

## Profile

Since its establishment, Kubota has continually aimed to promote the harmonious coexistence of humans and all aspects of the earth's environment, including water and soil, by creating products that contribute to a better future for people, society as a whole, and the earth. In accordance with this basic philosophy, Kubota is continually anticipating the needs of the times as it vigorously engages in businesses that contribute to the betterment of society. Today, Kubota's products in domains closely connected to culture and people's daily lives—including areas related to water, soil, air, cities, and homes—are enjoyed by people worldwide. In the future, Kubota will continue to provide people- and earth-friendly products that will enable the creation of abundant living environments and contribute to the protection of the earth's environment.

## Financial Highlights

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

	Millions of Yen			Thousands of U.S. Dollars
	2002	2001	2000	2002
Net sales	<b>¥976,097</b>	¥994,493	¥987,265	<b>\$7,339,075</b>
Percentage of previous year	<b>98.2%</b>	100.7%	101.1%	
Net income	<b>9,530</b>	9,795	16,428	<b>71,654</b>
Percentage of previous year	<b>97.3%</b>	59.6%	108.8%	
Percentage of net sales	<b>1.0%</b>	1.0%	1.7%	
Net income per 20 common shares (Yen and U.S. Dollars):				
Basic	<b>¥136</b>	¥139	¥233	<b>\$1.02</b>
Diluted	<b>133</b>	137	221	<b>1.00</b>
Cash dividends per 20 common shares (Yen and U.S. Dollars)	<b>120</b>	120	120	<b>0.90</b>
Capital expenditures	<b>¥36,342</b>	¥37,170	¥39,294	<b>\$273,248</b>
Depreciation	<b>40,074</b>	43,311	44,149	<b>301,308</b>
R&D expenses	<b>30,186</b>	30,257	33,148	<b>277,128</b>
Number of shareholders (At year-end)	<b>59,409</b>	62,518	63,484	

Note: The U.S. dollar amounts in this report represent translations of Japanese yen, for convenience only, at the rate of ¥133=US\$1. See Note 1 to the consolidated financial statements.

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### Cautionary Statement with Respect to Forward-Looking Statements

This annual report contains statements about Kubota's future business plans, strategies, and beliefs. Statements regarding the Company's projected future business results are not based on historical facts and are subject to various risks and uncertainties. These risks and uncertainties relate to economic conditions in Kubota's business environment, particularly government agricultural policies, the state of private-sector and public-sector capital investment, currency exchange rates, new housing starts, competitive pricing pressures in the marketplace, and Kubota's ability to continue designing and developing products that will be accepted in markets. However, it should be noted that elements affecting performance are not limited to the previously mentioned factors.