systems decreased 4.8%, to ¥222.9 billion from the prior year, comprising 24.0% of consolidated revenues. Domestic revenues decreased 9.0%, to ¥198.1 billion, and overseas revenues increased 49.1%, to ¥24.9 billion. This segment comprises pipe-related products (ductile iron pipes, plastic pipes, valves, and other products) and environment-related products (environmental control plants, pumps and other products).

In the domestic market, sales of pipe-related products such as ductile iron pipes and plastic pipes decreased 10.3%, to ¥127.7 billion from the prior year due to shrinkage of public investments and sluggish demand in housing market. Sales of environment-related products also decreased 6.4%, to ¥70.4 billion from the prior

year mainly due to a decrease in sales of waste engineering products.

In overseas markets, export sales of ductile iron pipes to the Middle East favorably increased and sales of valves and pumps also increased steadily.

## ■ Breakdown of Revenues

Billions of Yen	Total	Water & Environment Systems	By Sector		By Geographic Segment	
			Pipe-Related Products	Environment-Related Products	Japan	Overseas
2010	¥ 930.6	¥222.9	¥144.5	¥78.5	¥198.1	¥24.9
2009	1,107.5	234.3	153.5	80.8	217.6	16.7
2008	1,154.6	224.7	146.8	77.9	212.4	12.3
2007	1,127.5	245.9	147.2	98.7	230.0	16.0
2006	1,065.7	263.8	145.5	118.3	250.4	13.5

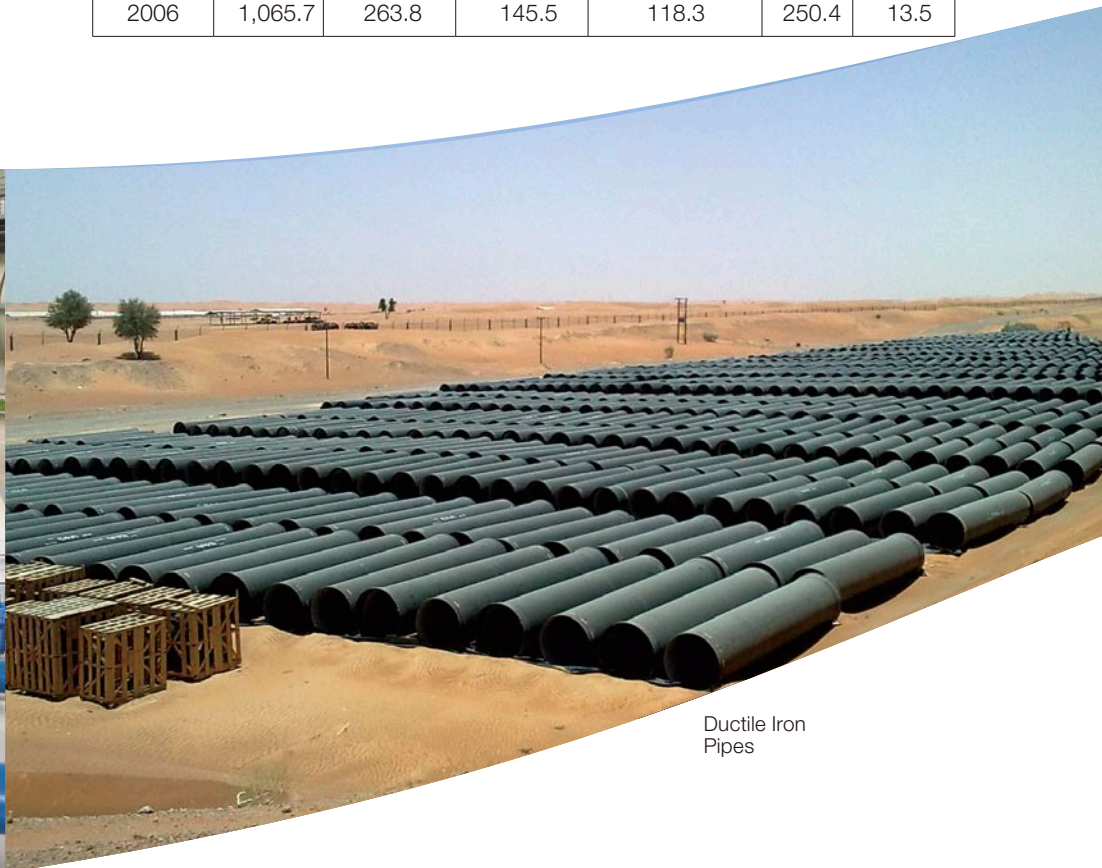
Wastewater Treatment Tanks



Pumps



Ductile Iron Pipes



# SOCIAL INFRASTRUCTURE

Revenues in Social Infrastructure decreased 26.8%, to ¥63.3 billion from the prior year, comprising 6.8% of consolidated revenues. Domestic revenues decreased 28.3%, to ¥47.0 billion, and overseas revenues decreased 22.1%, to ¥16.3 billion. This segment consists of industrial castings, spiral welded steel pipes, vending machines, electronic-equipped machinery, and air-conditioning equipment.

In the domestic market, sales of all products in this segment, primarily industrial castings and spiral welded

steel pipes, decreased affected by substantial declines in capital spending. In overseas markets, sales of industrial castings largely decreased.

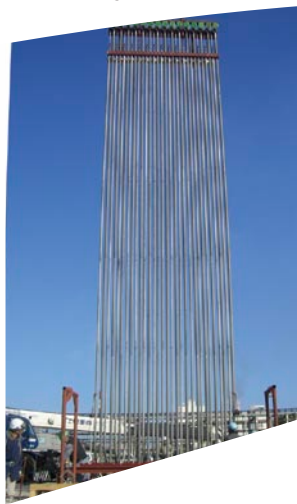
## ■ Breakdown of Revenues

Billions of Yen	Total	Social Infrastructure	By Geographic Segment	
			Japan	Overseas
2010	¥ 930.6	¥63.3	¥47.0	¥16.3
2009	1,107.5	86.5	65.6	20.9
2008	1,154.6	96.9	72.6	24.4
2007	1,127.5	88.0	68.9	19.1
2006	1,065.7	78.4	64.1	14.3

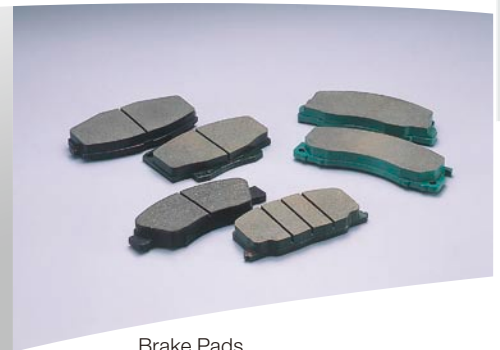
Vending Machine



Cracking Tubes



Air-Conditioning Equipment



Brake Pads (made from Titanic Acid Composed)

# OTHER

Revenues in Other decreased 14.3%, to ¥27.7 billion from the prior year, comprising 3.0% of consolidated revenues. Domestic revenues decreased 12.7%, to ¥26.9 billion, and overseas revenues decreased 47.9%, to ¥0.8 billion. This segment comprises construction, services and other businesses.

Construction sales decreased due to sluggish investment in construction and sales in other businesses in this segment largely decreased.

## ■ Breakdown of Revenues

Billions of Yen	Total	Other Revenues	By Geographic Segment	
			Japan	Overseas
2010	¥ 930.6	¥27.7	¥26.9	¥0.8
2009	1,107.5	32.3	30.8	1.5
2008	1,154.6	39.3	39.0	0.3
2007	1,127.5	46.7	46.4	0.3
2006	1,065.7	49.4	48.4	1.0

# Management

(As of July 1, 2010)

## DIRECTORS



Representative Director,  
President & CEO  
**Yasuo Masumoto**



Chairman of  
the Board of Directors  
**Daisuke Hatakake**



Vice Chairman of  
the Board of Directors  
**Moriya Hayashi**



Representative Director  
and Senior Managing  
Executive Officer  
**Hirokazu Nara**



Representative Director  
and Senior Managing  
Executive Officer  
**Tetsuji Tomita**



Director and Managing  
Executive Officer  
**Satoru Sakamoto**



Director  
**Yuzuru Mizuno**



Director  
**Kan Trakulhoon**

## CORPORATE AUDITORS



Corporate Auditor  
**Yoshiharu  
Nishiguchi**



Corporate Auditor  
**Toshihiro Fukuda**



Corporate Auditor  
**Masao Morishita**



Corporate Auditor  
**Yoshio Suekawa**



Corporate Auditor  
**Masanobu  
Wakabayashi**

## EXECUTIVE OFFICERS

### President & CEO

Yasuo Masumoto\*

### Senior Managing Executive Officers

Hirokazu Nara\*  
Tetsuji Tomita\*  
Eisaku Shinohara  
Masatoshi Kimata

### Managing Executive Officers

Satoru Sakamoto\*  
Nobuyuki Toshikuni  
Masayoshi Kitaoka  
Nobuyo Shioji  
Takeshi Torigoe  
Hideki Iwabu  
Katsuyuki Iwana

### Executive Officers

Takashi Yoshii  
Kohkichi Uji  
Toshihiro Kubo  
Kenshiro Ogawa  
Tetsu Fukui  
Satoshi Iida  
Shigeru Kimura  
Masakazu Tanaka

Taichi Itoh  
Yujiro Kimura  
Shinji Sasaki  
Hiroshi Matsuki  
Yuichi Kitao  
Kunio Suwa  
Toshihiko Kurosawa  
Hiroshi Kawakami

\* Executive Officer who also has a post as a Director

## Five-Year Financial Summary

KUBOTA Corporation and Subsidiaries

Years Ended March 31, 2010, 2009, 2008, 2007, and 2006

(¥ in millions except per share amounts)

	2010	2009	2008	2007	2006
<b>For the year:</b>					
Revenues	<b>¥930,644</b>	¥1,107,482	¥1,154,574	¥1,127,456	¥1,065,736
Ratio to previous year	<b>84.0%</b>	95.9%	102.4%	105.8%	107.2%
Cost of revenues	<b>681,374</b>	810,226	824,093	794,687	753,952
Selling, general, and administrative expenses	<b>179,352</b>	193,426	192,935	199,356	186,017
Other operating expenses	<b>216</b>	1,015	671	3,066	4,709
Operating income	<b>69,702</b>	102,815	136,875	130,347	121,058
Income from continuing operations	<b>47,908</b>	54,735	74,627	83,957	86,087
Income (loss) from discontinued operations, net of taxes	<b>—</b>	—	189	(1,286)	(115)
Net income	<b>47,908</b>	54,735	74,816	82,671	85,972
Net income attributable to Kubota Corporation:	<b>42,326</b>	48,064	68,026	76,457	81,034
Ratio to previous year	<b>88.1%</b>	70.7%	89.0%	94.4%	68.7%
Ratio to revenues	<b>4.5%</b>	4.3%	5.9%	6.8%	7.6%
<b>At year-end:</b>					
Total assets	<b>¥1,409,033</b>	¥1,385,824	¥1,464,270	¥1,502,532	¥1,405,402
Working capital	<b>380,590</b>	321,971	303,177	240,417	241,786
Long-term debt	<b>243,333</b>	208,588	183,945	150,105	152,024
Net assets	<b>671,619</b>	616,243	691,327	695,706	635,382
Total Kubota Corporation shareholders' equity	<b>626,397</b>	578,284	648,097	659,637	606,484
<b>Per common share and per 5 common shares data:</b>					
Income from continuing operations attributable to Kubota Corporation per common share:					
Basic	<b>¥33.28</b>	¥37.68	¥52.65	¥60.00	¥62.23
Diluted	<b>33.28</b>	37.68	52.65	60.00	61.76
Income from continuing operations attributable to Kubota Corporation per 5 common shares:					
Basic	<b>¥166.38</b>	¥188.40	¥263.27	¥299.99	¥311.13
Diluted	<b>166.38</b>	188.40	263.27	299.99	308.57
Net income attributable to Kubota Corporation per common share:					
Basic	<b>¥33.28</b>	¥37.68	¥52.80	¥59.01	¥62.14
Diluted	<b>33.28</b>	37.68	52.80	59.01	61.67
Net income attributable to Kubota Corporation per 5 common shares:					
Basic	<b>¥166.38</b>	¥188.40	¥264.01	¥295.03	¥310.69
Diluted	<b>166.38</b>	188.40	264.01	295.03	308.34
Kubota Corporation shareholders' equity per common share outstanding	<b>¥492.51</b>	¥454.60	¥506.09	¥510.75	¥466.71
Kubota Corporation shareholders' equity per 5 common shares outstanding	<b>¥2,462.55</b>	¥2,273.02	¥2,530.44	¥2,553.74	¥2,333.55
Cash dividends per common share	<b>¥14</b>	¥15	¥13	¥11	¥9
Cash dividends per 5 common shares	<b>¥70</b>	¥75	¥65	¥55	¥45

Notes:1. Per share amounts have been calculated per common share and per 5 common shares since each American Depositary Share represents 5 shares of common stock.

2. Cash dividends per common share are based on dividends paid during the year.

3. In accordance with Accounting Standards Codification 810, "Consolidation", the figures of the consolidated statements of income for the prior years have been reclassified to conform to the current year presentation.

## **Operating and Financial Review and Prospects**

### **1. Operating Results**

#### *Overview*

#### **Organization**

The Company is one of Japan's leading manufacturers of a comprehensive range of machinery and products including farm equipment, pipes for water supply and sewage systems, environmental control plants, and industrial castings. The Company also provides retail finance and finance leases, which primarily finance sales of equipment by dealers, for the purpose of enhancing sales of equipment to individual customers.

The Company's reporting segments consist of "Farm & Industrial Machinery", "Water & Environment Systems", "Social Infrastructure" and "Other".

The Company generates revenues and cash primarily from the sales of products to dealers, affiliated companies and trading companies or direct sales of products to end users.

For more than a century since its founding, the Company has continued to help improve people's quality of life and the development of society through its products and services. Currently, the Company is focusing on prioritizing the allocation of its resources, emphasizing agility in its operations, and strengthening consolidated operations. Through these measures, the Company intends to improve its ability to respond with flexibility to the changing times, to achieve high enterprise value.

#### **Business environment**

(Japan: The domestic market)

In Japan, the overall economic environment remained sluggish and the agricultural market recorded a slight decrease even with additional governmental subsidies.

According to a report of JFMMA (Japan Farm Machinery Manufacturer's Association), the shipment amount of agricultural machinery in 2009 for the domestic market decreased by 0.5% from the prior year.

Budgets for public works projects have been gradually decreasing due to the growing budget deficits in the Japanese national and local governments. For example, the budget of the Japanese Government for the water supply decreased by 5.0% and budget for the sewage system also decreased by 4.9% from the prior year.

(North America)

The U.S. economy was in serious recession and business conditions remained severe throughout the year. Demand for tractors and construction machinery marked a sizable drop reflecting slumping housing starts and home sales.

According to a 2009 report by AEM (Association of Equipment Manufacturers), industry retail sales units of tractors under 40hp (horse power) decreased by 19.8% and industry retail sales units of tractors from 40 to 100hp decreased by 28.4% from the prior year.

In Canada, demand for agricultural machinery and construction machinery decreased. As for tractors, industry retail sales units of tractors in Canada in 2009 decreased 20.0% from the prior year according to the AEM report.



### (Europe)

The economy in Europe entered into a steep recession in the first half of 2009 and the European Union recorded negative GDP growth of -4.2 % in 2009, as compared to the positive growth of 0.7 % in the prior year. Although the EU economy returned to positive growth in the latter half of 2009, the growth was at a sluggish pace.

Demand for construction machinery and engines for industrial use, which is highly sensitive to economic conditions, drastically decreased in Europe. Demand for tractors also declined substantially. However, the degree of decrease in demand for tractors was much milder than those of construction machinery and engines.

### (Asia outside Japan)

The Company believes that development of economy and industrialization as well as an increase in farmers' income in a country are important factors for the progress of agricultural mechanization.

GDP per capita in Thailand exceeded US\$ 3,000 several years ago, and demand for agricultural machinery has been rapidly increasing since then due to a decrease of labor force in rural area resulting from economic development and migration of the population from the agriculture sector to other industrial sectors.

In China, government subsidies to enhance agricultural mechanization are increasing each year. The subsidy in 2009 increased more than threefold, to Rmb13 billion from the prior year. As for rice farming, the Chinese government establishes target ratios of agricultural mechanization, and these policies are helping to grow demand for agricultural machinery over the long term.

## Revenues

For the year ended March 31, 2010, revenues of the Company decreased ¥176.8 billion (16.0%), to ¥930.6 billion, from the prior year.

In the domestic market, revenues decreased ¥47.5 billion (8.7 %), to ¥501.7 billion from the prior year. Revenues in Farm & Industrial Machinery decreased mainly due to depressed sales of engines and construction machinery, while sales of tractors and farm machinery increased. Revenues in Water & Environment Systems decreased due to a decrease in sales of pipe-related products such as ductile iron pipes and plastic pipes, and a decrease in sales of environment-related products. Revenues in Social Infrastructure and Other also decreased.

Revenues in overseas markets decreased ¥129.3 billion (23.2 %), to ¥429.0 billion from the prior year. In Farm & Industrial Machinery, revenues in Asia outside Japan favorably increased centering on combine harvesters and rice transplanters. However, revenues in North America and Europe decreased due to a decrease in sales of tractors, engines and construction machinery. Accordingly, total revenues in Farm & Industrial Machinery substantially decreased. On the other hand, revenues in Water & Environment Systems largely increased due to increased sales of ductile iron pipes and pumps. Revenues in Social Infrastructure decreased mainly due to a decrease in sales of industrial castings, and revenues in Other decreased. The ratio of overseas revenues to consolidated revenues was 46.1 %, 4.3 percentage points lower than the prior year.

The Company estimates that the unfavorable impact of foreign currency fluctuations on the Company's overseas revenues for the year under review was approximately ¥54.7 billion. The average exchange rates of the yen against the U.S. dollar were ¥94 and ¥103 for the fiscal year ended March 31, 2010 and 2009, respectively, and the average exchange rates of the yen against the Euro were ¥130 and ¥152 for the fiscal year ended March 31, 2010 and 2009, respectively. These currency fluctuations mainly influence revenues in the Farm & Industrial Machinery segment, as the overseas revenues of this segment account for most of the Company's overseas revenues.

## Cost of Revenues, SG&A Expenses, and Other Operating Expenses

The cost of revenues significantly decreased 15.9 % from the prior year, to ¥681.4 billion in conjunction with substantial decline of sales. However, the cost of revenues as a ratio to consolidated revenues was 73.2%, the same level as the prior year due to company-wide cost reduction activities and the benefit of price declines of raw materials. The Company estimates that it was positively impacted by approximately ¥20.0 billion from such price declines of raw materials.

Selling, general, and administrative (SG&A) expenses decreased 7.3 % from the prior year, to ¥179.4 billion. However, the ratio of SG&A expenses to revenues increased 1.8 percentage points, to 19.3% due to an increase in pension costs and lower revenues of the fiscal year under review.

Other operating expenses decreased ¥0.8 billion from the prior year, to ¥0.2 billion.

## Operating Income

Operating income decreased ¥33.1 billion (32.2 %), to ¥69.7 billion from the prior year. Operating income in Farm & Industrial Machinery decreased substantially due to declining revenues in North America and Europe, and the appreciation of the yen. On the other hand, operating income in Water & Environment Systems increased sharply due to price declines of raw materials and absence of recorded losses related to the Anti-Monopoly Law in the prior year. Operating income in Social Infrastructure decreased largely as a result of decreased capital spending, while operating income in Other increased.

Operating income in each reporting segment (before the elimination of intersegment profits and adjustments) was as follows: Farm & Industrial Machinery, operating income of ¥60.5 billion, a 41.7% decrease; Water & Environment Systems, operating income of ¥19.7 billion, a 531.9 % increase; Social Infrastructure, operating income of ¥2.7 billion, a 66.3 % decrease; and Other, operating income of ¥2.6 billion, a 45.1 % increase.

## Other income

Other income, net, was ¥3.8 billion, as compared to other expenses, net of ¥19.6 billion in the prior year. This improvement was mainly due to a turn from a foreign exchange loss into a foreign exchange gain and a decrease in valuation losses on other investments. The Company recorded a foreign exchange gain-net of ¥2.9 billion, as compared to a foreign exchange loss-net of ¥11.5 billion in the prior year. Foreign exchange gains or losses generally arise from the revaluation of foreign currency-denominated assets such as notes and accounts receivables at the balance sheet date; the difference between carrying value and settlement value of foreign currency-denominated assets; and valuation on foreign exchange forward contracts and options. U.S. dollar, Euro and Baht-denominated assets accounted for a large portion of foreign exchange gains or losses. The valuation losses on other investments decreased ¥8.5 billion, to ¥0.1 billion from the prior year due to a recovery of the stock market.

## Income from Continuing Operations before Income Taxes and Equity in Net Income of Affiliated Companies

Income from Continuing Operations before income taxes and equity in net income of affiliated companies decreased ¥9.8 billion, to ¥73.5 billion from the prior year due to a decrease in operating income.

## Income Taxes, Equity in Net Income of Affiliated Companies, and Net Income

Income Taxes decreased 9.6% from the prior year, to ¥26.0 billion, primarily as a result of the decline in Income from Continuing Operations before Income Taxes and Equity in Net Income of Affiliated Companies. The effective tax rate was 35.4%, the similar level as 34.5% of the prior year. Equity in net income of affiliated companies was ¥0.4 billion, an increase of ¥0.2 billion from the prior year. As a result, net income decreased 12.5% from the prior year, to ¥47.9 billion.

### Net Income attributable to the noncontrolling interests

Net income attributable to the noncontrolling interests decreased 16.3% from the prior year, to ¥5.6 billion due to lower profits of consolidated subsidiaries.

### Net Income attributable to Kubota Corporation

Due to the factors described above, net income attributable to Kubota Corporation decreased 11.9% from the prior year, to ¥42.3 billion. Return on shareholders' equity decreased 0.8 percentage points, to 7.0%, from the prior year.

### Net Income attributable to Kubota Corporation per ADS

Basic net income attributable to Kubota Corporation per ADS (five common shares) was ¥166, as compared to ¥188 in the prior year.

### Dividends

The Company paid ¥25 per ADS as a year-end cash dividend. Accordingly, including the interim dividend of ¥35 per ADS paid by the Company, the total dividend for the year ended March 31, 2010 was ¥60 per ADS, which was ¥10 per ADS less than the prior year.

### Comprehensive Income

Comprehensive Income was ¥70.8 billion, as compared to comprehensive loss of ¥45.3 billion in the prior year. This improvement was mainly due to a favorable effect of foreign currency translation adjustments and a turn from unrealized losses on securities into unrealized gains on securities, which resulted from improvement in the stock market.

### Critical Accounting Estimates

The consolidated financial statements of the Company are prepared in accordance with accounting principles generally accepted in the United States (U.S.GAAP). The preparation of these statements requires the uses of estimates and assumptions about future events. Accounting estimates and assumptions discussed in this section are those that the Company considers to be the most critical to an understanding of its financial statements.

#### 1) Allowance for doubtful receivables

The evaluation of the collectability of the Company's notes and accounts receivable, finance receivables, and non-current receivables requires the use of certain estimates. Such estimates require consideration of historical loss expense adjusted for current conditions, and judgments about the probable effects of relevant observable data including present economic conditions such as financial health of specific customers and collateral values. Sharp changes in the economy or a significant change in the economic health of a particular customer could result in actual receivable losses that are materially different from the estimated reserve.

#### 2) Impairment of Long-Lived Assets

The application of impairment accounting requires the use of significant estimates and assumptions. Long-lived assets to be held and used are reviewed for impairment by comparing the carrying value of asset group with their estimated undiscounted future cash flows. This review is primarily performed using estimates of future cash flows by product category. If the carrying value of the asset group is considered impaired, an impairment loss

is recorded for the amount by which the carrying value of the asset group exceeds its fair value. The fair value is determined using the present value of estimated net cash flows. This approach uses significant estimates and assumptions, which are inherently uncertain and unpredictable and would not reflect unanticipated events and circumstances that may occur.

### 3) Pension Assumptions

The measurement of the Company's benefit obligation to its employees and the periodic benefit cost requires the use of certain assumptions, such as estimates of discount rates, expected return on plan assets, retirement rate, and mortality rate. The Company immediately recognizes net actuarial gains and losses in excess of 20% of the larger of the projected benefit obligation or plan assets in the year following the year in which such gains and losses were incurred, while the portion between 10% and 20% is amortized over the average participants' remaining service period (approximately 15 years). Accordingly, significant changes in assumptions or significant divergences of actual results from the assumptions may have a material effect on periodic benefit cost in the future periods.

The Company recorded an actuarial loss of ¥9.6 billion, which contained the immediate recognition amount of net actuarial losses in excess of 20% of the projected benefit obligation, as a component of net periodic benefit cost for the year ended March 31, 2010. This actuarial loss was derived from significant decline on fair value of plan assets during the years ended March 31, 2009 and March 31, 2008 due to financial crisis.

In preparing the financial statements, the Company assumed the discount rate used in calculating benefit obligation of 2.4% at March 31, 2010, and 2.5% at March 31, 2009, respectively. A lower discount rate increases benefit obligations, which could affect the periodic benefit cost in the following years by an increase in service cost, a decrease in interest cost, and, if amortized, an increase in amortization cost through the amortization of actuarial loss. Each 50 basis point increase or decrease in the discount rate will have an estimated increase or decrease of ¥8.2 billion on the benefit obligations at March 31, 2010.

The Company assumed an expected return on plan assets of 2.5% for the years ended March 31, 2010 and 2009, and 3.0% for the year ended March 31, 2008, respectively. The Company lowered the expected return on plan assets to 2.5% for the year ended March 31, 2009 in consideration of the revision of the portfolio of pension plan assets by increasing the portion of debt securities in order to stabilize the return on plan assets, which increased the periodic benefit cost for the year ended March 31, 2009 by approximately ¥0.5 billion.

The lower rate of return on plan assets decreases the expected return amount in the next year. Each 50 basis point increase or decrease in the expected rate of return on plan assets will have an estimated increase or decrease of ¥0.5 billion on the periodic benefit cost for the year ending March 31, 2011.

### 4) Income Taxes

During the ordinary course of business, there are many transactions and calculations for which the ultimate tax determination is uncertain. As a result, the Company recognizes tax liabilities based on estimates of whether additional taxes will be due. These tax liabilities are recognized when, despite the Company's belief that its tax return positions are supportable, the Company believes that certain positions are likely to be challenged and may not be fully sustained upon review by tax authorities. The Company uses a more likely than not threshold to the recognition and derecognition of tax positions. This assessment relies on estimates and assumptions and may involve a series of complex judgments about future events. To the extent that the final tax outcome of these matters is different than the amounts recorded, such differences will impact income tax expense in the period in which such determination is made.

During the year ended March 31, 2008, the tax authorities in the United States and Japan reached an agreement on a bilateral Advance Pricing Agreement ("APA"), which covered the periods through the year ended March 31, 2010, as to certain intercompany transactions between related parties in the United States and Japan. The Company estimated the unrecognized tax benefits for an additional tax payment to Japanese tax authority of ¥6.5 billion and a tax refund from the United States tax authority of ¥4.7 billion at March 31, 2009. In accordance with the expiration of the APA, the Company accrued a tax payment of ¥4.5 billion in income taxes payable with a recognition of a tax refund of ¥2.8 billion in other current assets at March 31, 2010. This difference between estimates and actual results did not have a material effect on the Company's consolidated results of operations or financial position for the year ended March 31, 2010 since the tax refund decreased in proportion to the decrease of additional tax payment.

Significant judgment is also required in determining any valuation allowance recorded against deferred tax assets. In assessing the need for a valuation allowance, the Company considers all available evidence, including past operating results, estimates of future taxable income, and the feasibility of ongoing tax planning strategies. In the event that the Company changes its determination as to the amount of deferred tax assets that can be realized, the Company will adjust its valuation allowance with a corresponding impact to income tax expense in the period in which such determination is made.

#### 5) Revenue recognition for long-term contracts

The Company uses the percentage of completion method to recognize revenue from long-term contracts primarily in construction works with the Japanese national government and local governments. The percentage of completion method requires the use of estimates and assumptions to measure total contracts, remaining costs to completion, and total contract revenues. The Company continually reviews the estimates and assumptions. Any revisions in revenue, cost, and profit estimates or in measurements of the extent of progress toward completion are accounted for in the consolidated statements of income for the fiscal year in which those revisions have been made.

#### 6) Loss Contingencies

The Company is currently facing asbestos-related issues, and is a party to certain legal proceedings. The Company reviews the status of each matter and assesses its potential financial exposure on a regular basis. If the potential losses from these matters are considered probable and the amount can be reasonably estimated, the Company accrues a liability for the estimated loss. The Company considers the progress of legal proceedings, recent similar court cases, and other relevant factors in order to assess whether the conditions of loss contingencies are met. Because of uncertainties related to these matters, accruals are based only on the best information available at the time. As additional information becomes available, the Company reassesses the potential liability and may revise the estimates. Subsequent revisions in the estimates of the potential liabilities could have a material impact on the Company's results of operations and financial position in the period they are made.

## 2. Liquidity and Capital Resources

### Finance and Liquidity Management

The Company's financial policy is to ensure adequate financing and liquidity for its operations and to maintain the strength of its balance sheet. Through cash and cash equivalents, other current assets, cash flows provided by operating activities, and borrowing, the Company is in a position to fully finance the expansion of its business, R&D, and capital expenditures for current and future business projects. The specific methods of obtaining financing available to the Company are borrowing from financial institutions, establishing committed lines of credit, and the issuance of bonds and commercial paper (CP) in the capital markets.

The weighted average interest rate on such short-term borrowings at March 31, 2010, was 1.5% (U.S. dollar 0.8%, Thai Baht 1.7%, others 1.7%). As for long-term debt, both fixed and floating rates were included in the interest rates, and the weighted average interest rate on such long-term debt at March 31, 2010, was 1.8% (Japanese yen 1.2%, U.S. dollar 2.0%, others 3.4%). With regard to the maturity profile of these borrowings, please refer to "Tabular Disclosure of Contractual Obligations"

After the worsening of the sub-prime loan problem and shockwaves from the Lehman Brothers' collapse in the United States, the world financial market had been in turmoil and unstable for a certain period. Even in such period, the Company was able to raise enough funds for business operations and has not encountered financing problems.

Regarding the lines of credit, the Company has established committed lines of credit totaling ¥20.0 billion with certain Japanese banks. However, the Company currently does not use these lines. The Company also maintains a CP program allowing for the issuance of CP of up to ¥100.0 billion. There was no outstanding issue of CP as of the end of March 2010.

The Company utilizes group financing. With group financing, the Company centralizes and pursues the efficiency of cash management domestically through the Kubota Cash Management System, under which the excess or shortage of cash at most of its subsidiaries in Japan is invested or funded, as necessary.

To maintain the strength of its balance sheet and help secure adequate funding resources, the Company carefully monitors its interest-bearing debt, excluding debt related to sale financing programs. The Company is providing retail financing programs to support machinery sales in Japan, North America and Thailand. At the end of March 2010, the amount of interest-bearing debt increased ¥2.0 billion, to ¥403.1 billion. Of the ¥403.1 billion, ¥343.5 billion was borrowings from financial institutions, and the remaining ¥59.6 billion consisted of corporate bonds.

The Company plans its capital expenditures considering future business demand and cash flows. The Company intends to fund the investment basically through cash provided by operating activities, and to also utilize available borrowings from financial institutions. The Company's commitments for capital expenditures are not material. The Company has underfunded pension liabilities of ¥40.2 billion, which relate primarily to the parent company, as of the end of March, 2010. The Company's contributions to pension plans for the year ending March 31, 2011 are expected to be ¥14.3 billion.

The Company's basic policy for the return of profit to shareholders is to maintain stable dividends or raise dividends together with repurchases of treasury stock. The Company uses net cash provided by operating activities for these dividends and repurchases.

The amount of working capital increased ¥58.6 billion, to ¥380.6 billion, from the prior year-end. Additionally, the ratio of current assets to current liabilities increased 21.4 percentage points, to 186.5%, due primarily to an increase in cash and cash equivalent, and a decrease in short-term borrowings. There is some seasonality to the Company's liquidity and capital resources because a high percentage of the notes and accounts

receivable from local governments is collected during April through June each year. Currently, the Company believes the working capital is sufficient for the Company's present requirements.

All things considered, the Company believes that it can support its current and anticipated capital and operating requirements for the foreseeable future. The currencies in which the Company has its debt are mainly Japanese yen and U.S. dollars. There are no restrictions regarding the manner in which the funds may be used.

There are restrictive covenants related to its borrowings including clauses of negative pledges, rating triggers and minimum net worth. The financial covenants are as follows: the rating trigger covenant states that the Company shall keep or be higher than the "BBB—" rating by Rating and Investment Information, Inc. (R&I) and the minimum net worth covenant states that the Company shall keep the amount of total equity of more than ¥405.0 billion on the consolidated financial statement and more than ¥287.0 billion on the separate financial statement of a parent company. The Company is in compliance with those restrictive covenants at March 31, 2010.

### Ratings

The Company has obtained a credit rating from R&I, a rating agency in Japan, to facilitate access to funds from the capital market in Japan. The Company's ratings are "A+" for long-term debt and "a-1" for short-term debt as of March 2010 and its outlook is positive. The Company's favorable credit ratings provide it access to capital markets and investors.

### Assets, Liabilities, and Equity

#### 1) Assets

Total assets at the end of March 2010 amounted to ¥1,409.0 billion, an increase of ¥23.2 billion (1.7%) from the end of the prior year. Current assets were ¥820.8 billion, an increase of ¥4.5 billion from the prior year-end. Cash and cash equivalent increased, while inventories and notes and accounts receivable decreased due to reduced purchasing to lower their inventory levels and lower revenues of the fiscal year under review. Inventory turnover dropped 0.6 point, to 4.9 times.

Investments and long-term finance receivables were ¥321.7 billion, an increase of ¥41.8 billion from the prior year-end. Long-term finance receivables increased along with business expansion in Thailand, and other investment increased due to the recovery of the stock market. Other assets decreased ¥18.3 billion to ¥45.6 billion mainly due to a decrease of long-term deferred tax assets.

#### 2) Liabilities

Total liabilities amounted to ¥737.4 billion, a decrease of ¥32.2 billion (4.2%) from the end of the prior year.

Current liabilities were ¥440.2 billion a decrease of ¥54.1 billion from the prior year-end mainly due to a decrease in short-term borrowings and a decrease in accounts payable due to decreased production.

On the other hand, long-term liabilities increased ¥22.0 billion, to ¥297.2 billion, long-term debt largely increased due to issuance of corporate bond by overseas subsidiaries, while accrued retirement and pension costs decreased.

### 3) Equity

Total equity amounted to ¥671.6 billion, an increase of ¥55.4 billion (9.0 %) from the end of the prior year.

Retained earnings increased steadily due to net income, and accumulated other comprehensive income improved due mainly to an increase in unrealized gains on securities affected by upturn in stock prices. The shareholders' equity ratio\* was 44.5 %, 2.8 percentage points higher than the prior year end. The debt-to-equity ratio\*\* was 64.4%, 5.0 percentage points lower than at the prior year-end.

\* Shareholders' equity ratio = shareholders' equity / total assets

\*\* Debt-to-equity ratio = interest-bearing debt / shareholders' equity

#### Derivatives

To offset currency and interest rate fluctuation risks, the Company uses various types of derivatives, including foreign exchange forward contracts, currency swaps, and interest rate swaps. As a basic policy, the Company conducts its derivative transactions within the range of its outstanding credit and obligations, and the Company does not engage in speculative derivative transactions. The counterparties for the Company's derivative transactions are financial institutions with high creditworthiness; therefore, the Company does not anticipate any credit losses on such transactions. For more specific details, please refer to Note 13 to the consolidated financial statements.

#### Off-balance Sheet Arrangements

The Company previously utilized accounts receivable securitization programs, which were important for the Company to broaden its funding sources and raise cost-effective funds. However, in the United States, financing by securitization of trade receivables was quite difficult in the year ended March 31, 2009 because of turmoil in the U.S. financial markets. Under this situation, the Company terminated all securitization programs during the year ended March 31, 2009 and the Company has not resumed the programs. As a result, the Company has no sold receivables at March 31, 2010.

The Company provides guarantees to distributors, including affiliated companies, and customers for their borrowings from financial institutions. The Company would have to perform under these guarantees in the event of default on a payment within the guarantee periods. The maximum potential amount of undiscounted future payments of these financial guarantees as of March 31, 2010 was ¥6.0 billion.



## Tabular Disclosure of Contractual Obligations

The following summarizes contractual obligations at March 31, 2010.

	Millions of yen				
	Total	Payments due by period			More than 5 years
		Less than 1 year	1-3 years	3-5 years	
Contractual obligations:					
Short-term borrowings	¥88,333	¥88,333	¥ —	¥ —	¥ —
Capital lease obligations	5,986	3,123	2,690	150	23
Long-term debt	308,779	68,309	185,184	42,451	12,835
Deposits from customers	2,545	2,545	—	—	—
Operating lease obligations	3,508	1,088	1,422	817	181
Commitments for capital expenditures	1,616	1,616	—	—	—
Contributions to defined pension plans	14,300	14,300	—	—	—
Interest payments	20,041	9,284	9,144	1,406	207
Total	¥445,108	¥188,598	¥198,440	¥44,824	¥13,246

Long-term debt represents unsecured bonds and loans principally from banks and insurance companies. Payments due by periods for interest payments are calculated using the contract rate of each borrowing or debt and derivative financial instruments at March 31, 2010.

The Company expects benefit payments to the participants of the defined benefit pension plans and the severance indemnity plans as disclosed in Notes 8, "RETIREMENT AND PENSION PLANS—Expected Cash Flows" on page 48. While the Company will contribute to its defined benefit pension plans in the future periods to meet future benefit payments, its contributions to defined pension plans beyond the next fiscal year are not included in the table because they are not currently determinable.

The Company recorded liabilities for unrecognized tax benefits of ¥200 million at March 31, 2010, which are not included in the above tables because it is unable to make reasonable estimates of the period of settlements.

### 3. Cash Flows

Net cash provided by operating activities during the year under review was ¥119.1 billion, and cash inflow increased ¥141.6 billion from the prior year. Cash inflow in the prior year substantially decreased due to discontinued sales of trade receivable in North America. Cash inflow in the year under review largely increased due to a decrease in inventories and notes and accounts receivables in addition to the absence of the effect of the above-mentioned discontinuation of sales of trade receivables.

Net cash used in investing activities was ¥43.4 billion, a decrease of ¥30.6 billion from the prior year. Cash outflow decreased substantially due to a decrease in purchases of fixed assets, increases in proceeds from sales and redemption of investments and slowdown of increase in finance receivables.

Net cash used in financing activities was ¥34.7 billion, and cash inflow decreased ¥119.5 billion from the prior year. In the prior year, the Company increased fund raisings by interest bearing debt as a result of discontinuing sales of trade receivables. Cash inflow largely decreased due to the absence of substantial fund raising in the current year.

Including the effect of exchange rate, cash and cash equivalents at the end of March 2010 were ¥111.4 billion, an increase of ¥41.9 billion from the prior year.

Over the past three years, the amount of net cash provided by operating activities was ¥186.6 billion in aggregate and net increases in borrowings were ¥111.6 billion in aggregate. Additionally, during the same period, proceeds from sales of property, plant, and equipment and proceeds from sales of investments were ¥14.1 billion in total. The aggregate amount of these cash flows was used chiefly to fund increases in finance receivables, which exceeded collections of finance receivables by ¥101.7 billion, purchase of fixed assets of ¥95.3 billion, payment of dividends to stockholders of ¥53.8 billion and repurchase of common stock for ¥13.5 billion. Cash and cash equivalents increased an aggregate of ¥28.8 billion during the same period.

#### 4. Capital Investments

Capital expenditures in fiscal 2010, 2009 and 2008 amounted to ¥26,038 million, ¥33,337 million, and ¥35,163 million, respectively. The funding requirements for these capital expenditures were mainly provided by internal operations, and partially provided by external debt financing.

#### 5. Research and Development

The following table shows the Company's research and development expenses for the last three fiscal years.

	Millions of yen		
	2010	2009	2008
R&D Expenses	¥25,241	¥26,290	¥24,784
As a percentage of consolidated revenues	2.7%	2.4%	2.1%

The R&D activities are conducted principally in R&D departments in each business division and subsidiary. In its business divisions and subsidiaries, there are 29 R&D departments. Each department promotes the R&D activities fortifying each business.

Total R&D expenses of four reporting segments, which are Farm & Industrial Machinery, Water & Environment Systems, Social Infrastructure, and Other segment, were ¥19.0 billion, ¥3.9 billion, ¥1.6 billion, and ¥0.8 billion, respectively.

#### 6. Risk Factors

Declines in economic conditions in the Company's major markets, including private-sector capital expenditure, construction investment, and domestic public investment, may adversely impact the results of operations of the Company.

Industrial and capital goods make up a substantial portion of the Company's products. Accordingly, revenues of the Company may decrease due to declining demand resulting from declines in general economic conditions, including private-sector capital expenditures, construction investment, and domestic public investment. In addition, governmental agricultural policies may adversely affect domestic sales of agriculture-related products. In overseas markets, especially those of North America and Europe, sales of the Company's products, such as utility/compact tractors, may decrease due to declines in general economic

conditions, including private consumption and residential construction investment in those regions.

Fluctuations of foreign exchange rates, including a stronger yen, may reduce revenues and adversely affect the results of operations of the Company.

The Company has overseas revenues and manufacturing subsidiaries. The financial results of each overseas subsidiary are consolidated into the results of the parent company after translation into Japanese yen. In addition, the transactions between the parent company and overseas subsidiaries or customers are generally denominated in the local currencies. The payments received in local currencies on such transactions are converted to Japanese yen. As a result, fluctuations in foreign exchange rates affect the consolidated financial results. In general, a stronger yen against other currencies adversely affects revenues and the results of operations of the Company.

If the prices of raw materials increase or the Company has difficulties in procuring adequate supplies of them, there may be a material adverse effect on the Company's results of operations.

The Company purchases substantial raw materials and parts from outside suppliers. If the prices of raw materials substantially increase due to the supply and demand gap and changes in market conditions, and stay at high levels for a long time, they may deteriorate the Company's profitability. Also, if the Company has difficulties in procuring adequate supplies of raw materials, there may be a material adverse effect on the Company's results of operations due to difficulties in production and sales activities.

The risks associated with international operations may adversely affect revenues and profitability of the Company.

In some businesses of the Company, substantial overseas operations are conducted. Accordingly, the Company is subject to a number of risks inherent in doing business in those markets. If such risks occurred, the Company may face difficulties in stable production and sales of products in overseas markets that may affect revenues and profitability of the Company or they may hinder growth of the Company in specific countries. The following risks are serious concerns for the Company:

- Unexpected changes in international, or in an individual country's, tax regulations;
- Unexpected legal or regulatory changes in a country;
- Difficulties in retaining qualified personnel;
- Underqualified technological skills or instability between management and employee unions in developing countries; and
- Political instability in those countries.

Among the United States, the EU, and Asian countries, which are important markets for the Company, the previously mentioned risks in Asian countries seem to be relatively higher than those of other regions.

If strategic alliances, mergers, and acquisitions do not generate successful results as planned, then the Company's profitability may deteriorate.

The Company expects to use strategic alliances, mergers, and acquisitions to seek further growth. The success of these activities depends on such factors as the Company's business environment, the ability of its business counterparts, and whether the Company and its counterparts share common goals. Therefore, if these activities are not successful and returns on related investments are lower than expected, the Company's profitability may deteriorate.

Stock market fluctuations may have a material adverse effect on the Company's results of operations and financial position.

Stock market declines may cause impairment losses on the Company's investments in marketable securities or cause an increase in actuarial loss of the Company's retirement and pension plans as a result of a decline in the fair value of pension plan assets, which may have a material adverse effect on the Company's results of operations and financial position.

The Company is subject to intensifying competitive pressures. Unless the Company performs better than other companies in each of its businesses, revenues and /or net income may decrease in the future.

The Company is exposed to severe competition in each of its businesses. Unless the Company performs better than other companies in such areas as terms of trade, R&D, and quality, revenues and/or net income may decrease in the future.

If the Company's products and services are alleged to have serious defects, such allegations may have a material adverse effect on the Company's results of operations and financial position.

If the Company's products and services are alleged to have serious defects, the Company may have liability for significant damages, and there may be a material adverse effect on the Company's results of operations, financial position. If such claims are asserted, the Company may lose the confidence of the public and suffer a reduction in its brand value, which may result in decreased revenues or demand for its products.

The Company may be required to incur considerable expenses in order to comply with various environmental laws and regulations. Such expenses may have a material adverse effect on the Company's results of operations and financial position.

The Company is subject to various environmental laws and regulations that apply to its products and activities. If these environmental laws and regulations, such as those that impose carbon dioxide emission controls, emission controls, and usage restrictions for certain materials which are used in the Company's products, are strengthened or newly established in jurisdictions in which the Company conducts its businesses, the Company may be required to incur considerable expenses in order to comply with such laws and regulations. Such expenses may have a material adverse effect on the Company's results of operations and financial position. To the extent that the Company determines that it is not economical to continue to comply with such laws and regulations, the Company may have to curtail or discontinue its activities in the affected business areas.

The Company may be required to incur significant expenses in connection with environmental damage its activities may allegedly cause. Such expenses may have a material adverse effect on the Company's results of operations and financial position.

Claims may arise that the Company's activities have caused environmental contamination, including the release of hazardous materials or air pollution, water pollution, and/or soil contamination. In such an event, the Company may elect or be required to implement costly corrective actions to resolve any issues associated with the release or presence of such hazardous materials or contamination and may face associated litigation. These factors may have a material adverse effect on the Company's results of operations and financial position.

If the Company is required to incur significant expenses relevant to asbestos-related issues, then there may be a material adverse effect on the Company's results of operations, financial position and liquidity.

The Company previously manufactured products containing asbestos from 1954 to 2001. If the Company is required to incur additional expenses, including payments to the individuals concerned or expenses arising from litigations related to the asbestos-related health hazards and such expenses become significant, they may result in a material adverse effect on the Company's results of operations, financial position and liquidity.

The Company may experience a material effect on its results of operations and financial position if it faces issues related to compliance.

The Company has declared its intention to conduct its corporate activities in compliance with legal regulations and ethical principles, and to exert efforts to cause all management and staff of the group companies not to act in violation of various legal regulations, ethical standards, or internal regulations. However, in the event that compliance issues arise, there is a possibility that the Company may be subject to disciplinary action by government ministries supervising its activities or to lawsuits, or may suffer a loss of public confidence, any of which could have a material adverse effect on the Company's results of operations and financial position.

If the Company is damaged by natural disasters, then the Company's operations may suffer great losses.

Japan is a country with frequent earthquakes. If a strong earthquake or related tidal wave occurs, the Company's manufacturing, logistics, and sales activities may be adversely affected, and may lose revenues and profits depending on the severity of the earthquake or tidal wave. Japan is also hit by typhoons very frequently. If major plants are struck by a large and powerful typhoon, the Company's operations may suffer great losses due to disruption of operations, delay in production and shipment, and restoration costs for facilities.

## 7. Matters Related to the health hazard of Asbestos

### Background

Until 1995, the Company's plant in Amagasaki, Hyogo Prefecture, which is now a company office, had produced products containing asbestos. In April 2005, the Company was advised that some residents who lived near the former plant suffered from mesothelioma, a form of cancer that is said to be mainly caused by the aspiration of asbestos. The Company announced its intention in June 2005 to act seriously and faithfully concerning various issues of the health hazard of asbestos from the viewpoint of corporate social responsibility (CSR) as a company that had once manufactured products containing asbestos for a long time.

According to the Company's basic policy, the Company started the program of consolation payments to patients with mesothelioma who lived near the former plant and to the families of residents who died from mesothelioma. In April 2006, the Company decided to establish the relief payment system in place of the consolation payment system and make additional payment to the residents to whom consolation payment were eligible to be paid or payable.

After the Company established its internal policies and procedures of relief payment system, the Company has received claims for relief payments from 216 residents and paid or accrued relief payments to 196 of those residents after carefully reviewing those claims as of March 31, 2010.

With regard to the procedures for making claims to the Company for relief payments, the Company has asked the residents or the bereaved family of the residents who lived close to its former plant to communicate with

the Company through Amagasaki Occupational Safety and Health Center with the documents requested by the Company.

With regard to current and former employees of the Company who are suffering from or have died of asbestos-related disease, in accordance with the Company's internal policies, the Company shall pay compensation which is not required by law. Upon certification of medical treatment compensation from the Workers' Accident Compensation Insurance for asbestos-related diseases, the compensation for asbestos-related disease shall be paid. In case an employee dies during medical treatment and are certified for compensation from the Workers' Accident Compensation Insurance for bereaved families, the compensation for asbestos-related disease for the bereaved family shall also be paid. In addition, the Company shall provide other financial aids, such as medical expenses during medical treatment which are incurred by the diseased employees or salary payments during the period of their absence from work. The cumulative number of current and former employees who are eligible for compensation in accordance with the Company's internal policies that are not required by law is 160 as of the end of March 2008, 162 as of the end of March 2009, and 170 as of the end of March 2010.

In August 2006, the Company announced that the Company would provide a total donation of ¥1.2 billion to Hyogo College of Medicine made over 10 years and a ¥0.5 billion to Osaka Medical Center for Cancer and Cardiovascular Diseases over five years. And the Company donated ¥200 million as a contribution for the year ended March 31, 2010.

As a result of the asbestos issue becoming an object of public concern, the Japanese government established the Law for the Relief of Patients Suffering from Asbestos-Related Diseases ("New Asbestos Law") in March 2006. This law was enacted for the purpose of promptly providing relief to people suffering from asbestos-related diseases who are not eligible for relief by compensation from the Insurance in accordance with the Workers' Accident Compensation Insurance Law. The relief aid payments are contributed by the national government, municipal governments, and business entities. The contribution includes a special contribution by companies which operated a business closely related to asbestos, and was made by business entities commencing from the year ended March 31, 2008. During the year ended March 31, 2007, the Company accounted for ¥735 million of the special contribution as a lump sum expense, which is imposed based on the New Asbestos Law during the four-year period commencing on April 1, 2007.

#### Contingencies Regarding Asbestos-Related Matters

The Company expenses the payments for the health hazard of asbestos based on the Company's policies and procedures. The expenses include payments to certain residents who lived near the Company's plant and current and former employees, and a special contribution in accordance with the New Asbestos Law. The amount of these expenses during the year ended March 31, 2010 was approximately ¥503 million. Of the ¥503 million, ¥360 million represented expenses relating to the payment for the residents who lived near the Company's plant under the relief payment system established in April 2006. The Company has no basis or information to estimate the number of residents and current and former employees that are going to apply for payments.

Although the Company is currently a defendant in litigations relating to asbestos, the ultimate outcome of these litigations is also unpredictable with certainty due to inherent uncertainties in litigation.

Accordingly, the Company believes it is not possible to reasonably estimate the amount of its ultimate liability relating to asbestos issues. However, the Company believes asbestos-related issues contain potentially material risks for the Company's consolidated results of operations, financial position, and its liquidity.

## 8. Outlook for the Next Fiscal Year

The Company forecasts consolidated revenues for the year ending March 31, 2011 will increase from the year under review. Domestic revenues are forecast to increase due to an increase in revenues in Farm & Industrial Machinery and Social Infrastructure resulting from an improving general economic conditions and private capital spending, while revenues in Water & Environment Systems and Other are forecast to be the same level as the year under review due to a continuing sluggish public investments. Overseas revenues are forecast to increase substantially due to an increase in revenues in Farm & Industrial Machinery, in which revenues in Asia outside Japan will continue to grow favorably and revenues in North America and Europe are also expected to increase due to a gradual economic upturn.

The Company forecasts operating income will increase from the year under review, mainly due to an increase in revenues.

The Company expects income before income taxes and equity in net income of affiliated companies and net income attributable to Kubota Corporation for the next fiscal year will increase from the year under review.

### 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.

## Consolidated Balance Sheets

KUBOTA Corporation and Subsidiaries

(¥ in millions)

At March 31:	2010	2009
<b>ASSETS</b>		
<b>Current assets:</b>		
Cash and cash equivalents	¥ 111,428	¥ 69,505
Notes and accounts receivable:		
Trade notes	57,412	65,429
Trade accounts	317,485	324,583
Less: Allowance for doubtful notes and accounts receivable	(2,821)	(2,512)
Short-term finance receivables—net	104,840	97,292
Inventories	172,323	207,401
Other current assets	60,161	54,648
Total current assets	820,828	816,346
<b>Investments and long-term finance receivables:</b>		
Investments in and loan receivables from affiliated companies	15,945	14,511
Other investments	109,306	96,197
Long-term finance receivables—net	196,473	169,257
Total investments and long-term finance receivables	321,724	279,965
<b>Property, plant, and equipment:</b>		
Land	89,664	90,479
Buildings	214,329	208,901
Machinery and equipment	358,354	361,323
Construction in progress	5,306	6,970
Total	667,653	667,673
Accumulated depreciation	(446,760)	(442,052)
Net property, plant, and equipment	220,893	225,621
<b>Other assets:</b>		
Long-term trade accounts receivable	26,688	27,071
Other	19,670	37,680
Less: Allowance for doubtful non-current receivables	(770)	(859)
Total other assets	45,588	63,892
<b>Total</b>	<b>¥ 1,409,033</b>	<b>¥ 1,385,824</b>



(¥ in millions)

**At March 31:** **2010** **2009****LIABILITIES AND EQUITY****Current liabilities:**

Short-term borrowings	¥ 88,333	¥ 132,100
Trade notes payable	14,266	16,405
Trade accounts payable	143,683	163,222
Advances received from customers	3,397	6,306
Notes and accounts payable for capital expenditures	9,245	13,301
Accrued payroll costs	25,856	26,266
Accrued expenses	27,352	25,717
Income taxes payable	22,842	4,733
Other current liabilities	33,832	45,947
Current portion of long-term debt	71,432	60,378
<b>Total current liabilities</b>	<b>440,238</b>	<b>494,375</b>

**Long-term liabilities:**

Long-term debt	243,333	208,588
Accrued retirement and pension costs	40,177	56,591
Other long-term liabilities	13,666	10,027
<b>Total long-term liabilities</b>	<b>297,176</b>	<b>275,206</b>

**Commitments and contingencies****Equity:**

Kubota Corporation shareholders' equity:		
Common stock,		
authorized 1,874,700,000 shares in 2010 and 2009, respectively		
issued 1,285,919,180 shares in 2010 and 2009, respectively	84,070	84,070
Capital surplus	89,241	93,150
Legal reserve	19,539	19,539
Retained earnings	477,303	452,791
Accumulated other comprehensive loss	(34,491)	(62,184)
Treasury stock (14,072,545 shares and 13,856,291 shares in 2010 and 2009, respectively), at cost	(9,265)	(9,082)
<b>Total Kubota Corporation shareholders' equity</b>	<b>626,397</b>	<b>578,284</b>
Noncontrolling interests	45,222	37,959
<b>Total equity</b>	<b>671,619</b>	<b>616,243</b>
<b>Total</b>	<b>¥ 1,409,033</b>	<b>¥ 1,385,824</b>

See notes to consolidated financial statements.

## Consolidated Statements of Income

KUBOTA Corporation and Subsidiaries

(¥ in millions except per share amounts)

For the years ended March 31:	2010	2009	2008
<b>Revenues</b>	¥ 930,644	¥1,107,482	¥1,154,574
<b>Cost of revenues</b>	681,374	810,226	824,093
<b>Selling, general, and administrative expenses</b>	179,352	193,426	192,935
<b>Other operating expenses</b>	216	1,015	671
<b>Operating income</b>	69,702	102,815	136,875
<b>Other income (expenses):</b>			
Interest and dividend income	3,381	4,822	4,472
Interest expense	(2,127)	(2,664)	(986)
Gain (loss) on sales of securities—net	1,821	(116)	704
Valuation loss on other investments	(143)	(8,618)	(6,715)
Foreign exchange gain (loss)—net	2,894	(11,525)	(9,043)
Other—net	(2,045)	(1,455)	(2,730)
Other income (expenses), net	3,781	(19,556)	(14,298)
<b>Income from continuing operations before income taxes and equity in net income of affiliated companies</b>	73,483	83,259	122,577
<b>Income taxes:</b>			
Current	28,540	23,637	43,929
Deferred	(2,563)	5,109	4,115
Total income taxes	25,977	28,746	48,044
<b>Equity in net income of affiliated companies</b>	402	222	94
<b>Income from continuing operations</b>	47,908	54,735	74,627
<b>Income from discontinued operations, net of taxes</b>	—	—	189
<b>Net income</b>	47,908	54,735	74,816
<b>Less: Net income attributable to the noncontrolling interests</b>	5,582	6,671	6,790
<b>Net income attributable to Kubota Corporation</b>	¥ 42,326	¥ 48,064	¥ 68,026
<b>Net income attributable to Kubota Corporation per common share:</b>			
<b>Basic and Diluted:</b>			
Continuing operations	¥33.28	¥37.68	¥52.65
Discontinued operations	—	—	0.15
Total	¥33.28	¥37.68	¥52.80

See notes to consolidated financial statements.

## Consolidated Statements of Comprehensive Income (Loss)

KUBOTA Corporation and Subsidiaries

(¥ in millions)

For the years ended March 31:	2010	2009	2008
<b>Net income</b>	¥ 47,908	¥ 54,735	¥ 74,816
<b>Other comprehensive income (loss), net of tax:</b>			
Foreign currency translation adjustments	8,250	(61,832)	(563)
Unrealized gains (losses) on securities	11,761	(26,283)	(36,839)
Unrealized gains (losses) on derivatives	556	(1,512)	(126)
Pension liability adjustments	9,808	(13,945)	(16,405)
Total other comprehensive income (loss)	30,375	(103,572)	(53,933)
<b>Comprehensive income (loss)</b>	78,283	(48,837)	20,883
<b>Less: Comprehensive income (loss) attributable to the noncontrolling interests</b>	7,528	(3,540)	7,927
<b>Comprehensive income (loss) attributable to Kubota Corporation</b>	¥ 70,755	¥ (45,297)	¥ 12,956

See notes to consolidated financial statements.

# Consolidated Statements of Changes in Equity

## KUBOTA Corporation and Subsidiaries

(¥ in millions except shares of common stock outstanding)

	Kubota Corporation Shareholders' Equity							
	Common Stock	Capital Surplus	Legal Reserve	Retained Earnings	Accumulated Other Comprehensive Income(Loss)	Treasury Stock at Cost	Non-Controlling Interests	Total Equity
<b>Balance at March 31, 2007</b>	¥84,070	¥93,150	¥19,539	¥376,815	¥86,247	¥ (184)	¥36,069	¥695,706
(1,291,513 thousands of shares)								
Cumulative effect of adopting accounting for uncertainty in income taxes				261				261
Net income				68,026			6,790	74,816
Other comprehensive income (loss)					(55,070)		1,137	(53,933)
Cash dividends paid to Kubota Corporation shareholders, ¥13 per common share				(16,777)				(16,777)
Cash dividends paid to noncontrolling interests							(1,681)	(1,681)
Purchases and sales of treasury stock (less 10,909 thousands of shares)						(7,980)		(7,980)
Retirement of treasury stock				(4,398)		4,398		—
Increase in noncontrolling interests related to contribution							1,482	1,482
Changes in ownership interests in subsidiaries							(567)	(567)
<b>Balance at March 31, 2008</b>	84,070	93,150	19,539	423,927	31,177	(3,766)	43,230	691,327
(1,280,604 thousands of shares)								
Net income				48,064			6,671	54,735
Other comprehensive loss					(93,361)		(10,211)	(103,572)
Cash dividends paid to Kubota Corporation shareholders, ¥15 per common share				(19,193)				(19,193)
Cash dividends paid to noncontrolling interests							(767)	(767)
Purchases and sales of treasury stock (less 8,541 thousands of shares)				(7)		(5,316)		(5,323)
Increase in noncontrolling interests related to contribution							14	14
Changes in ownership interests in subsidiaries							(978)	(978)
<b>Balance at March 31, 2009</b>	84,070	93,150	19,539	452,791	(62,184)	(9,082)	37,959	616,243
(1,272,063 thousands of shares)								
Net income				42,326			5,582	47,908
Other comprehensive income					28,429		1,946	30,375
Cash dividends paid to Kubota Corporation shareholders, ¥14 per common share				(17,814)				(17,814)
Cash dividends paid to noncontrolling interests							(489)	(489)
Purchases and sales of treasury stock (less 216 thousands of shares)						(183)		(183)
Increase in noncontrolling interests related to contribution							2,109	2,109
Changes in ownership interests in subsidiaries		(3,909)			(736)		(1,885)	(6,530)
<b>Balance at March 31, 2010</b>	¥84,070	¥89,241	¥19,539	¥477,303	¥(34,491)	¥ (9,265)	¥45,222	¥671,619
(1,271,847 thousands of shares)								

See notes to consolidated financial statements.

# Consolidated Statements of Cash Flows

## KUBOTA Corporation and Subsidiaries

(¥ in millions)

For the years ended March 31:	2010	2009	2008
<b>Operating activities:</b>			
Net income	¥ 47,908	¥ 54,735	¥ 74,816
Adjustments to reconcile net income to net cash provided by (used in) operating activities:			
Depreciation and amortization	29,171	31,242	30,565
(Gain) loss on sales of securities—net	(1,821)	116	(704)
Valuation loss on other investments	143	8,618	6,715
(Gain) loss from disposal of fixed assets—net	118	(151)	925
Equity in net income of affiliated companies	(402)	(222)	(94)
Deferred income taxes	(2,563)	5,109	4,115
Change in assets and liabilities:			
(Increase) decrease in notes and accounts receivable	20,380	(128,586)	31,750
(Increase) decrease in inventories	38,802	(35,636)	(6,656)
(Increase) decrease in interest in sold receivables	—	70,132	(6,763)
(Increase) decrease in other current assets	1,205	(21,322)	(13,309)
Decrease in trade notes and accounts payable	(22,780)	(19,771)	(23,311)
Increase (decrease) in income taxes payable	18,005	(7,008)	(10,842)
Increase (decrease) in other current liabilities	(9,896)	28,727	7,539
Increase (decrease) in accrued retirement and pension costs	467	(10,054)	(10,998)
Other	335	1,494	6,362
Net cash provided by (used in) operating activities	119,072	(22,577)	90,110
<b>Investing activities:</b>			
Purchases of fixed assets	(26,621)	(32,959)	(35,735)
Purchases of investments and change in loan receivables	(389)	(5,908)	3,337
Proceeds from sales of property, plant, and equipment	1,182	2,961	115
Proceeds from sales and redemption of investments	9,101	261	490
Increase in finance receivables	(172,218)	(193,495)	(196,494)
Collection of finance receivables	150,368	154,935	155,202
Other	(4,822)	184	741
Net cash used in investing activities	(43,399)	(74,021)	(72,344)
<b>Financing activities:</b>			
Proceeds from issuance of long-term debt	121,966	129,967	113,962
Repayments of long-term debt	(90,067)	(74,386)	(84,895)
Net increase (decrease) in short-term borrowings	(43,729)	54,619	(15,840)
Cash dividends	(17,814)	(19,193)	(16,777)
Purchases of treasury stock	(191)	(5,338)	(7,997)
Purchases of noncontrolling interests	(6,407)	—	—
Other	1,570	(809)	(133)
Net cash provided by (used in) financing activities	(34,672)	84,860	(11,680)
<b>Effect of exchange rate changes on cash and cash equivalents</b>	<b>922</b>	<b>(7,541)</b>	<b>97</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>41,923</b>	<b>(19,279)</b>	<b>6,183</b>
<b>Cash and cash equivalents, beginning of year</b>	<b>69,505</b>	<b>88,784</b>	<b>82,601</b>
<b>Cash and cash equivalents, end of year</b>	<b>¥ 111,428</b>	<b>¥ 69,505</b>	<b>¥ 88,784</b>

See notes to consolidated financial statements.

# Notes to Consolidated Financial Statements

KUBOTA Corporation and Subsidiaries

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### Description of Business

Kubota Corporation (the “parent company”) and subsidiaries (collectively the “Company”) are one of Japan’s leading manufacturers of a comprehensive range of machinery and other industrial and consumer products, including farm equipment, engines, construction machinery, pipe-related products, environment-related products, and industrial castings.

The manufacturing operations of the Company are conducted primarily at 20 plants in Japan and at 10 overseas plants located in the United States and certain other countries. Farm equipment, construction machinery, ductile iron pipe, and certain other products are sold both in Japan and in overseas markets which consist mainly of North America, Europe, and Asia.

### Basis of Financial Statements

The consolidated financial statements are presented in accordance with accounting principles generally accepted in the United States of America (“U.S. GAAP”).

In September 2008, the Securities and Exchange Commission amended the foreign issuer reporting requirements to eliminate an option which permitted foreign private issuers to omit segment disclosures in accordance with U.S. GAAP. This amendment is effective for fiscal years ended on or after December 15, 2009, and was adopted by the Company in the year ended March 31, 2010 for all periods presented.

### Principles of Consolidation

The consolidated financial statements include the accounts of the parent company and all majority-owned subsidiaries. The accounts of certain consolidated subsidiaries that have December 31 fiscal year-ends have been included in the March 31 consolidated financial statements. The accounts of variable interest entity (“VIE”) are included in the consolidated financial statements, as applicable.

The Company is involved with a VIE which engages in farming by water culture. The VIE has been consolidated since the Company is the primary beneficiary. Total assets of the VIE at March 31, 2010 were ¥219 million. There are no restrictions on the use of the VIE’s assets. Also, the creditors or beneficial interest holders of the consolidated VIE have no recourse to the general credit of the Company. The Company is not a primary beneficiary of the unconsolidated VIEs and does not hold any significant variable interests in these VIEs.

Intercompany items have been eliminated in consolidation.

Investments in affiliates in which the Company has the ability to exercise significant influence over their operating and financial policies, but where the Company does not have a controlling financial interest are accounted for using the equity method.

### Use of Estimates

Preparing financial statements in conformity with U.S. GAAP requires the Company to make estimates and assumptions that affect reported amounts and related disclosures. Significant estimates and assumptions are used primarily in the area of inventory valuation, impairment of investments, collectability of notes and receivables, impairment of long-lived assets, accruals for employee retirement and pension plans, valuation allowance for deferred tax assets, uncertain tax positions, revenue recognition for long-term contracts, and loss contingencies. Actual results could differ from those estimates.

### Foreign Currency Translation

The assets and liabilities of foreign subsidiaries, using the local currency as their functional currency, are translated to Japanese yen based on the current exchange rate prevailing at each balance sheet date and any resulting translation adjustments are included in accumulated other comprehensive income (loss). Revenues and expenses are translated into Japanese yen using the average exchange rates prevailing for each period presented.

### Cash Equivalents

The Company considers all highly liquid investments with an original maturity of three months or less to be cash equivalents. Time deposits with original maturities of three months or less amounting to ¥24,230 million, ¥4,022 million, and ¥3,915 million, respectively, were included in cash and cash equivalents at March 31, 2010, 2009, and 2008,.

### Inventories

Inventories are stated at the lower of cost or market. Cost is determined by the average-cost method.

## Investments

The Company classifies all its marketable equity securities as available for sale and carries them at fair value with a corresponding recognition of the net unrealized holding gains or losses (net of tax) as an item of other comprehensive income (loss) in equity. The fair values of those securities are determined based on quoted market prices.

Gains and losses on sales of available-for-sale securities as well as other nonmarketable equity securities which are carried at cost are computed on the average-cost method. When a decline in a value of the marketable security is deemed to be other than temporary, the Company recognizes an impairment loss to the extent of the decline. In determining if and when such a decline in value is other than temporary, the Company evaluates the extent to which cost exceeds market value, the duration of market declines, and other key measures. Other non-marketable securities are stated at cost and reviewed periodically for impairment.

## Allowance for Doubtful Receivables

The Company provides an allowance for doubtful notes and receivables. The allowance for these doubtful receivables is based on historical collection trends and management's judgement on the collectability of these accounts. Historical collection trends, as well as prevailing and anticipated economic conditions, are routinely monitored by management, and any required adjustment to the allowance is reflected in current operations.

## Property, Plant, and Equipment

Property, plant, and equipment are stated at cost less accumulated depreciation. Depreciation expenses related to manufacturing activities are included in cost of revenues, and the other depreciation expenses are classified in selling, general, and administrative expenses. Depreciation of those assets is principally computed using the declining-balance method based on the estimated useful lives of the assets. The estimated useful lives range from 10 to 50 years for buildings and from 2 to 14 years for machinery and equipment.

## Long-Lived Assets

The Company evaluates long-lived assets to be held and used for impairment using an estimate of undiscounted cash flows whenever events or changes in circumstances indicate that the carrying amount of such assets may not be recoverable. If the estimate of undiscounted cash flows is less than the carrying amount of the assets, an impairment loss is recorded based on the fair value of the assets. The Company evaluates long-lived assets to be disposed of by sale at the lower of carrying amount or fair value less cost to sell.

## Retirement and Pension Plans

The funded status of the Company's defined benefit pension plans and severance indemnity plans are recognized as an asset or a liability in the consolidated balance sheets with a corresponding adjustment to pension liability adjustment in accumulated other comprehensive income (loss), net of tax. The funded status is measured as the difference between the fair value of plan assets and the benefit obligation at March 31, the measurement date.

The Company amortizes the prior service costs (benefits) due to the amendments of the benefit plans over the average remaining service period of the participants at the time of amendments. The Company immediately recognizes net actuarial gains and losses in excess of 20% of the larger of the projected benefit obligation or plan assets in the year following the year in which such gains and losses were incurred, while the portion between 10% and 20% is amortized over the average participants' remaining service period.

## Income Taxes

Deferred tax assets and liabilities are computed based on the differences between the financial statement and the income tax bases of assets and liabilities and tax loss and other carry forwards using the enacted tax rate. A valuation allowance is established, when necessary, to reduce deferred tax assets to the amount that management believes will more likely than not be realized.

The Company recognizes the financial statement effects of tax positions when it is more likely than not, based on the technical merits, that the tax positions will be sustained upon examination by the tax authorities. Benefits from tax positions that meet the more-likely-than-not recognition threshold are measured at the largest amount of benefit that is greater than 50 percent likely of being realized upon settlement. Interest and penalties accrued related to unrecognized tax benefits are included in income taxes in the consolidated statements of income.

## Sales Tax

Revenues are presented exclusive of sales tax.

## Revenue Recognition

The Company recognizes revenue related to product sales when (1) persuasive evidence of an arrangement exists, (2) delivery has occurred or services have been rendered, (3) the sales price is fixed or determinable, and (4) collectibility is reasonably assured. The Company records estimated reductions to sales at the time of sale for sales incentive programs including product discounts, customer promotions, and volume-based rebates.

The sales of environmental and other plant and equipment are recorded when the installation of plant and equipment is completed and accepted by the customer for short-term contracts, and recorded under the percentage-of-completion method of accounting for long-term contracts. (See Note 9. REVENUE RECOGNITION FOR LONG-TERM CONTRACTS.) Estimated losses on sales contracts are charged to income in the period in which they are identified. The percentages of revenues to consolidated revenues for the years ended March 31, 2010, 2009, and 2008 that pertain to long-term contracts were 2.1%, 1.9%, and 1.7%, respectively.

Housing real estate sales are recorded when the title is legally transferred to the customer in accordance with the underlying contract and real estate laws and regulations.

In October 2007, Kubota Maison Co., Ltd., subsidiary of housing real estate, was excluded from consolidated subsidiaries and became an affiliated company. As a result, there were no housing real estate sales for the year ended March 31, 2010 and 2009. The percentage of revenues to consolidated revenues for the years ended March 31, 2008 that pertain to housing real estate sales was 0.3%.

Finance receivables are composed of the total arrangement fee less unamortized discounts. Based on imputed interest for the time value of money and reserve for credit losses, income is recorded over the terms of the receivables using the interest method.

## Research and Development and Advertising

Research and development and advertising costs are expensed as incurred.

## Shipping and Handling Costs

Shipping and handling costs are included in selling, general, and administrative expenses.

## Expense from the Payments for Health Hazard of Asbestos

The Company expenses payments to certain residents who lived near the Company's plant and current and former employees when the Company determines that a payment is warranted based on the medical condition of the individual concerned and in accordance with the Company's policies and procedures.

The Company also accrues an estimated loss from asbestos-related matters by a charge to income if both of the following conditions are met:

- (a) It is probable that a liability has been incurred at the date of financial statements.
- (b) The amount of loss can be reasonably estimated.

(See Note 18. COMMITMENTS AND CONTINGENCIES.)

## Derivative Financial Instruments

All derivatives are recognized in the consolidated balance sheets at fair value and are reported in other current assets, other assets, other current liabilities, or other long-term liabilities.

On the date the derivative contract is entered into, the Company designates the derivative as a hedge of a forecasted transaction or the variability of cash flows to be received or paid related to a recognized asset or liability ("cash flow" hedge). The Company formally documents all relationships between hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking various hedge transactions. This process includes linking all derivatives that are designated as cash flow hedges to specific assets and liabilities on the consolidated balance sheets or to specific firm commitments or forecasted transactions. The Company considers its hedges to be highly effective in offsetting changes in cash flows of hedged items, because the currency, index of interest rates, amount, and terms of the derivatives correspond to those of the hedged items in accordance with the Company's policy.

Changes in the fair value of a derivative that is highly effective and that is designated and qualifies as a cash flow hedge are recorded in other comprehensive income (loss), until earnings are affected by the variability in cash flows of the designated hedged item. The ineffective portion of changes in the fair value of derivatives is immediately recorded in earnings.

The Company also uses derivatives not designated as cash flow hedges in certain relationships for economic purposes. Changes in the fair value of derivatives not designated are reported in earnings immediately.

## Fair Value Measurement

Certain assets and liabilities that fall within the scope of the fair value measurements are classified into three levels.

Level 1 – Quoted prices in active markets for identical assets or liabilities.

Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the assets or liabilities, either directly or indirectly.

Level 3 – Unobservable inputs for the assets or liabilities. These are measured using entity's own assumptions and inputs that are reasonably available or inputs many market participants use with reasonable confidence because observable inputs are not available due to lack of similar assets or liabilities in active markets or inappropriate market price by a decline of liquidity.

## Securitization of Receivables

The Company sold trade receivables to investors through independent securitization trusts until the year ended March 31, 2009. At the time the receivables are sold to the securitization trusts, the balances are removed from the consolidated balance sheets of the Company. The investment in the sold receivables pool is allocated between the portion sold and the portion retained based on their relative fair values on the date of sale. The gain or loss for each qualifying sale of receivables is determined based on book value allocated to the portion sold. If forecasted future cash flows result in an other-than-temporary decline in the fair value of the retained interests, then an impairment loss is recognized to the extent that the fair value is less than the carrying amount. Such losses would be included in the consolidated statements of income. The Company estimates fair value based on the present value of expected future cash flows less credit losses.

## Discontinued Operations

The results of discontinued operations are reported as a separate line item in the consolidated statements of income under income (loss) from discontinued operations, net of taxes.

## Net income attributable to Kubota Corporation per common share

Net income attributable to Kubota Corporation per common share is computed by dividing net income attributable to Kubota Corporation by the weighted-average number of common shares outstanding during each year. The weighted average number of common shares outstanding for the years ended March 31, 2010, 2009, and 2008 was 1,271,985,454, 1,275,574,702 and 1,288,336,590, respectively. There were no potentially dilutive shares outstanding for the years ended March 31, 2010, 2009, and 2008.

## New Accounting Standards

In December 2007, the Financial Accounting Standards Board ("FASB") issued a new accounting standard related to business combinations. This standard requires an acquirer to measure the identifiable assets acquired, the liabilities assumed and any noncontrolling interest in the acquiree at their fair values on the acquisition date, with goodwill being the excess value over the net identifiable assets acquired. This standard also requires recognition of contingent consideration and capitalization of in-process research and development at fair values as well as expensing of acquisition-related costs as incurred. This standard is effective in fiscal years beginning after December 15, 2008 and was adopted by the Company on April 1, 2009. The adoption of this statement did not have a material impact on the Company's consolidated results of operations and financial position.

In December 2007, the FASB issued a new accounting standard related to noncontrolling interests in consolidated financial statements. This standard establishes accounting and reporting standards for the noncontrolling interest in a subsidiary and for the deconsolidation of a subsidiary. This standard is effective in fiscal years beginning after December 15, 2008 and was adopted by the Company on April 1, 2009. Upon the adoption of this standard, noncontrolling interests, which were previously referred to as minority interests and classified between total liabilities and shareholders' equity on the consolidated balance sheets, are now included as a separate component of total equity. Net income is classified and attributed between noncontrolling interests and Kubota Corporation in the consolidated statements of income, and related presentation of consolidated statements of cash flows and other consolidated financial statements has been changed. Amounts in the prior consolidated financial statements have been reclassified or adjusted to conform to the current presentation. In addition, changes in a parent's ownership interest while the parent retains its controlling financial interest in its subsidiary are accounted for as equity transactions. The adoption of this standard resulted in a ¥3,909 million decrease of capital surplus at March 31, 2010.



In December 2008, the FASB issued a new accounting standard related to employers' disclosures about postretirement benefit plan assets. This standard requires more detailed disclosures about plan assets including investment allocation, each class of plan assets, valuation techniques used to measure the fair value of plan assets, and concentrations of risk within plan assets. This standard is effective for fiscal years ending after December 15, 2009 and was adopted by the Company for the year ended March 31, 2010. The adoption of this standard did not have a material impact on the Company's consolidated results of operations and financial position.

In May 2009, the FASB issued a new accounting standard related to subsequent events. This standard establishes general standards of accounting for and disclosures of events that occur after the balance sheet date but before financial statements are issued or are available to be issued. This standard is effective for interim or annual financial periods ending after June 15, 2009. In February 2010, the FASB amended this standard to remove the requirement for an SEC filer to disclose the date through which subsequent events have been evaluated. The Company adopted this standard for the first quarter ended June 30, 2009. The adoption of this standard did not have an impact on the Company's consolidated result of operations and financial position.

In June 2009, the FASB issued the FASB Accounting Standards Codification ("ASC"). The ASC restructured the previous U.S. GAAP by providing the authoritative literature in a topical structure. The ASC is effective for interim and annual periods ending after September 15, 2009 and was adopted by the Company for the second quarter ended September 30, 2009. The adoption of the ASC did not have an impact on the Company's consolidated results of operations and financial position.

In June 2009, the FASB issued a new accounting standard related to improvements to financial reporting by enterprises involved with VIE. This standard requires an analysis to determine whether the enterprise's variable interest or interests give it a controlling financial interest in a VIE. This standard also requires ongoing reassessments of whether an enterprise is the primary beneficiary of a VIE and eliminates the quantitative approach previously required for determining the primary beneficiary of a VIE. This standard is effective for fiscal years beginning after November 15, 2009. The adoption of this standard is not expected to have a material impact on the Company's consolidated financial statements.

In September 2009, the FASB issued a new accounting standard related to investments in certain entities that calculate net asset value per share (or its equivalent). This standard creates a practical expedient to measure the fair value of an investment on the basis of the net asset value per share of the investment (or its equivalent) determined as of the reporting entity's measurement date. This standard is effective for the interim and annual periods ending after December 15, 2009 and was adopted by the Company for the third quarter ended December 31, 2009. The adoption of this standard did not have a material impact on the Company's consolidated results of operations and financial position.

In October 2009, the FASB issued a new accounting standard related to revenue recognition for multiple-deliverable arrangements. This standard requires arrangement consideration be allocated to all deliverables using a selling price or estimated selling price and eliminates the residual method of allocation. This standard also requires additional qualitative and quantitative disclosures. This standard is effective for fiscal years beginning on or after June 15, 2010 and can be applied prospectively for revenue arrangements entered into or materially modified, or retrospectively for all prior periods. The Company is currently calculating the impact of the applying this standard on the consolidated financial statements.

## 2. INVENTORIES

Inventories are comprised of the following:

(¥ in millions)

<b>At March 31:</b>	<b>2010</b>	<b>2009</b>
Finished products	¥111,280	¥132,125
Spare parts	23,544	23,848
Work in process	22,498	31,165
Raw materials and supplies	15,001	20,263
	¥172,323	¥207,401

## 3. INVESTMENTS IN AND LOAN RECEIVABLES FROM AFFILIATED COMPANIES

Investments in and loan receivables from affiliated companies in which the Company has the ability to exercise significant influence over their operating and financial policies are comprised of the following:

(¥ in millions)

<b>At March 31:</b>	<b>2010</b>	<b>2009</b>
Investments	¥15,667	¥14,443
Loan receivables	278	68
	¥15,945	¥14,511

The following table presents a summary of financial information of affiliated companies:

(¥ in millions)

<b>At March 31:</b>	<b>2010</b>	<b>2009</b>
Current assets	¥55,958	¥68,841
Noncurrent assets	62,414	62,858
Total assets	118,372	131,699
Current liabilities	61,495	74,758
Noncurrent liabilities	19,441	20,794
Net assets	¥37,436	¥36,147

(¥ in millions)

<b>For the years ended March 31:</b>	<b>2010</b>	<b>2009</b>	<b>2008</b>
Revenues	¥210,492	¥216,430	¥215,574
Cost of revenues	155,350	160,690	162,533
Net income	873	419	482

Trade notes and accounts receivable from affiliated companies at March 31, 2010 and 2009 were ¥24,827 million and ¥21,302 million, respectively.

Revenues from affiliated companies aggregated ¥65,246 million, ¥55,374 million, and ¥48,847 million for the years ended March 31, 2010, 2009, and 2008, respectively.

Cash dividends received from affiliated companies were ¥72 million, ¥46 million, and ¥31 million for the years ended March 31, 2010, 2009, and 2008, respectively.

Retained earnings include net undistributed earnings of affiliated companies in the amount of ¥10,652 million and ¥9,719 million at March 31, 2010 and 2009, respectively.

#### 4. OTHER INVESTMENTS

The following table presents the cost, fair value, and gross unrealized holding gains and losses for securities by major security type:

(¥ in millions)

	2010				2009			
	Cost	Fair Value	Gross Unrealized Holding Gains	Gross Unrealized Holding Losses	Cost	Fair Value	Gross Unrealized Holding Gains	Gross Unrealized Holding Losses
<b>At March 31:</b>								
<b>Other investments:</b>								
Available-for-sale:								
Equity securities of financial institutions	¥24,422	¥44,186	¥19,775	¥ 11	¥24,412	¥40,275	¥15,864	¥ 1
Other equity securities	16,080	54,985	38,946	41	17,665	40,653	23,304	316
	¥40,502	¥99,171	¥58,721	¥ 52	¥42,077	¥80,928	¥39,168	¥317

The following table presents the gross unrealized losses on, and related fair value of, the Company's available-for-sale securities, aggregated by the length of time that individual investment securities have been in a continuous unrealized loss position:

(¥ in millions)

	2010				2009			
	Less than 12 months		12 months or longer		Less than 12 months		12 months or longer	
	Fair Value	Gross Unrealized Holding Losses	Fair Value	Gross Unrealized Holding Losses	Fair Value	Gross Unrealized Holding Losses	Fair Value	Gross Unrealized Holding Losses
<b>At March 31:</b>								
<b>Other investments:</b>								
Available-for-sale:								
Equity securities of financial institutions	¥ 22	¥ 11	¥ —	¥ —	¥ 2	¥ 1	¥ —	¥ —
Other equity securities	700	41	—	—	1,958	316	—	—
	¥722	¥ 52	¥ —	¥ —	¥1,960	¥317	¥ —	¥ —

For the years ended March 31, 2010, 2009, and 2008, valuation losses on other investments were recognized to reflect the decline in fair value considered to be other-than-temporary totaling ¥143 million, ¥8,618 million, and ¥6,715 million, respectively.

The following table presents proceeds from sales of available-for-sale securities and the gross realized gains and losses on these sales:

(¥ in millions)

	2010	2009	2008
<b>For the years ended March 31:</b>			
Proceeds from sales of available-for-sale securities	¥3,588	¥182	¥2,001
Gross realized gains	1,821	20	705
Gross realized losses	—	(132)	(1)

Investments in non-traded and unaffiliated companies, for which there is no readily determinable fair value, were stated at cost of ¥10,135 million and ¥15,269 million at March 31, 2010 and 2009, respectively. Investments in non-marketable equity securities for which there is no readily determinable fair value were accounted for using the cost method. Each investment in non-marketable equity securities is reviewed annually for impairment or upon the occurrence of an event on change in circumstances that may have a significant adverse effect on the carrying value of the investment.

## 5. FINANCE RECEIVABLES

The Company provides retail finance and finance leases to customers mainly in order to facilitate sales of farm equipment and construction machinery.

Finance receivables—net are comprised of the following:

(¥ in millions)		
<b>At March 31:</b>	<b>2010</b>	<b>2009</b>
Retail	¥ 211,875	¥ 218,745
Finance leases	106,774	59,442
Total finance receivables	318,649	278,187
<b>Less:</b>		
Unearned income	(15,630)	(10,052)
Allowance for credit losses	(1,706)	(1,586)
Total finance receivables—net	301,313	266,549
Less: current portion	(104,840)	(97,292)
Long-term finance receivables—net	¥ 196,473	¥ 169,257

The following table presents the annual maturities of retail finance receivables and future minimum lease payments on finance leases:

(¥ in millions)		
<b>Years ending March 31:</b>	<b>Retail</b>	<b>Finance Leases</b>
2011	¥ 78,568	¥ 32,413
2012	61,158	28,336
2013	42,488	21,548
2014	23,698	13,407
2015	4,328	6,897
2016 and thereafter	1,635	4,173
Total	¥211,875	¥106,774

There are no unguaranteed residual values related to finance leases at March 31, 2010.

The Company includes finance income and expenses in revenues and cost of revenues in the consolidated statements of income.

The following table presents the amounts of finance income and expenses included in revenues and cost of revenues:

(¥ in millions)			
<b>For the years ended March 31:</b>	<b>2010</b>	<b>2009</b>	<b>2008</b>
Finance income	¥21,364	¥23,242	¥27,539
Finance expenses	10,029	11,578	15,363

## 6. ALLOWANCE FOR DOUBTFUL ACCOUNTS

The following table presents the changes in allowance for doubtful notes and accounts receivable:

(¥ in millions)			
<b>For the years ended March 31:</b>	<b>2010</b>	<b>2009</b>	<b>2008</b>
Balance at beginning of year	¥2,512	¥1,983	¥2,011
Provision for doubtful accounts	636	1,041	482
Write-offs	(46)	(32)	(531)
Other	(281)	(480)	21
Balance at end of year	¥2,821	¥2,512	¥1,983

The following table presents the changes in allowance for doubtful non-current receivables:

(¥ in millions)			
For the years ended March 31:	2010	2009	2008
Balance at beginning of year	¥859	¥981	¥2,811
Provision for doubtful accounts	59	50	140
Write-offs	(74)	(1)	(137)
Other	(74)	(171)	(1,833)
Balance at end of year	¥770	¥859	¥ 981

The following table presents the changes in allowance for finance receivables:

(¥ in millions)			
For the years ended March 31:	2010	2009	2008
Balance at beginning of year	¥1,586	¥1,380	¥1,072
Provision for doubtful accounts	855	914	542
Write-offs	(327)	(308)	(133)
Other	(408)	(400)	(101)
Balance at end of year	¥1,706	¥1,586	¥1,380

## 7. SHORT-TERM BORROWINGS AND LONG-TERM DEBT

Short-term borrowings at March 31, 2010 consisted of notes payable to banks of ¥88,333 million. Short-term borrowings at March 31, 2009 consisted of notes payable to banks of ¥125,600 million and commercial paper of ¥6,500 million.

Stated annual interest rates on short-term borrowings ranged primarily from 0.50% to 4.78% and from 0.20% to 5.41% at March 31, 2010 and 2009, respectively. The weighted average interest rates on such short-term borrowings at March 31, 2010 and 2009 were 1.5% and 3.1%, respectively.

Available committed lines of credit with certain banks at March 31, 2010 and 2009 totaled ¥20,000 million and ¥25,000 million, respectively. The terms of committed lines of credit are 1 year. The Company had no outstanding borrowings as of March 31, 2010 and 2009 related to committed lines of credit.

Long-term debt is comprised of the following:

(¥ in millions)			
At March 31:	Due in years ending March 31:	2010	2009
<b>Unsecured bonds:</b>			
Yen notes (fixed rate 1.20%)	2011	¥ 10,000	¥ 10,000
Yen notes (floating rate 0.83%)	2012	4,000	4,000
Yen notes (floating rate 0.92%)	2013	4,000	—
Yen notes (floating rate 0.91%)	2013	2,000	—
Yen notes (floating rate 0.65%)	2013	5,000	—
U.S.\$ notes (floating rate 0.73%)	2013	4,600	—
Yen notes (fixed rate 1.54%)	2013	10,000	10,000
Yen notes (fixed rate 1.27%)	2013	10,000	10,000
Yen notes (fixed rate 1.53%)	2015	10,000	10,000
<b>Loans, principally from banks and insurance companies, maturing on various dates through 2018:</b>			
Collateralized		24,216	37,320
Unsecured		224,963	181,125
<b>Capital lease obligations</b>		<b>5,986</b>	<b>6,521</b>
Total		<b>314,765</b>	<b>268,966</b>
Less: current portion		<b>(71,432)</b>	<b>(60,378)</b>
		<b>¥ 243,333</b>	<b>¥ 208,588</b>

Both fixed and floating rates were included in the interest rates of the long-term loans from banks and insurance companies. The weighted average rates at March 31, 2010 and 2009 were 2.0% and 2.9%, respectively.

The following table presents the annual maturities of long-term debt at March 31, 2010:

(¥ in millions)

<b>Years ending March 31:</b>	
2011	¥ 71,432
2012	95,545
2013	92,329
2014	17,343
2015	25,258
2016 and thereafter	12,858
<b>Total</b>	<b>¥314,765</b>

Assets pledged as collateral are comprised of the following:

(¥ in millions)

<b>At March 31:</b>	2010	2009
Trade notes	¥ —	¥ 2,061
Trade accounts	17,806	14,214
Short-term finance receivables	18,445	23,797
Other current assets <sup>**1</sup>	573	566
Long-term finance receivables	12,447	21,416
Property, plant, and equipment	6,233	8,782
<b>Total</b>	<b>¥55,504</b>	<b>¥70,836</b>

<sup>\*\*1</sup> Other current assets represent the restricted cash which are pledged as collateral in accordance with the terms of borrowing.

The above assets were pledged against the following liabilities:

(¥ in millions)

<b>At March 31:</b>	2010	2009
Short-term borrowings	¥20,751	¥28,233
Current portion of long-term debt	14,137	17,416
Long-term debt	10,079	19,904
<b>Total</b>	<b>¥44,967</b>	<b>¥65,553</b>

Both short-term and long-term bank loans are made under general agreements which provide that security and guarantees for future indebtedness will be given upon request of the bank, and that the bank has the right to offset cash deposits against obligations that have become due or, in the event of default, against all obligations due to the bank. Long-term agreements with lenders other than banks also generally provide that the Company must give additional security upon request of the lender.

There are restrictive covenants related to its borrowings including clauses of the negative pledges, rating trigger and minimum net worth. The financial covenants are as follows: the rating trigger states that the Company shall keep or be higher than the “BBB-” rating by Rating and Investment Information, Inc. and the minimum net worth covenant states that the Company shall keep the amount of total equity of more than ¥405.0 billion on consolidated financial statement and more than ¥287.0 billion on separate financial statement of a parent company. The Company is compliant with those restrictive covenants at March 31, 2010.

## 8. RETIREMENT AND PENSION PLANS

The parent company and most subsidiaries mainly in Japan have defined benefit pension plans and/or severance indemnity plans covering substantially all of their employees. In the parent company and certain subsidiaries, employees who terminate their employment have the option to receive benefits in the form of a lump-sum payment or annuity payments from defined benefit pension plans. The benefits are mainly calculated based on accumulated "points" under the point-based benefits system. The "points" consist of "service period points" which are attributed to the length of service, "job title points" which are attributed to the job title of each employee, and "performance points" which are attributed to the annual performance evaluation of each employee.

Certain subsidiaries have defined contribution pension plans covering most of their employees.

### Funded Status

The following table presents the funded status and the amounts recognized in the consolidated balance sheets:

(¥ in millions)		
At March 31:	2010	2009
<b>Funded status:</b>		
Benefit obligations	¥ 168,974	¥ 167,277
Fair value of plan assets	129,156	111,006
Funded status-net	¥ (39,818)	¥ (56,271)
<b>Amounts recognized in the consolidated balance sheets:</b>		
Accrued retirement and pension costs	¥ (40,177)	¥ (56,591)
Prepaid expenses for benefit plans, included in other assets	359	320
Amounts recognized in the consolidated balance sheets-net	¥ (39,818)	¥ (56,271)

The following table presents the amounts recognized in accumulated other comprehensive income, before tax:

(¥ in millions)		
At March 31:	2010	2009
Actuarial loss	¥ 24,192	¥ 41,371
Prior service benefit	(4,436)	(5,244)
Total recognized in accumulated other comprehensive income, before tax	¥ 19,756	¥ 36,127

The following table presents the projected benefit obligations and the fair value of plan assets for the pension plans with projected benefit obligations in excess of plan assets, and the accumulated benefit obligations and the fair value of plan assets for the pension plans with accumulated benefit obligations in excess of plan assets:

(¥ in millions)		
At March 31:	2010	2009
<b>Plans with projected benefit obligations in excess of plan assets:</b>		
Projected benefit obligations	¥ 166,643	¥ 165,625
Fair value of plan assets	126,466	109,034
<b>Plans with accumulated benefit obligations in excess of plan assets:</b>		
Accumulated benefit obligations	¥ 165,148	¥ 164,556
Fair value of plan assets	125,074	109,034

## Benefit Obligations

The following table presents the changes in benefit obligations, the balances of accumulated benefit obligations, and the weighted-average assumptions used in calculating benefit obligation:

(¥ in millions)	2010	2009
<b>Change in benefit obligations:</b>		
Benefit obligations at beginning of year	¥ 167,277	¥ 173,689
Service cost	5,933	5,944
Interest cost	3,646	3,730
Actuarial loss (gain)	3,729	(2,554)
Benefits paid (lump-sum payments)	(7,913)	(7,736)
Benefits paid (annuity payments)	(4,247)	(4,079)
Foreign currency exchange rate changes	549	(1,717)
Benefit obligations at end of year	¥ 168,974	¥ 167,277
<b>Accumulated benefit obligations at March 31</b>	<b>¥ 168,377</b>	<b>¥ 166,850</b>
<b>Weighted-average assumptions used in calculating benefit obligation at March 31<sup>*1</sup>:</b>		
Discount rate	2.4%	2.5%

\*1 The rate of compensation increase is not used in the calculations of benefit obligations under the point-based benefits system.

## Plan Assets

The following table presents the changes in plan assets:

(¥ in millions)	2010	2009
<b>For the years ended March 31:</b>		
Fair value of plan assets at beginning of year	¥ 111,006	¥ 130,360
Actual return on plan assets	13,064	(22,073)
Employer contributions	13,830	13,374
Benefits paid (lump-sum payments)	(5,053)	(4,819)
Benefits paid (annuity payments)	(4,247)	(4,079)
Foreign currency exchange rate changes	556	(1,757)
Fair value of plan assets at end of year	¥ 129,156	¥ 111,006

The Company's policy and objective for plan asset management is to maximize returns on plan assets to meet future benefit payment requirements under risks which the Company considers permissible. To mitigate any potential concentration risk, careful consideration is given to balancing the portfolio among industry sectors, companies and geographies, taking into account interest rate sensitivity, dependence on economic growth, currency and other factors that affect investment returns. The Company's target allocation is 40% equity securities, 58% debt securities, and 2% other investment vehicles, mainly consisting of cash and short-term investments and the general accounts of insurance company.

A large portion of the plan assets is managed by trust banks and investment advisors. Those fund managers are bound by the Company's plan asset management guidelines which are established to achieve the optimized asset compositions in terms of the long-term overall plan asset management, and are measured against specific benchmarks.

To measure the performance of the plan asset management, the Company establishes bench mark return rates for each individual investment, combines these individual bench mark rates based on the asset composition ratios within each asset category, and compares the combined rates with the corresponding actual return rates on each asset category.



The following table presents the fair value of plan assets by category at March 31, 2010:

(¥ in millions)

	Level 1	Level 2	Level 3	Total
<b>Equity securities:</b>				
Financial institutions (Japanese companies)	¥ 6,805	¥ —	¥ —	¥ 6,805
Other industries (Japanese companies)	5,129	—	—	5,129
Pooled funds (Japanese companies) <sup>*1</sup>	—	20,284	—	20,284
Pooled funds (foreign companies) <sup>*1</sup>	—	22,764	—	22,764
<b>Debt securities:</b>				
Pooled funds (Japanese issuers) <sup>*2</sup>	—	58,377	—	58,377
Pooled funds (foreign issuers) <sup>*3</sup>	—	10,998	—	10,998
Cash and short-term investments	1,056	1,509	—	2,565
General accounts of insurance company	—	1,717	—	1,717
Other assets <sup>*4</sup>	—	205	312	517
<b>Fair value of plan assets</b>	<b>¥ 12,990</b>	<b>¥ 115,854</b>	<b>¥ 312</b>	<b>¥ 129,156</b>

<sup>\*1</sup> These funds are invested in listed equity securities.

<sup>\*2</sup> These funds are invested in approximately 85% Japanese government and municipal bonds, and 15% Japanese corporate bonds.

<sup>\*3</sup> These funds are invested in foreign government bonds.

<sup>\*4</sup> This class includes the pooled funds which invest in private equity.

Plan assets are categorized by level based on the inputs used to measure the fair value of each asset.

The equity securities of financial institutions and other industries are valued at the closing price reported on the stock exchange on which the individual securities are traded. Pooled funds and the general accounts of insurance company are typically valued using the net asset value per share (“NAV”) provided by the administrator of the fund or insurance company. The NAV is based on the value of the underlying assets owned by the fund or insurance company, minus liabilities and divided by the number of shares or units outstanding. Cash and short-term investments are valued at their cost plus imputed interest. These assets were classified as Level 1 or Level 2 at March 31, 2010, depending on availability of quoted market prices.

The ending balance of, and the change in, the other assets categorized as Level 3 were not material for the year ended March 31, 2010.

### Net Periodic Benefit Cost

The following table presents the components of the total net periodic benefit cost for the defined benefit pension plans and the severance indemnity plans:

(¥ in millions)

<b>For the years ended March 31:</b>	<b>2010</b>	2009	2008
<b>Net periodic benefit cost:</b>			
Service cost	¥ 5,933	¥ 5,944	¥ 5,830
Interest cost	3,646	3,730	3,751
Expected return on plan assets	(2,200)	(2,428)	(3,023)
Amortization of prior service benefit	(808)	(808)	(808)
Amortization of actuarial loss	9,611	128	—
<b>Total</b>	<b>¥16,182</b>	<b>¥ 6,566</b>	<b>¥ 5,750</b>
<b>Weighted-average assumptions used in calculating net periodic benefit cost <sup>*1</sup>:</b>			
Expected return on plan assets	2.5%	2.5%	3.0%
Discount rate	2.5%	2.5%	2.5%

<sup>\*1</sup> The rate of compensation increase is not used in the calculations of net periodic benefit cost under the point-based benefits system.

The amortization of actuarial loss of ¥9,611million for the year ended March 31, 2010 contained the immediate recognition amount of net actuarial losses in excess of 20% of the projected benefit obligation. This actuarial loss was derived from significant decline on fair value of plan assets during the years ended March 31, 2009 and March 31, 2008 due to financial crisis.

The expected rate of return on plan assets is determined after considering several applicable factors including the composition of plan assets held, assumed risks of asset management, historical results of the returns on plan assets, the Company's principal policy for plan asset management, and forecasted market conditions.

The following table presents the amounts recognized in other comprehensive income (loss), before tax, and the reclassification adjustments for the loss (benefit) realized in net income, before tax:

(¥ in millions)			
<b>For the years ended March 31:</b>	<b>2010</b>	<b>2009</b>	<b>2008</b>
Actuarial gain (loss) recognized in other comprehensive income	¥ 7,712	¥ (22,897)	¥ (26,868)
Reclassification adjustment for prior service benefit realized in net income	(808)	(808)	(808)
Reclassification adjustment for actuarial loss realized in net income	9,611	128	—
Net recognized in other comprehensive income (loss), before tax	¥16,515	¥ (23,577)	¥ (27,676)

The following table presents the estimated prior service benefit and actuarial loss that will be amortized from accumulated other comprehensive income into net periodic benefit cost for the year ending March 31, 2011:

(¥ in millions)	
Prior service benefit	¥ (808)
Actuarial loss	472

### Expected Cash Flows

The Company estimates contributions to its defined benefit pension plans for the year ending March 31, 2011, to be approximately ¥14,300 million.

The following table presents the total expected benefit payments to the participants of the defined benefit pension plans and the severance indemnity plans:

(¥ in millions)	
<b>Years ending March 31:</b>	
2011	¥12,477
2012	12,095
2013	12,140
2014	11,686
2015	11,687
2016-2020	50,238

## 9. REVENUE RECOGNITION FOR LONG-TERM CONTRACTS

Long-term contracts accepted by the Company consist mainly of construction works with the Japanese national government and local governments, such as construction of environmental control plants and facilities for water supply. These contracts are generally completed within two to three years.

The contracts, which are fully executed before the commencement of construction projects, include the terms of the contract price, expected completion date and critical milestone dates, and acceptance inspections (e.g., performance tests and external appearance inspections). The contracts are legally enforceable and the parties are expected to perform their obligations under the contracts. The Company is able to develop reasonably dependable estimates of the total contract cost based on the construction order, that includes details on every single component unit, labor hour costs, and all overhead. Further, the Company believes that it is able to develop reasonably dependable estimates of the extent of progress towards completion of individual contracts and, therefore, the long-term contracts are accounted for using the percentage of completion method. Concerning the method of measuring the extent of progress toward completion, the Company uses the cost-to-cost method in measuring the extent of progress toward completion. In most cases, the Company's contracts with customers include the delivery and installation of component units.

In the situation where an option or an addition which has separate content from an existing contract has occurred, it is treated as a separate contract. Otherwise, it is combined with the original contract. Additional contract revenue arising from any claims for customer-caused overruns or delays is recognized when the contract modification is approved by the customer. Any revisions in revenue, cost, and profit estimates or in measurements of the extent of progress toward completion are accounted for in the consolidated statements of income in the fiscal year in which those revisions are determined. A disclosure is made of the effect of such revisions in the financial statements, if significant.

The following table details the notes receivable and accounts receivable related to the long-term contracts accounted for under the percentage of completion method, by maturities:

(¥ in millions)

	2010			2009		
	Less than 1 year	1-2 years	Over 2 years	Less than 1 year	1-2 years	Over 2 years
<b>At March 31:</b>						
Notes receivable	¥ 176	¥ —	¥ —	¥ 99	¥ —	¥ —
Accounts receivable	7,945	236	—	8,930	40	—
	¥8,121	¥ 236	¥ —	¥9,029	¥ 40	¥ —

A large portion of such receivables have already been billed to customers. The total aggregated amounts which had not been billed or were not billable were not material at March 31, 2010 and 2009. The total aggregated amounts subject to uncertainty were not material.

With respect to the inventories related to the long-term contracts, the aggregated amounts of manufacturing or production costs which exceed the aggregated estimate costs of all in-process, the total aggregated amounts subject to uncertainty, and advances received offset with inventories were not material at March 31, 2010 and 2009.

## 10. INCOME TAXES

Income from continuing operations before income taxes and equity in net income of affiliated companies and income taxes are comprised of the following:

(¥ in millions)

For the years ended March 31:	2010	2009	2008
<b>Income from continuing operations before income taxes and equity in net income of affiliated companies:</b>			
Domestic	¥42,208	¥35,739	¥ 65,172
Foreign	31,275	47,520	57,405
<b>Total</b>	<b>¥73,483</b>	<b>¥83,259</b>	<b>¥122,577</b>
<b>Income taxes:</b>			
Current—			
Domestic	¥16,462	¥ 5,719	¥26,550
Foreign	12,078	17,918	17,379
	28,540	23,637	43,929
Deferred—			
Domestic	(2,090)	7,073	3,537
Foreign	(473)	(1,964)	578
	(2,563)	5,109	4,115
<b>Total</b>	<b>¥25,977</b>	<b>¥28,746</b>	<b>¥48,044</b>

A reconciliation of the differences between the Japanese statutory tax rate and the effective tax rate is as follows:

<b>For the years ended March 31:</b>	<b>2010</b>	2009	2008
Normal Japanese statutory tax rates applied to income from continuing operations before income taxes and equity in net income of affiliated companies	<b>40.6%</b>	40.6%	40.6%
Increase (decrease) in taxes resulting from:			
Increase (decrease) in valuation allowance	<b>(0.2)</b>	0.4	0.1
Permanently nondeductible expenses <sup>*1</sup>	<b>0.4</b>	4.1	0.4
Nontaxable dividend income	<b>(0.4)</b>	(0.7)	(0.4)
Extra tax deduction on expenses for research and development	<b>(2.8)</b>	(0.5)	(1.7)
Reversal of taxes provided on unremitted earnings of foreign subsidiaries and affiliates <sup>*2</sup>	<b>—</b>	(8.3)	—
Other—net	<b>(2.2)</b>	(1.1)	0.2
Effective income tax rates applied to income from continuing operations before income taxes and equity in net income of affiliated companies	<b>35.4%</b>	34.5%	39.2%

<sup>\*1</sup> Permanently nondeductible expenses for the year ended March 31, 2009 consisted primarily of nondeductible surcharge expense of ¥2,958 million for the alleged violation of the Anti-Monopoly Law.

<sup>\*2</sup> Reversal of taxes provided on unremitted earnings of foreign subsidiaries and affiliates for the year ended March 31, 2009 amounting to ¥6,870 million was due to Japanese tax law revision related to the taxation of dividends from overseas subsidiaries and affiliates.

Net deferred tax assets are included in the consolidated balance sheets as follows:

(¥ in millions)

<b>At March 31:</b>	<b>2010</b>	2009
Other current assets	<b>¥29,938</b>	¥26,583
Other assets	<b>4,199</b>	16,683
Other current liabilities	<b>(4)</b>	(2)
Other long-term liabilities	<b>(3,119)</b>	(254)
Net deferred tax assets	<b>¥31,014</b>	¥43,010

The significant components of deferred tax assets and liabilities are as follows:

(¥ in millions)

<b>At March 31:</b>	<b>2010</b>	2009
<b>Deferred tax assets:</b>		
Allowance for doubtful receivables	<b>¥ 1,030</b>	¥ 1,069
Intercompany profits	<b>7,483</b>	6,121
Adjustment of investment securities	<b>8,334</b>	8,445
Write-downs of inventories and fixed assets	<b>1,404</b>	1,988
Accrued bonus	<b>5,847</b>	5,938
Retirement and pension costs	<b>19,115</b>	25,960
Tax loss and credit carryforwards	<b>4,025</b>	3,991
Other temporary differences	<b>21,737</b>	21,086
Gross deferred tax assets	<b>68,975</b>	74,598
Less: valuation allowance	<b>(1,509)</b>	(1,631)
Net deferred tax assets	<b>¥67,466</b>	¥72,967
<b>Deferred tax liabilities:</b>		
Adjustment of investment securities	<b>¥25,554</b>	¥17,570
Unremitted earnings of foreign subsidiaries and affiliates	<b>7,284</b>	5,878
Other temporary differences	<b>3,614</b>	6,509
Gross deferred tax liabilities	<b>¥36,452</b>	¥29,957

Deferral of income taxes relating to intercompany profits of ¥7,483 million and ¥6,121 million at March 31, 2010 and 2009 included in the above table is accounted for in accordance with ASC 810, "Consolidation." The movements of ¥1,362 million, ¥(5,672) million, and ¥(547) million for the years ended March 31, 2010, 2009, and 2008 in such deferral of income taxes are presented as "Income taxes – Deferred" in the consolidated statements of income. The total amounts of deferred tax assets recorded in accordance with ASC 740, "Income Taxes" were ¥59,983 million and ¥66,846 million at March 31, 2010 and 2009, respectively.

Provisions have been recorded for unremitted earnings of all foreign subsidiaries and affiliates where earnings are not deemed to be permanently reinvested. Substantially all of the undistributed earnings of domestic subsidiaries and affiliates would not, under present Japanese tax law, be subject to tax through tax-free distributions.

The following table presents the reconciliation of the beginning and ending balances of the valuation allowance:

(¥ in millions)			
<b>For the years ended March 31:</b>	<b>2010</b>	2009	2008
Balance at beginning of year	<b>¥1,631</b>	¥1,326	¥1,212
Addition	<b>391</b>	565	421
Deduction	<b>(513)</b>	(260)	(307)
Balance at end of year	<b>¥1,509</b>	¥1,631	¥1,326

Based upon the level of historical taxable income and projections for future taxable income over the periods which the net deductible temporary differences are expected to reverse and/or the tax losses and credits are carried forward, management believes it is more likely than not that the Company will realize the benefits of these deferred tax assets, net of the existing valuation allowances at March 31, 2010.

At March 31, 2010, the tax loss carryforwards in the aggregate amounted to ¥10,048 million, which are available to offset future taxable income, and will expire in the period from 2011 through 2017.

The following table presents the reconciliation of unrecognized tax benefits:

(¥ in millions)			
<b>For the years ended March 31:</b>	<b>2010</b>	2009	2008
Balance at beginning of year	<b>¥6,759</b>	¥6,950	¥3,491
Gross increase for tax positions taken in prior years	<b>26</b>	31	3,535
Gross decrease for tax positions taken in prior years	<b>(2,029)</b>	(23)	(40)
Settlements	<b>(4,534)</b>	(108)	(11)
Lapse of statute of limitations	<b>(27)</b>	(15)	(9)
Other	<b>5</b>	(76)	(16)
Balance at end of year	<b>¥ 200</b>	¥6,759	¥6,950

The total amount of unrecognized tax benefits that would affect the effective tax rate, if recognized, is not material at March 31, 2010, 2009, and 2008.

The Company recognizes interest and penalties accrued related to unrecognized tax benefits in income taxes in the consolidated statements of income. Both interest and penalties accrued at March 31, 2010, 2009, and 2008, and interest and penalties included in income taxes for the years ended March 31, 2010, 2009, and 2008 were not material.

During the year ended March 31, 2008, the U.S. Internal Revenue Service ("IRS") and the National Taxation Agency in Japan ("NTA") reached an agreement on a bilateral Advance Pricing Agreement ("APA"), for which the Company had submitted requests with respect to certain intercompany transactions between related parties in U.S. and Japan. The Company accrued an estimated additional tax payment to the NTA of ¥6,500 million and ¥6,521 million in other long-term liabilities at March 31, 2009 and 2008, respectively, and recognized an estimated tax refund from the IRS of ¥4,647 million and ¥5,941 million in other assets at March 31, 2009 and 2008, respectively.

The Company accrued a tax payment to the NTA of ¥4,534 million in income taxes payable and recognized a tax refund from the IRS of ¥2,807 million in other current assets at March 31, 2010 by settling the related unrecognized tax benefits due to the expiration of the period covered by the APA. This difference between estimates and actual results is attributed to decline in operating profit ratio of the U.S. subsidiaries, and is included in Gross decrease for tax positions taken in prior year in the above table.

Based on the information available as of March 31, 2010, a change to the unrecognized tax benefits within the next 12 months is not material.

The Company files income tax returns in Japan, U.S., and various foreign tax jurisdictions. At March 31, 2010, the Company is no longer subject, with limited exception, to regular income tax examinations by the tax authorities for the years on or before March 31, 2008 in Japan, and for the years on or before December 31, 2001 in U.S., respectively. While the tax authority could conduct a transfer pricing examination for the years on and after April 1, 2001, the intercompany transactions between related parties in U.S. and Japan will not be subject to a tax examination since the Advance Pricing Agreement between U.S. and Japan has been agreed.

## 11. SHAREHOLDERS' EQUITY

### Dividends

The Corporate Law of Japan (the "Corporate Law") permits companies to pay dividends at any time during the fiscal year in addition to the year-end dividend upon resolution of the shareholders meeting. Semiannual interim dividends may also be paid once a year upon resolution of the Board of Directors if the articles of incorporation of the companies so stipulate. For companies that meet certain criteria such as (1) having the Board of Directors, (2) having independent auditors, (3) having the Board of Corporate Auditors, (4) the term of service of the directors is one year rather than two years of normal term, and (5) prescribing that the Board of Directors may declare dividends in its articles of incorporation, the Board of Directors may declare dividends (except for dividends in kind). The Company meets all the above criteria.

The Corporate Law also provides certain limitations on the amounts available for dividends. Under the Corporate Law, the amount available for dividends is based on other retained earnings, less treasury stock, as recorded on the books of the parent company. At March 31, 2010, other retained earnings, less treasury stock, recorded on the parent Company's books of account were ¥218,109 million.

### Purchase of Treasury Stock

The Corporate Law also provides for companies to purchase treasury stock. Companies may purchase its treasury stock through market transactions by resolution of the Board of Directors if companies have prescribed so in its articles of incorporation. The Company meets this condition. The same limitations as dividends exist in the amount available for this purchase of treasury stock.

### Increases/Decreases and Transfer of Common Stock, Reserve, and Surplus

The Corporate Law requires that an amount equal to 10% of dividends must be appropriated as additional paid-in capital or as a legal reserve depending on the equity account charged upon the payment of such dividends until the total of additional paid-in capital and legal reserve equals 25% of the common stock. Under the Corporate Law, the total amount of additional paid-in capital and legal reserve may be reversed without limitation of such threshold. The Corporate Law also provides that common stock, capital surplus, legal reserve, and other retained earnings can be transferred among the accounts under certain conditions upon resolution of the shareholders meeting.

### Accumulated Other Comprehensive Income (Loss)

The following table presents the components of accumulated other comprehensive income (loss), net of taxes:

(¥ in millions)	2010	2009
<b>At March 31:</b>		
Foreign currency translation adjustments	¥(42,215)	¥(47,887)
Unrealized gains on securities	21,050	9,322
Unrealized losses on derivatives	(1,592)	(2,162)
Pension liability adjustments	(11,734)	(21,457)
Total accumulated other comprehensive loss	¥(34,491)	¥(62,184)

### Effects of Changes in Ownership Interests in Subsidiaries

The following table presents the effects of changes in Kubota Corporation's ownership interests in its subsidiaries on Kubota Corporation shareholder's equity for the year ended March 31, 2010:

(¥ in millions)	
Net income attributable to Kubota Corporation	¥42,326
<b>Transfers from (to) the noncontrolling interests:</b>	
Increase in capital surplus for purchases of noncontrolling interests	125
Decrease in capital surplus for purchases of noncontrolling interests	(3,828)
Decrease in capital surplus for changes in ownership interests in subsidiaries from other transactions	(206)
Net transfers to the noncontrolling interests	(3,909)
Change from net income attributable to Kubota Corporation and transfer to noncontrolling interests	¥38,417

## 12. OTHER COMPREHENSIVE INCOME (LOSS)

The following table presents the components of other comprehensive income (loss), including reclassification adjustments and tax effects:

(¥ in millions)

	2010			2009			2008		
	Before-tax Amount	Tax Benefit (Expense)	Net-of-tax Amount	Before-tax Amount	Tax Benefit (Expense)	Net-of-tax Amount	Before-tax Amount	Tax Benefit (Expense)	Net-of-tax Amount
<b>For the years ended March 31:</b>									
<b>Foreign currency translation adjustments:</b>									
Foreign currency translation adjustments arising during period	¥ 8,248	¥ 2	¥ 8,250	¥ (62,293)	¥ 461	¥ (61,832)	¥ (1,794)	¥ 1,231	¥ (563)
Reclassification adjustment for losses (gains) realized in net income	—	—	—	—	—	—	—	—	—
	<b>8,248</b>	<b>2</b>	<b>8,250</b>	<b>(62,293)</b>	<b>461</b>	<b>(61,832)</b>	<b>(1,794)</b>	<b>1,231</b>	<b>(563)</b>
<b>Unrealized gains (losses) on securities:</b>									
Unrealized gains (losses) on securities arising during period	21,476	(8,718)	12,758	(53,868)	21,870	(31,998)	(68,025)	27,615	(40,410)
Reclassification adjustment for losses (gains) realized in net income	(1,678)	681	(997)	8,734	(3,019)	5,715	6,011	(2,440)	3,571
	<b>19,798</b>	<b>(8,037)</b>	<b>11,761</b>	<b>(45,134)</b>	<b>18,851</b>	<b>(26,283)</b>	<b>(62,014)</b>	<b>25,175</b>	<b>(36,839)</b>
<b>Unrealized gains (losses) on derivatives:</b>									
Unrealized losses on derivatives arising during period	(1,310)	472	(838)	(2,378)	1,054	(1,324)	(916)	322	(594)
Reclassification adjustments for losses (gains) realized in net income	2,179	(785)	1,394	(316)	128	(188)	795	(327)	468
	<b>869</b>	<b>(313)</b>	<b>556</b>	<b>(2,694)</b>	<b>1,182</b>	<b>(1,512)</b>	<b>(121)</b>	<b>(5)</b>	<b>(126)</b>
<b>Pension liability adjustments:</b>									
Pension liability adjustments arising during period	7,712	(3,133)	4,579	(22,897)	9,356	(13,541)	(26,868)	10,943	(15,925)
Reclassification adjustment for losses (gains) realized in net income	8,803	(3,574)	5,229	(680)	276	(404)	(808)	328	(480)
	<b>16,515</b>	<b>(6,707)</b>	<b>9,808</b>	<b>(23,577)</b>	<b>9,632</b>	<b>(13,945)</b>	<b>(27,676)</b>	<b>11,271</b>	<b>(16,405)</b>
<b>Other comprehensive income (loss)</b>	<b>¥45,430</b>	<b>¥(15,055)</b>	<b>¥30,375</b>	<b>¥(133,698)</b>	<b>¥30,126</b>	<b>¥(103,572)</b>	<b>¥(91,605)</b>	<b>¥37,672</b>	<b>¥(53,933)</b>

The following table presents the components of other comprehensive income (loss) attributable to Kubota Corporation and noncontrolling interests:

(¥ in millions)

	2010			2009			2008		
	Kubota Corporation	Non-controlling Interests	Total	Kubota Corporation	Non-controlling Interests	Total	Kubota Corporation	Non-controlling Interests	Total
<b>For the years ended March 31:</b>									
Foreign currency translation adjustments	¥ 6,408	¥ 1,842	¥ 8,250	¥(51,789)	¥(10,043)	¥ (61,832)	¥ (1,425)	¥ 862	¥ (563)
Unrealized gains (losses) on securities	11,728	33	11,761	(26,270)	(13)	(26,283)	(36,834)	(5)	(36,839)
Unrealized gains (losses) on derivatives	570	(14)	556	(1,512)	—	(1,512)	(485)	359	(126)
Pension liability adjustments	9,723	85	9,808	(13,790)	(155)	(13,945)	(16,326)	(79)	(16,405)
<b>Other comprehensive income (loss)</b>	<b>¥28,429</b>	<b>¥ 1,946</b>	<b>¥30,375</b>	<b>¥(93,361)</b>	<b>¥(10,211)</b>	<b>¥(103,572)</b>	<b>¥(55,070)</b>	<b>¥1,137</b>	<b>¥(53,933)</b>

## 13. DERIVATIVE FINANCIAL INSTRUMENTS

### Risk Management Policy

The Company is subject to market rate risks due to fluctuation of foreign currency exchange rates and interest rates. The Company manages these risks by using derivative financial instruments in accordance with established policies and procedures. The Company does not use derivative financial instruments for trading purposes. The credit risks associated with these instruments are not considered to be significant since the counterparties are financial institutions with high creditworthiness and the Company does not anticipate any such losses.

### Foreign Currency Exchange Risks

The Company's foreign currency exposure relates primarily to its foreign currency denominated assets in its international operations. The Company entered into foreign exchange forward contracts and foreign currency option contracts (foreign exchange contracts) designated to mitigate its exposure to foreign currency exchange risks.

## Interest Rate Risks

The Company is exposed to interest rate risks mainly inherent in its debt obligations with both fixed and variable rates. Debt obligations that are sensitive to interest rate changes are disclosed in Note 7. In order to hedge these risks, the Company uses interest rate swap contracts and cross-currency interest rate swap contracts to change the characteristics of its fixed and variable rate exposures.

## Cash Flow Hedges

The accounting treatments of changes in the fair value of foreign exchange contracts and interest rate swap agreements depend on whether derivatives are designated as cash flow hedges. The effective portion of changes in the fair value of derivatives designated and qualifying as cash flow hedges are reported in accumulated other comprehensive income. As for foreign exchange contracts related to forecasted intercompany transactions, the amounts are subsequently reclassified into earnings when unrelated third party transactions occur. In the case of interest rate swaps, the amounts are reclassified into earnings when the related interest expense is recognized. The unrecognized net loss (net of tax) of approximately ¥ 1,019 million on derivatives included in accumulated other comprehensive income (loss) at March 31, 2010 will be reclassified into earnings within the next 12 months. The ineffective portion of changes in the fair value of derivatives is immediately recorded in earnings.

## Derivatives Not Designated as Hedging Instruments

The Company uses derivatives not designated as cash flow hedges in certain relationships, such as a part of foreign exchange contracts, interest rate swap contracts, and cross-currency interest rate swap contracts, for economic purposes. Changes in the fair value of derivatives not designated are reported in earnings immediately.

## Fair Values of Derivative Instruments

(¥ in millions)

	Other current assets		Other current liabilities		Other long-term liabilities	
	2010	2009	2010	2009	2010	2009
<b>At March 31:</b>						
<b>Derivatives designated as hedging instruments:</b>						
Foreign exchange contracts	¥ 14	¥ —	¥ —	¥ 139	¥ —	¥ —
Interest rate swap contracts	—	—	1,688	3,153	704	48
Cross-currency interest rate swap contracts	—	—	41	—	52	—
<b>Total derivatives designated as hedging instruments</b>	<b>¥ 14</b>	<b>¥ —</b>	<b>¥ 1,729</b>	<b>¥ 3,292</b>	<b>¥ 756</b>	<b>¥ 48</b>
<b>Derivatives not designated as hedging instruments:</b>						
Foreign exchange contracts	¥ 2	¥ 7	¥ 474	¥ 1,939	¥ —	¥ —
Interest rate swap contracts	—	—	230	223	142	511
Cross-currency interest rate swap contracts	—	—	1,032	72	1,491	137
<b>Total derivatives not designated as hedging instruments</b>	<b>¥ 2</b>	<b>¥ 7</b>	<b>¥ 1,736</b>	<b>¥ 2,234</b>	<b>¥ 1,633</b>	<b>¥ 648</b>
<b>Total</b>	<b>¥ 16</b>	<b>¥ 7</b>	<b>¥ 3,465</b>	<b>¥ 5,526</b>	<b>¥ 2,389</b>	<b>¥ 696</b>

## Income Effect of Derivative Instruments

(¥ in millions)

Derivative instruments in cash flow hedges	Gain (Loss) (before tax) Recognized in Other Comprehensive Income and Realized in Net Income		
	Effective Portion Recognized in OCI	Consolidated Statements of Income Line Item	Effective Portion Reclassified from Accumulated OCI to Net Income
<b>For the year ended March 31, 2010:</b>			
Foreign exchange contracts	¥ 356	Revenues	¥ 203
Interest rate swap contracts	(1,495)	Interest expense	(2,304)
Cross-currency interest rate swap contracts	(171)	Interest expense	(78)
<b>Total</b>	<b>¥ (1,310)</b>		<b>¥ (2,179)</b>
<b>For the three months ended March 31, 2009:</b>			
Foreign exchange contracts	¥ (139)	Revenues	¥ 563
Interest rate swap contracts	(1,637)	Interest expense	(177)
<b>Total</b>	<b>¥ (1,776)</b>		<b>¥ 386</b>



(¥ in millions)

Derivative instruments not designated as hedging instruments	Gain (Loss) (before tax) Recognized in Net Income	
	Consolidated Statements of Income Line Item	Gain (Loss) Recognized in Net Income
<b>For the year ended March 31, 2010:</b>		
Foreign exchange contracts	Foreign exchange gain (loss)—net	¥ 1,346
Interest rate swap contracts	Other—net	(175)
Cross-currency interest rate swap contracts	Other—net	(2,525)
Total		¥ (1,354)
<b>For the three months ended March 31, 2009:</b>		
Foreign exchange contracts	Foreign exchange gain (loss)—net	¥ (5,026)
Interest rate swap contracts	Other—net	(340)
Cross-currency interest rate swap contracts	Other—net	(209)
Total		¥ (5,575)

The amount of gain or loss related to the hedging ineffectiveness was not material for the year ended March 31, 2010.

#### 14. FAIR VALUE OF FINANCIAL INSTRUMENTS AND CONCENTRATION OF CREDIT RISK

##### Fair Value of Financial Instruments

The following table summarizes the carrying value and fair value of financial instruments:

(¥ in millions)

At March 31:	2010		2009	
	Carrying Value	Fair Value	Carrying Value	Fair Value
<b>Financial assets:</b>				
Finance receivables—net	¥ 211,363	¥ 212,021	¥ 217,503	¥ 223,508
Long-term trade accounts receivable	47,610	50,409	50,004	52,616
<b>Financial liabilities:</b>				
Long-term debt	(308,779)	(309,258)	(262,445)	(261,891)

The fair value of finance receivables, long-term trade accounts receivable, and long-term debt is based on discounted cash flows using the current market rate. The carrying value of finance receivables—net at March 31, 2010 and 2009 in the table excludes finance leases. Long-term trade accounts receivable in the table includes the current portion, which is included in trade accounts receivable on the consolidated balance sheet.

The carrying value of cash and cash equivalents, notes and accounts receivable and payable (excluding the current portion of long-term trade accounts receivable), and short-term borrowings approximate the fair value because of the short maturity of those instruments. The carrying value and fair value of other investments and derivatives are disclosed in Note 15.

##### Concentration of Credit Risks

A large portion of trade accounts receivable and retail finance receivables are from dealers or customers in the farm equipment market in North America. Trade accounts receivable and retail finance receivables arise from the sales of the Company's products to a large number of dealers and to retail customers, respectively. The Company considers that credit risks on these receivables are limited since no single dealer or customer represents a significant concentration of credit risks.

## 15. FAIR VALUE MEASUREMENTS

The following table presents the Company's financial assets and financial liabilities that are measured at fair value on a recurring basis:

(¥ in millions)				
At March 31:	Level 1	Level 2	Level 3	Total
<b>2010:</b>				
<b>Assets:</b>				
Available-for-sale securities:				
Equity securities of financial institutions	¥ 44,186	¥ —	¥ —	¥ 44,186
Other equity securities	54,985	—	—	54,985
Derivatives:				
Foreign exchange contracts	—	16	—	16
<b>Total assets</b>	<b>¥ 99,171</b>	<b>¥ 16</b>	<b>¥ —</b>	<b>¥ 99,187</b>
<b>Liabilities:</b>				
Derivatives:				
Foreign exchange contracts	¥ —	¥ 474	¥ —	¥ 474
Interest rate swap contracts	—	2,764	—	2,764
Cross-currency interest rate swap contracts	—	2,616	—	2,616
<b>Total liabilities</b>	<b>¥ —</b>	<b>¥ 5,854</b>	<b>¥ —</b>	<b>¥ 5,854</b>
<b>2009:</b>				
<b>Assets:</b>				
Available-for-sale securities:				
Equity securities of financial institutions	¥ 40,275	¥ —	¥ —	¥ 40,275
Other equity securities	40,653	—	—	40,653
Derivatives:				
Foreign exchange contracts	—	7	—	7
<b>Total assets</b>	<b>¥ 80,928</b>	<b>¥ 7</b>	<b>¥ —</b>	<b>¥ 80,935</b>
<b>Liabilities:</b>				
Derivatives:				
Foreign exchange contracts	¥ —	¥ 2,078	¥ —	¥ 2,078
Interest rate swap contracts	—	3,935	—	3,935
Cross-currency interest rate swap contracts	—	209	—	209
<b>Total liabilities</b>	<b>¥ —</b>	<b>¥ 6,222</b>	<b>¥ —</b>	<b>¥ 6,222</b>

Available-for-sale securities are valued using a quoted price for identical instruments in active markets. Derivatives are valued using observable market inputs from major international financial institutions.

## 16. SUPPLEMENTAL EXPENSE INFORMATION

The following table presents the amounts of research and development expenses, advertising costs, shipping and handling costs, and depreciation included in cost of revenues and selling, general, and administrative expenses:

(¥ in millions)			
For the years ended March 31:	2010	2009	2008
Research and development expenses	¥25,241	¥26,290	¥24,784
Advertising costs	7,658	9,721	9,550
Shipping and handling costs	36,497	49,172	51,068
Depreciation	28,903	30,467	30,119

Other operating expenses for the year ended March 31, 2009 included a loss from impairment of fixed assets of ¥748 million.

Other operating expenses for the year ended March 31, 2008 included a loss from disposal of fixed assets of ¥925 million and a gain on disposal of business of ¥314 million resulting from a partial sale of the shares of a company which conducts condominium business.

## 17. SECURITIZATION OF RECEIVABLES

The Company sold trade receivables to investors through independent securitization trusts until the year ended March 31, 2009. The Company has no sold receivables at March 31, 2010 and 2009.

The Company recognized pretax losses resulting from the sales of trade receivables of ¥679 million and ¥3,008 million for the years ended March 31, 2009 and 2008, respectively. The Company recognized pretax gains resulting from the sales of finance receivables of ¥77 million for the year ended March 31, 2008.

The Company continued to service the receivables for a fee based on a percentage of the receivables transferred. The investors and the securitization trusts had no recourse to the Company's assets for failure of debtors to pay when due. The amount of servicing assets or liabilities was not material at March 31, 2008.

The following table summarizes certain cash flows received from securitization trusts:

(¥ in millions)

For the years ended March 31:	2010	2009	2008
Proceeds from collections reinvested in revolving-period securitizations	¥—	¥55,561	¥160,468
Servicing fees received	—	230	413

## 18. COMMITMENTS AND CONTINGENCIES

### Commitments

The Company leases certain office space and equipment and employee housing under cancelable and noncancelable lease agreements. Leased assets under capital leases are comprised of the following:

(¥ in millions)

At March 31:	2010	2009
Machinery and equipment	¥ 11,633	¥ 12,415
Accumulated depreciation	(7,572)	(6,961)
Software	302	350
	¥ 4,363	¥ 5,804

Amortization expenses under capital leases for the years ended March 31, 2010, 2009, and 2008 were ¥4,550 million, ¥4,840 million, and ¥3,861 million, respectively.

The following table presents the annual maturities of future minimum lease commitments under capital and non-cancelable operating leases at March 31, 2010:

(¥ in millions)

Years ending March 31:	Capital Leases	Operating Leases
2011	¥3,201	¥1,088
2012	1,983	775
2013	753	647
2014	97	554
2015	55	263
2016 and thereafter	23	181
Total minimum lease payments	6,112	¥3,508
Less: amounts representing interest	(126)	
Present value of net minimum capital lease payments	¥5,986	

Capital lease obligations are included in the current portion of long-term debt and long-term debt in the consolidated balance sheets. Rental expenses under operating leases for the years ended March 31, 2010, 2009, and 2008 were ¥4,942 million, ¥5,281 million, and ¥5,619 million, respectively.

Commitments for capital expenditures outstanding at March 31, 2010 amounted to ¥1,616 million.

## Guarantees

The Company is contingently liable as guarantor of the indebtedness of distributors including affiliated companies, and customers for their borrowings from financial institutions. The Company would have to perform under these guarantees in the event of default on a payment within the guarantee periods of 1 year to 10 years. The maximum potential amount of undiscounted future payments of these financial guarantees at March 31, 2010 was ¥5,991 million. The fair value of these financial guarantees is not material and the probability of incurrence of a loss is remote.

The Company issues contractual product warranties under which it generally guarantees the performance of products delivered and services rendered for a specified period or term. The Company determines its reserve for product warranties based on an analysis of the historical data of costs to perform under product warranties.

The following table presents the reconciliation of the beginning and ending balances of accrued product warranty cost:

(¥ in millions)		
For the years ended March 31:	2010	2009
Balance at beginning of year	¥6,031	¥6,457
Addition	4,284	4,503
Utilization	(3,739)	(3,984)
Other	131	(945)
Balance at end of year	¥6,707	¥6,031

Accrued product warranty cost is included in other current liabilities in the consolidated balance sheets.

## Legal Proceedings

The Company is subject to various legal actions arising in the ordinary course of business. The following is a summary of the significant legal proceedings.

### (Anti-Trust)

In December 1999, the Company received a surcharge order from the Fair Trade Commission of Japan for a violation of the Anti-Monopoly Law relating to participation in fixing the shares of ductile iron straight pipe orders in Japan. In June 2009, the Company received, as a result of the hearing procedure, the ultimate decision which ordered the Company to pay the surcharge of ¥ 7,072 million, and the Company paid the surcharge during the year ended March 31, 2010. However, the Company filed a revocation suit to the Tokyo High Court considering the ultimate decision unacceptable in July 2009.

The Company recorded the surcharge as selling, general, and administrative expenses for the year ended March 31, 2009 based on the preliminary decision of the commission.

### (Asbestos-Related Lawsuits)

Since May 2007, the Company has been subject to seven asbestos-related lawsuits in Japan, which were filed against the Company or defendant party consisting of the Japanese Government and asbestos-related companies including the Company. The claims for compensation totaling ¥15,196 million consisted mostly of four lawsuits, which concerned a total of 388 construction workers who suffered from asbestos-related diseases, and were filed against the Japanese Government and 46 asbestos-related companies including the Company. The Company does not have any cost-sharing arrangements with other potentially responsible parties for these seven lawsuits.

The Company is not able to predict the ultimate outcome of these lawsuits or the timing of settlement due to inherent uncertainties in lawsuits.

## Matters Related to Health Hazard of Asbestos

### (Background)

Until 1995, the Company's plant in Amagasaki, Hyogo Prefecture, Japan, had produced asbestos-containing products. The Company decided to make voluntary consolation payments to certain residents in June 2005, and established the relief payment system in place of the consolation payment to the residents in April 2006. With regard to the current and former employees who suffered and are suffering from asbestos-related diseases, the Company will make the compensation which is not required by law but is made in accordance with the Company's internal policies.

The Japanese government established the Law for the Relief of Patients Suffering from Asbestos-Related Diseases (Asbestos Law) in March 2006. This law was enacted for the purpose of promptly providing relief to the people suffering from asbestos-related diseases who are not eligible for relief by compensation from the Insurance in accordance with the Workers' Accident Compensation Insurance Law. The relief aid payments are contributed by the national government, municipal governments, and business entities. The contribution made by business entities includes a special contribution by the companies which operated a business closely related to asbestos, and commenced from the year ended March 31, 2008.

### (Accounting for Asbestos-Related Expenses)

The Company expenses the consolation payments, the relief payments, and the compensation for employees, based on the Company's accounting policies and procedures. The Company accrues in those cases where the conditions of loss contingencies are met. (See Note 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES.) The recorded expenses totaled ¥503 million, ¥1,155 million, and ¥1,090 million for the years ended March 31, 2010, 2009, and 2008, respectively, which were included in selling, general, and administrative expenses. The Company accrued the asbestos-related expenses of ¥352 million, ¥721 million, and ¥968 million at March 31, 2010, 2009, and 2008, respectively. Though the Company believes that this amount appears to be a better estimate than any other amount within a reasonably estimable range of amounts, the additional exposure to loss in excess of this accrued amount of ¥760 million exists.

Since the Company has no basis or information to estimate the number of current and former employees and residents that are going to apply for payments, such payments are not included in the accrued amounts. The Company believes it is not possible to reasonably estimate the amount of its ultimate liability relating to this contingency. However, the Company believes the asbestos-related issues contain potentially material risks for the Company's consolidated results of operations, financial position, and its liquidity.

## 19. SUPPLEMENTAL CASH FLOW INFORMATION

Supplemental information related to the consolidated statements of cash flows is as follows:

(¥ in millions)

For the years ended March 31:	2010	2009	2008
<b>Cash paid during the year:</b>			
Interest	¥ 9,614	¥ 12,768	¥ 12,875
Income taxes	15,336	38,472	56,535
<b>Non-cash investing and financing activities:</b>			
Retirement of treasury stock	¥ —	¥ —	¥ 4,398
Obtaining assets by entering into capital leases	2,740	2,916	3,678

During the year ended March 31, 2010, the Company purchased noncontrolling interests reported in the Farm & Industrial Machinery segment. The Company retains the controlling interests before and after the transaction, the cash flow of which is classified in financing activities as Purchases of noncontrolling interests.

## 20. DISCONTINUED OPERATIONS

During the year ended March 31, 2007, Kubota Retex Corp., a subsidiary reported in the Social Infrastructure Segment, decided to liquidate and withdraw from the industrial waste treatment market. During the year ended March 31, 2008, the Company completed liquidation.

The following table presents the operating results of the discontinued operation for the year ended March 31, 2008:

(¥ in millions)

Revenues	¥ —
Income from discontinued operations before income taxes	¥ 316
Income taxes	(127)
Income from discontinued operations	¥ 189

## 21. SEGMENT INFORMATION

The Company's major operations comprise: Farm & Industrial Machinery; Water & Environment Systems; Social Infrastructure; and Other. The Farm & Industrial Machinery segment manufactures and distributes farm equipment, engines, and construction machinery. The Water & Environment Systems segment manufactures and distributes pipe-related products and environment-related products. The Social Infrastructure segment manufactures and distributes industrial castings, spiral welded steel pipes, vending machines, electronic equipped machinery, and air-conditioning equipment. The Other segment includes construction and other services.

The segments represent the components of the Company for which separate financial information is available that is utilized on a regular basis by the chief executive officer in determining how to allocate the Company's resources and evaluate performance. The segments also represent the Company's organizational structure principally based on the nature of products and services.

The accounting policies for the reporting segments are consistent with the accounting policies used in the Company's consolidated financial statements.

### Reporting Segments

Information by reporting segment is summarized as follows:

(¥ in millions)

<b>For the years ended March 31:</b>	Farm & Industrial Machinery	Water & Environment Systems	Social Infrastructure	Other	Adjustments	Consolidated
<b>2010:</b>						
Revenues:						
External customers	¥ 616,726	¥ 222,949	¥ 63,293	¥ 27,676	¥ —	¥ 930,644
Intersegment	77	611	2,710	14,091	(17,489)	—
Total	616,803	223,560	66,003	41,767	(17,489)	930,644
Operating income	¥ 60,485	¥ 19,723	¥ 2,699	¥ 2,629	¥ (15,834)	¥ 69,702
Identifiable assets at March 31, 2010	¥ 930,480	¥ 186,768	¥ 65,519	¥ 42,246	¥ 184,020	¥ 1,409,033
Depreciation	18,489	6,033	1,933	552	1,896	28,903
Capital expenditures	14,820	5,969	1,992	741	2,516	26,038
<b>2009:</b>						
Revenues:						
External customers	¥ 754,416	¥ 234,275	¥ 86,480	¥ 32,311	¥ —	¥ 1,107,482
Intersegment	52	1,748	2,872	14,085	(18,757)	—
Total	754,468	236,023	89,352	46,396	(18,757)	1,107,482
Operating income	¥ 103,831	¥ 3,121	¥ 8,004	¥ 1,812	¥ (13,953)	¥ 102,815
Identifiable assets at March 31, 2009	¥ 899,104	¥ 206,793	¥ 73,947	¥ 45,225	¥ 160,755	¥ 1,385,824
Depreciation	20,040	6,062	1,953	485	1,927	30,467
Capital expenditures	24,072	5,285	1,988	618	1,374	33,337
<b>2008:</b>						
Revenues:						
External customers	¥ 793,654	¥ 224,697	¥ 96,929	¥ 39,294	¥ —	¥ 1,154,574
Intersegment	16	1,312	2,889	13,971	(18,188)	—
Total	793,670	226,009	99,818	53,265	(18,188)	1,154,574
Operating income	¥ 132,961	¥ 3,744	¥ 11,657	¥ 3,379	¥ (14,866)	¥ 136,875
Identifiable assets at March 31, 2008	¥ 932,231	¥ 211,577	¥ 80,420	¥ 39,381	¥ 200,661	¥ 1,464,270
Depreciation	19,791	5,879	1,933	423	2,093	30,119
Capital expenditures	26,798	4,750	2,408	478	729	35,163

(Notes)

1. The unallocated corporate expenses included in "Adjustments" amounted to ¥15,834 million, ¥13,953 million, and ¥14,866 million for the years ended March 31, 2010, 2009, and 2008, respectively. The unallocated corporate assets included in "Adjustments" amounted to ¥190,282 million, ¥167,079 million, and ¥208,180 million at March 31, 2010, 2009, and 2008, respectively, which consisted mainly of cash and cash equivalents, investment securities, and corporate properties held or used by the administration departments of the parent company. "Adjustments" also included the elimination of intersegment transactions.
2. The aggregated amounts of operating income equal to those in the consolidated statements of income, and please refer to the consolidated statements of income for the reconciliation of operating income to income from continuing operations before income taxes and equity in net income of affiliated companies.
3. Intersegment revenues are recorded at values that approximate market prices.

## Revenues from External Customers by Product Groups

Information for revenues from external customers by product groups is summarized as follows:

(¥ in millions)

<b>For the years ended March 31:</b>	<b>2010</b>	2009	2008
<b>Farm &amp; Industrial Machinery:</b>			
Farm Equipment and Engines	¥ 561,165	¥ 671,292	¥ 677,074
Construction Machinery	55,561	83,124	116,580
	<b>616,726</b>	754,416	793,654
<b>Water &amp; Environment Systems:</b>			
Pipe-related Products	144,465	153,514	146,806
Environment-related Products	78,484	80,761	77,891
	<b>222,949</b>	234,275	224,697
<b>Social Infrastructure</b>	<b>63,293</b>	86,480	96,929
<b>Other</b>	<b>27,676</b>	32,311	39,294
<b>Total</b>	<b>¥ 930,644</b>	¥1,107,482	¥1,154,574

## Geographic Segments

Information for revenues from external customers by destination and long-lived assets based on physical location are summarized as follows:

(¥ in millions)

	<b>2010</b>	2009	2008
<b>Revenues from external customers by destination for the years ended March 31:</b>			
Japan	¥ 501,663	¥ 549,189	¥ 572,236
North America	174,371	274,151	329,495
Europe	67,791	108,742	125,388
Asia	148,589	139,069	93,014
Other Areas	38,230	36,331	34,441
<b>Total</b>	<b>¥ 930,644</b>	¥ 1,107,482	¥1,154,574
<b>Long-lived assets based on physical location at March 31:</b>			
Japan	¥ 183,042	¥ 190,662	¥ 199,806
North America	20,210	21,442	26,889
Other Areas	17,641	13,517	11,378
<b>Total</b>	<b>¥ 220,893</b>	¥ 225,621	¥ 238,073

(Notes)

1. Revenues from North America include those from the United States of ¥146,319 million, ¥236,473 million, and ¥281,590 million for the years ended March 31, 2010, 2009, and 2008, respectively.
2. There is no single customer, revenues from whom exceed 10% of total consolidated revenues of the Company.

## Supplemental Geographic Information

In addition to the disclosure required by U.S. GAAP, the Company provides the following supplemental information of revenues, cost of revenues and operating expenses, operating income, and identifiable assets based on physical location as required by Financial Instruments and Exchange Law of Japan, to which the Company is subject as a Japanese public company:

(¥ in millions)

<b>For the years ended March 31:</b>	Japan	North America	Europe	Asia	Other Areas	Corporate & Total Eliminations		Consolidated
<b>2010:</b>								
Revenues:								
External customers	¥ 544,141	¥ 174,069	¥ 64,561	¥ 135,384	¥ 12,489	¥ 930,644	¥ —	¥ 930,644
Intersegment	178,670	6,196	1,707	850	—	187,423	(187,423)	—
Total	722,811	180,265	66,268	136,234	12,489	1,118,067	(187,423)	930,644
Cost of revenues and operating expenses	667,762	167,075	63,488	121,558	10,724	1,030,607	(169,665)	860,942
Operating income	¥ 55,049	¥ 13,190	¥ 2,780	¥ 14,676	¥ 1,765	¥ 87,460	¥ (17,758)	¥ 69,702
Identifiable assets at March 31, 2010	¥ 644,611	¥ 401,106	¥ 60,387	¥ 177,509	¥ 14,487	¥ 1,298,100	¥ 110,933	¥ 1,409,033
<b>2009:</b>								
Revenues:								
External customers	¥ 588,236	¥ 280,231	¥ 102,746	¥ 122,248	¥ 14,021	¥ 1,107,482	¥ —	¥ 1,107,482
Intersegment	259,324	9,588	3,420	1,153	—	273,485	(273,485)	—
Total	847,560	289,819	106,166	123,401	14,021	1,380,967	(273,485)	1,107,482
Cost of revenues and operating expenses	795,095	262,515	99,520	108,600	11,930	1,277,660	(272,993)	1,004,667
Operating income	¥ 52,465	¥ 27,304	¥ 6,646	¥ 14,801	¥ 2,091	¥ 103,307	¥ (492)	¥ 102,815
Identifiable assets at March 31, 2009	¥ 675,623	¥ 429,974	¥ 69,960	¥ 118,220	¥ 7,908	¥ 1,301,685	¥ 84,139	¥ 1,385,824
<b>2008:</b>								
Revenues:								
External customers	¥ 607,377	¥ 332,042	¥ 121,114	¥ 79,483	¥ 14,558	¥ 1,154,574	¥ —	¥ 1,154,574
Intersegment	292,371	9,160	4,142	1,623	—	307,296	(307,296)	—
Total	899,748	341,202	125,256	81,106	14,558	1,461,870	(307,296)	1,154,574
Cost of revenues and operating expenses	806,786	305,194	114,224	71,808	12,444	1,310,456	(292,757)	1,017,699
Operating income	¥ 92,962	¥ 36,008	¥ 11,032	¥ 9,298	¥ 2,114	¥ 151,414	¥ (14,539)	¥ 136,875
Identifiable assets at March 31, 2008	¥ 716,207	¥ 487,654	¥ 82,992	¥ 88,882	¥ 11,314	¥ 1,387,049	¥ 77,221	¥ 1,464,270

(Note) Major countries or regions outside Japan in each geographic area:

North America	United States, Canada
Europe	Germany, France, United Kingdom
Asia	Thailand, China, South Korea
Other Areas	Australia

## 22. SUBSEQUENT EVENTS

On May 11, 2010, the Company's Board of Directors resolved to pay a cash dividend to shareholders of record on March 31, 2010 of ¥5 per common share (¥25 per 5 common shares) or a total of ¥6,361 million.

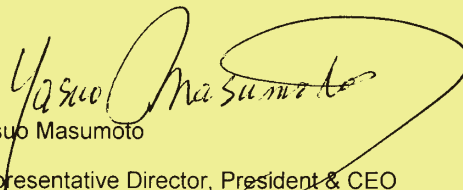


## MANAGEMENT'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING

Management of Kubota Corporation and subsidiaries (the "Company") is responsible for establishing and maintaining adequate internal control over financial reporting, as defined in Rule 13a-15 (f) under the Securities Exchange Act of 1934, as amended, for the Company. Management evaluated the effectiveness of the Company's internal control over financial reporting as of March 31, 2010 using the criteria set forth in Internal Control - Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission. Based on this evaluation, management concluded that the Company's internal control over financial reporting was effective as of March 31, 2010.

The Company's independent registered public accounting firm, Deloitte Touche Tohmatsu LLC, has issued an audit report on the Company's internal control over financial reporting.

Dated: June 18, 2010



Yasuo Masumoto  
Representative Director, President & CEO  
(Principal Executive Officer)



Satoru Sakamoto  
Director and Managing Executive Officer  
(Principal Financial Officer)



Deloitte Touche Tohmatsu LLC  
Yodoyabashi Mitsui Building  
4-1-1, Imabashi, Chuo-ku  
Osaka-shi, Osaka 541-0042  
Japan

Tel: +81 (6) 4560 6000  
Fax: +81 (6) 4560 6001  
www.deloitte.com/jp

## REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Board of Directors and Shareholders of Kubota Corporation:

We have audited the accompanying consolidated balance sheets of Kubota Corporation and subsidiaries (the "Company") as of March 31, 2010 and 2009, and the related consolidated statements of income, comprehensive income (loss), changes in equity, and cash flows for each of the three years in the period ended March 31, 2010. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our report dated June 19, 2009, we expressed a qualified opinion, because certain information required by Accounting Standards Codification ("ASC") 280, "Segment Reporting" was not presented in the consolidated financial statements for the years ended March 31, 2009 and 2008. As discussed in Note 1 to the consolidated financial statements, the Company has now presented the segment information required by ASC 280 for the years ended March 31, 2009 and 2008. Accordingly, our present opinion on the consolidated financial statements for the years ended March 31, 2009 and 2008, as expressed herein, is different from that expressed in our prior report on the previously issued consolidated financial statements for the years ended March 31, 2009 and 2008.

In our opinion, such consolidated financial statements present fairly, in all material respects, the financial position of Kubota Corporation and subsidiaries as of March 31, 2010 and 2009, and the results of their operations and their cash flows for each of the three years in the period ended March 31, 2010, in conformity with accounting principles generally accepted in the United States of America.

As discussed in Note 1 to the consolidated financial statements, the Company adopted a new accounting standard for noncontrolling interests during the year ended March 31, 2010.

We have also audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the Company's internal control over financial reporting as of March 31, 2010, based on the criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission and our report dated June 18, 2010 expressed an unqualified opinion on the Company's internal control over financial reporting.

*Deloitte Touche Tohmatsu LLC*

June 18, 2010

Member of  
Deloitte Touche Tohmatsu

## REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Board of Directors and Shareholders of Kubota Corporation:

We have audited the internal control over financial reporting of Kubota Corporation and subsidiaries (the "Company") as of March 31, 2010, based on criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission. The Company's management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting, included in the accompanying Management's Report on Internal Control over Financial Reporting. Our responsibility is to express an opinion on the Company's internal control over financial reporting based on our audit.

We conducted our audit in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

A company's internal control over financial reporting is a process designed by, or under the supervision of, the company's principal executive and principal financial officers, or persons performing similar functions, and effected by the company's board of directors, management, and other personnel to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of the inherent limitations of internal control over financial reporting, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may not be prevented or detected on a timely basis. Also, projections of any evaluation of the effectiveness of the internal control over financial reporting to future periods are subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

In our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of March 31, 2010, based on the criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission.

We have also audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the consolidated financial statements as of and for the year ended March 31, 2010 of the Company and our report dated June 18, 2010 expressed an unqualified opinion on those financial statements and included an explanatory paragraph regarding the Company's adoption of a new accounting standard for noncontrolling interests during the year ended March 31, 2010.

*Deloitte Touche Tohmatsu LLC*

June 18, 2010

Member of  
Deloitte Touche Tohmatsu

# Directory

## KUBOTA CORPORATION

## OVERSEAS OFFICES, SUBSIDIARIES, AND AFFILIATES

### Head Office

2-47, Shikitsuhigashi 1-chome,  
Naniwa-ku, Osaka 556-8601, Japan  
Phone: (81)-6-6648-2111  
Facsimile: (81)-6-6648-3862

### Tokyo Head Office

1-3, Nihonbashi-Muromachi 3-chome,  
Chuo-ku, Tokyo 103-8310, Japan  
Phone: (81)-3-3245-3111  
Facsimile: (81)-3-3245-3049

### NORTH AMERICA

#### Kubota Tractor Corporation

3401 Del Amo Blvd.,  
Torrance, California 90503, U.S.A.  
Phone: (1)-310-370-3370  
Facsimile: (1)-310-370-2370  
URL: <http://www.kubota.com>

#### Kubota Credit Corporation U.S.A.

3401 Del Amo Blvd.,  
Torrance, California 90503, U.S.A.  
Phone: (1)-310-370-3370  
Facsimile: (1)-310-370-2370  
URL: <http://www.kubotacreditusa.com>

#### Kubota Manufacturing of America Corporation

Gainesville Industrial Park North,  
2715 Ramsey Road,  
Gainesville, Georgia 30501, U.S.A.  
Phone: (1)-770-532-0038  
Facsimile: (1)-770-532-9057

#### Kubota Industrial Equipment Corporation

1001 McClure Industrial Drive,  
Jefferson, Georgia 30549, U.S.A.  
Phone: (1)-706-387-1000  
Facsimile: (1)-706-387-1300

#### Kubota Engine America Corporation

505 Schelster Road,  
Lincolnshire, Illinois 60069, U.S.A.  
Phone: (1)-847-955-2500  
Facsimile: (1)-847-955-2501  
URL: <http://www.kubotaengine.com/>

#### Kubota Canada Ltd.

5900 14th Avenue, Markham,  
Ontario L3S 4K4, Canada  
Phone: (1)-905-294-6535  
Facsimile: (1)-905-294-6651  
URL: <http://www.kubota.ca/>

#### Kubota Metal Corporation

25 Commerce Road, Orillia,  
Ontario L3V 6L6, Canada  
Phone: (1)-705-325-2781  
Facsimile: (1)-705-325-5887  
URL: <http://www.kubotametal.com/>

#### Kubota Membrane U.S.A. Corporation

14824 NE 95th Street, Bldg. 6,  
Redmond, WA 98052, U.S.A.  
Phone: (1)-425-898-2858  
Facsimile: (1)-425-898-2853  
<http://www.kubota-membrane.com/>

### OCEANIA

#### Kubota Tractor Australia Pty Ltd.

25-29 Permas Way, Truganina,  
Victoria 3029, Australia  
Phone: (61)-3-9394-4400  
Facsimile: (61)-3-9394-4430  
URL: <http://www.kubota.com.au/>

### EUROPE

#### Kubota Europe S.A.S.

19-25, Rue Jules Verceyryse,  
Z.I., BP88 95101 Argenteuil,  
Cedex, France  
Phone: (33)-1-3426-3434  
Facsimile: (33)-1-3426-3499  
<http://www.kubota.fr/>

#### Kubota (Deutschland) GmbH

Senefelder Straße 3-5,  
63110 Rodgau/Nieder-Roden, Germany  
Phone: (49)-6106-873-0  
Facsimile: (49)-6106-873-198  
URL: <http://www.kubota.de/>

#### Kubota Baumaschinen GmbH

Steinhauser Straße 100,  
66482 Zweibrücken, Rheinlandpfalz,  
Germany  
Phone: (49)-6332-487-0  
Facsimile: (49)-6332-487-101  
<http://www.kubota-baumaschinen.de/>

**Kubota (U.K.) Ltd.**

Dormer Road, Thame,  
Oxfordshire OX9 3UN, U.K.  
Phone: (44)-1844-214500  
Facsimile: (44)-1844-261568  
URL: <http://www.kubota.co.uk/>

**Kubota España S.A.**

Avenida Recomba No. 5,  
Poligno Industrial La Laguna,  
Leganes, 28914 Madrid, Spain  
Phone: (34)-91-508-6442  
Facsimile: (34)-91-508-0522  
<http://www.kubotatraectores.es/>

**Kubota Membrane Europe Ltd.**

7c Suite, Elsinore House,  
77 Fulham Palace Road,  
London, W6 8JA, UK  
Phone: (44)-20-8741-5262  
Facsimile: (44)-20-8563-1616  
URL: <http://www.kubota-mbr.com/>

**ASIA****SIAM KUBOTA Corporation Co., Ltd.**

101/19-24 Navanakorn,  
Tambol Klongneung, Amphur  
Klongluang, Pathumthani 12120,  
Thailand  
Phone: (66)-2-909-0300  
Facsimile: (66)-2-909-1698

**Kubota Agricultural Machinery (SUZHOU) Co., Ltd.**

77 Suhong East Road, Industrial Park,  
Suzhou, Jiangsu 215026,  
P.R. China  
Phone: (86)-512-6716-3122  
Facsimile: (86)-512-6716-3344  
<http://www.kubota.com.cn/>

**Kubota Construction Machinery (SHANGHAI) Co., Ltd.**

Room 2102, 21/F China Fortune Tower,  
1568 Century Avenue, Pudong,  
Shanghai 200122, P.R. China  
Phone: (86)-21-5879-4630  
Facsimile: (86)-21-5879-4632  
<http://www.kubota-sha.com.cn/>

**Kubota Engine (SHANGHAI) Co., Ltd.**

Room 2101, 21/F China Fortune Tower,  
1568 Century Avenue, Pudong,  
Shanghai 200122, P.R. China  
Phone: (86)-21-6236-0606  
Facsimile: (86)-21-6236-0637  
<http://www.kubota-engine.com.cn/>

**Shin Taiwan Agricultural Machinery Co., Ltd.**

16 Fengping 2nd Road,  
Taliao Shiang Kaohsiung,  
Hsien 83107, Taiwan  
Phone: (886)-7-702-2333  
Facsimile: (886)-7-702-2303  
<http://www.stam.com.tw/>

**Kubota Korea Co., Ltd.**

9F KAMCO Yangjae Tower, 949-3,  
Dogok-dong, Gangnam-gu,  
Seoul 135-860, Korea  
Phone: (82)-2-2058-1028  
Facsimile: (82)-2-2058-1029  
<http://www.kubotakorea.com/>

**P.T. Kubota Indonesia**

Jl. Setyabudi 279,  
Semarang, Indonesia  
Phone: (62)-24-7472849  
Facsimile: (62)-24-7472865  
<http://www.ptkubota.co.id/>

**Kubota Vietnam Co., Ltd.**

Lot B-3A2-CN, My Phuoc 3 Industrial  
Park, Ben Cat District,  
Binh Duong Province, Vietnam  
Phone: (84)-650-3577501  
Facsimile: (84)-650-3577503

**Kubota Agricultural Machinery India Pvt. Ltd.**

No. 15, Madavakkam Road,  
Sholinganallur, Chennai-600 119, India  
Phone: (91)-44-6104-1500  
Facsimile: (91)-44-6104-1600

**P.T. Metec Semarang**

Tanjung Emas Export Processing Zone,  
Jl. Coaster No. 8 Block B,  
12A-16 Semarang, Central Java,  
Indonesia  
Phone: (62)-24-3520435  
Facsimile: (62)-24-3520432

**Kubota Agro-Industrial Machinery Philippines, Inc.**

155 Panay Avenue,  
South Triangle Homes,  
1103 Quezon City, Philippines  
Phone: (63)-2-9201071  
Facsimile: (63)-2-9241848

**Sime Kubota Sdn. Bhd.**

1, Jalan Puchong, Taman Perindustrian  
Puchong Utama, 47100 Puchong,  
Selangor Darul Ehsan, Malaysia  
Phone: (60)-3-8068-8558  
Facsimile: (60)-3-8068-8555

**Tata Metaliks Kubota Pipes Ltd.**

Tata Centre 43, Jawaharlal Nehru Road,  
Kolkata 700 071, India  
Phone: (91)-33-2288-1766  
Facsimile: (91)-33-2288-4372

**Jiangsu Biaoxin Kubota Industrial Co., Ltd.**

186 Lishiqiao South Avenue,  
Xin Qiao Town,  
Jingjiang City, Jiangsu 214536,  
P.R. China  
Phone: (86)-523-433-6016  
Facsimile: (86)-523-433-1049

# Investor Information

## Stock Listings

Domestic: Tokyo and Osaka  
Overseas: New York

## Transfer Agent for Common Stock

The Chuo Mitsui Trust and Banking Company, Limited  
33-1, Shiba 3-chome,  
Minato-ku, Tokyo 105-8574, Japan  
Telephone: 81-3-5232-3331

## Depository and Transfer Agent for ADRs

JPMorgan Chase Bank, N.A.  
1 Chase Manhattan Plaza, Floor 58  
New York, NY 10005, U.S.A.

## ADR Holder Contact

JPMorgan Service Center  
P.O. Box 64504,  
St. Paul, MN 55164-0504, U.S.A.  
Phone: (1)-800-990-1135

## Investor Inquiries

### Head Office

Finance & Accounting Dept.  
2-47, Shikitsuhigashi 1-chome,  
Naniwa-ku, Osaka 556-8601, Japan  
Phone: (81)-6-6648-2111  
Facsimile: (81)-6-6648-3862

### Tokyo Office

Tokyo Administration Dept.  
1-3, Nihonbashi-Muromachi 3-chome,  
Chuo-ku, Tokyo 103-8310, Japan  
Phone: (81)-3-3245-3111  
Facsimile: (81)-3-3245-3049

Financial information and CSR reports are available on  
Kubota's Web site:

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

## NYSE Corporate Governance Standards

The Company has made available on its Web site (<http://www.kubota.co.jp/ir/english/cgs/index.html>) a general summary of the significant differences between its corporate governance practices and those followed by U.S. companies under New York Stock Exchange (NYSE) listing standards.

**KUBOTA Corporation**

2-47, Shikitsuhigashi 1-chome, Naniwa-ku, Osaka 556-8601, Japan  
Phone: (81)-6-6648-2111 Facsimile: (81)-6-6648-3862  
<http://www.kubota.co.jp/>



This report is printed on paper certified by the Forest Stewardship Council (FSC)—an international labeling scheme that provides a credible guarantee that the raw materials used in the product come from an environmentally well-managed forest—and with vegetable ink for waterless printing (non-VOC ink) that does not contain volatile organic compounds.