

# Consolidated Balance Sheets

Kubota Corporation and Subsidiaries March 31, 2003 and 2002

ASSETS	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2003	2002	2003
<b>Current assets:</b>			
Cash and cash equivalents	¥ 67,362	¥ 60,983	\$ 561,350
Short-term investments (Note 4)	10	1,394	83
Notes and accounts receivable (Note 3):			
Trade notes	81,588	103,701	679,900
Trade accounts	252,537	271,635	2,104,475
Finance receivables—net	90,338	89,253	752,817
Less: Allowance for doubtful notes and accounts receivable	(4,089)	(4,052)	(34,075)
Inventories (Note 2)	151,245	155,354	1,260,375
Other current assets (Note 9)	53,359	45,496	444,658
<b>Total current assets</b>	<b>692,350</b>	<b>723,764</b>	<b>5,769,583</b>
<b>Investments:</b>			
Investments in and advances to affiliated companies (Note 3)	12,119	12,740	100,992
Other investments (Note 4)	79,959	128,876	666,325
<b>Total investments</b>	<b>92,078</b>	<b>141,616</b>	<b>767,317</b>
<b>Property, plant, and equipment (Note 5):</b>			
Land	78,552	88,315	654,600
Buildings	195,497	197,603	1,629,142
Machinery and equipment	447,956	452,156	3,732,966
Construction in progress	5,451	4,253	45,425
<b>Total</b>	<b>727,456</b>	<b>742,327</b>	<b>6,062,133</b>
Accumulated depreciation	(474,901)	(466,116)	(3,957,508)
<b>Net property, plant, and equipment</b>	<b>252,555</b>	<b>276,211</b>	<b>2,104,625</b>
<b>Other assets (Note 9)</b>	<b>102,028</b>	<b>58,526</b>	<b>850,233</b>
<b>Total</b>	<b>¥1,139,011</b>	<b>¥1,200,117</b>	<b>\$9,491,758</b>

See notes to consolidated financial statements.

LIABILITIES AND SHAREHOLDERS' EQUITY	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2003	2002	2003
<b>Current liabilities:</b>			
Short-term borrowings (Note 5)	¥ 95,568	¥ 122,977	\$ 796,400
Trade notes payable	37,544	42,909	312,867
Trade accounts payable	168,240	182,675	1,402,000
Advances received from customers	7,244	7,886	60,367
Notes and accounts payable for capital expenditures	14,803	15,746	123,358
Accrued payroll costs	23,791	22,656	198,258
Income taxes payable	10,150	12,587	84,583
Other current liabilities (Note 14)	46,194	52,494	384,950
Current portion of long-term debt (Note 5)	75,830	42,076	631,917
Total current liabilities	479,364	502,006	3,994,700
<b>Long-term liabilities:</b>			
Long-term debt (Note 5)	155,966	167,850	1,299,717
Accrued retirement and pension costs (Note 6)	159,805	106,206	1,331,708
Other long-term liabilities (Note 9)	15,184	16,537	126,533
Total long-term liabilities	330,955	290,593	2,757,958
<b>Commitments and contingencies</b> (Note 14)			
<b>Minority interests</b>	13,249	12,548	110,408
<b>Shareholders' equity</b> (Notes 7 and 11):			
Common stock, authorized 2,000,000,000 shares; outstanding 1,345,450,014 shares and 1,390,419,012 shares in 2003 and 2002, respectively	78,156	78,156	651,300
Additional paid-in capital	87,263	87,263	727,192
Legal reserve	19,539	19,539	162,825
Retained earnings	200,517	216,810	1,670,975
Accumulated other comprehensive income (loss)	(48,095)	128	(400,792)
Treasury stock (64,358,964 shares and 19,389,966 shares in 2003 and 2002, respectively), at cost	(21,937)	(6,926)	(182,808)
Total shareholders' equity	315,443	394,970	2,628,692
<b>Total</b>	<b>¥1,139,011</b>	<b>¥1,200,117</b>	<b>\$9,491,758</b>