

Five-Year Financial Summary

Kubota Corporation and Subsidiaries Years Ended March 31, 2003, 2002, 2001, 2000, and 1999

	Millions of Yen (Except Per Share Information)					Thousands of U.S. Dollars (Except Per Share Information)
	2003	2002	2001	2000	1999	2003
For the year						
Net sales	¥ 926,145	¥ 965,791	¥ 984,767	¥ 974,586	¥ 966,145	\$7,717,875
Percentage of previous year	95.9%	98.1%	101.0%	100.9%	95.1%	
Cost of sales	695,571	729,863	742,516	738,838	729,488	5,796,425
Selling, general, and administrative expenses	181,353	188,713	198,569	200,078	203,854	1,511,275
Loss from disposal and impairment of businesses and fixed assets	19,608	12,791	489	6,499	1,819	163,400
Operating income	29,613	34,424	43,193	29,171	30,984	246,775
Cumulative effect of an accounting change	—	—	(21,559)	—	—	—
Net income (loss)	(8,004)	9,530	9,795	16,428	15,106	(66,700)
Percentage of previous year	—	97.3%	59.6%	108.8%	54.6%	
Percentage of net sales	(0.9%)	1.0%	1.0%	1.7%	1.6%	
Net income (loss) per 5 common shares						
(Yen and U.S. Dollars):						
Basic	¥(29)	¥34	¥35	¥58	¥54	\$(0.24)
Diluted	(29)	33	34	55	51	(0.24)
Pro forma amounts assuming						
accounting change was applied retroactively:						
Net income (loss)			¥31,354	¥14,881	¥(1,137)	
Net income (loss) per 5 common shares:						
(Yen):						
Basic			¥111	¥53	¥(4)	
Diluted			104	50	(4)	
Cash dividends per 5 common shares						
(Yen and U.S. Dollars):	¥30	¥30	¥30	¥30	¥30	\$0.25
At year-end						
Total assets	¥1,139,011	¥1,200,117	¥1,290,756	¥1,320,605	¥1,378,324	\$9,491,758
Working capital	212,986	221,758	211,892	234,639	244,602	1,774,883
Long-term debt	155,966	167,850	182,238	233,257	266,195	1,299,717
Total shareholders' equity	315,443	394,970	434,979	449,647	424,443	2,628,692
Shareholders' equity						
per 5 common shares outstanding						
(Yen and U.S. Dollars):	¥1,172	¥1,420	¥1,543	¥1,595	¥1,506	\$9.77

Notes: 1. The U.S. dollar amounts in this report represent translations of Japanese yen, for convenience only, at the rate of ¥120=US\$1. See Note 1 to the consolidated financial statements.

2. The Company has not accounted for a nonmonetary security exchange transaction in accordance with accounting principles generally accepted in the United States of America. See Note 1 to the consolidated financial statements.

3. Pro forma data reflects the effect of an accounting change in retirement and pension costs described in Note 6 to the consolidated financial statements.

4. Working capital is the amount of total current assets less total current liabilities in the consolidated balance sheets.