

1. Review of last fiscal year
2. Prospects for current fiscal year
3. Basic management policy
4. Priority issues
5. Conclusion



1. Review of last fiscal year

▶ Japan

- ▶ Sales of farm machinery increased sharply. Sales of construction machinery and public-sector related products also increased.

▶ Overseas

- ▶ Asia: Sales of farm machinery grew steadily. Sales of construction machinery recovered.
- ▶ North America: Sales of tractors continued to increase favorably. Sales of construction machinery increased steadily.
- ▶ Europe: Sales of tractors and construction machinery increased substantially.

【Revenues by region】

(Billion yen)

	2014.3	2013.3	Changes (%)
Japan	638.3	543.0	+ 17.6
Asia outside Japan	284.0	226.4	+ 25.4
North America	356.9	279.0	+ 27.9
Europe	177.5	118.3	+ 50.0
Ex. Kverneland	122.2	83.4	+ 46.5
Other	52.0	43.9	+ 18.4
Total	1,508.6	1,210.6	+ 24.6



1. Review of last fiscal year

- ▶ Revenues recorded a historical high for the second consecutive year.
- ▶ Operating income and net income attributable to Kubota Corp. achieved the highest level to date.
- ▶ The operating margin substantially exceeded 10%.

(Billion yen)	2014.3.31	2013.3.31	Changes		Variance from plan as of 2014.2	
	Amount	Amount	Amount	%	Amount	%
Revenues	1,508.6	1,210.6	+ 298.0	+ 24.6	+ 8.6	+ 0.6
Operating income	13.4% 202.4	10.0% 121.4	+ 81.1	+ 66.8	+ 6.4	+ 3.3
Net income attributable to Kubota Corp.	8.7% 131.7	6.4% 78.1	+ 53.6	+ 68.7	+ 9.2	+ 7.5



2. Prospects for current fiscal year

▶ Japan

- ▶ Farm machinery: We intend to secure sales even in an environment where an adverse reaction is anticipated to better-than-expected sales in the year ended March 2014.
- ▶ Public works: Performance will be steady due to firm demand for reconstruction work and infrastructure replacement.

▶ Overseas

- ▶ North America and Europe: Revenues will continue to expand.
- ▶ Asia: Thai and Chinese businesses are facing uncertainty. We intend to meet changes with agility.



2. Prospects for current fiscal year

- ▶ Machinery: Revenue growth in North America and Europe will cover decreased revenues in Japan, Thailand, and China.
- ▶ Water: Both domestic and overseas revenues will increase.
- ▶ Anticipated profits will be the same level. Promotion expenses and fixed costs will increase.

(Billion yen)	2015.3 (Forecast)	2014.3 (Results)	Variance
Revenues	1,550.0	1,508.6	+ 2.7% + 41.4
Operating income	12.9% 200.0	13.4% 202.4	- 1.2% - 2.4
Net income attributable to Kubota Corp.	8.4% 130.0	8.7% 131.7	- 1.3% - 1.7



3. Basic management policy

▶ Basic management policy

- (1) Accelerating Business Development in Global Market
- (2) Structural Reform of Water and Environment Business

▶ Priority issues

- (1) Accelerating Business Development in Strategic Markets
- (2) Strengthening Global Business Operating Systems
- (3) Realigning Water and Environment Business

3. Basic management policy

(1) Accelerating Business Development in Global Market

Continue to develop new businesses

- ▶ Accelerating growth in major markets
 - Consider use of external resources including M&A
- Transform management style
- ▶ Establish top-down approach to management
 - Attain competitive advantage by focusing on agility



Achieve 2,000 billion yen in revenues
as soon as possible

3. Basic management policy

(2) Structural Reform of Water and Environment Business

- ▶ Relatively weaker in growth potential than Farm & Industrial Machinery Business
- ▶ Measure contribution of each business unit



Implement structural reform from the viewpoint of optimal allocation of management resources

(1) Accelerating Business Development in Strategic Markets

Large-scale farm machinery business for dry-field use

- ▶ We will advance development of farm machinery that meets local needs in various areas, in addition to existing farm machinery lineup for wet-paddy use.
- ▶ We are focusing on large-scale farm machinery for dry-field use among other products.

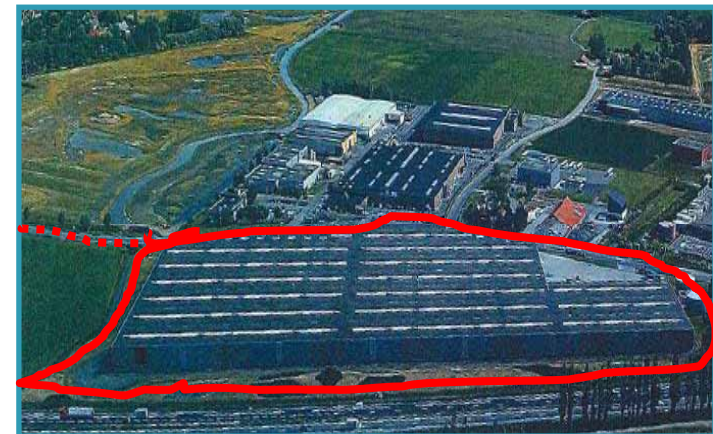


4. Priority issues

(1) Accelerating Business Development in Strategic Markets

Large-scale farm machinery business for dry-field use

- ▶ In 2015, we will launch a 170hp class tractor in North America and Europe.
 - Build production systems
 - Set up and strengthen sales and service network
 - Expand product lineup promptly



Plant for large-scale tractor production (Nord Department, France)



Strengthen presence as a full-scale farm machinery manufacturer



4. Priority issues

(1) Accelerating Business Development in Strategic Markets

Water and Environment Business activities in Asia

- ▶ Accelerating regional business development through existing business network

< Network >

China · · · 3 existing subsidiaries

Southeast Asia · · · Sales companies in 5 countries

(Vietnam, Indonesia, Thailand, the Philippines, and Malaysia)



Palm oil mill effluent treatment facilities on order in Malaysia



4. Priority issues

(2) Strengthening Global Business Operating Systems

Expanding and upgrading R&D systems

- ▶ Establish efficient global R&D systems
 - Thoroughly incorporating the needs of the market into product development
- ▶ Increase and improve capabilities of R&D personnel
- ▶ Improve speed of R&D without insisting on in-house development and/or technology



Zero-turn mower under development in North America



4. Priority issues

(2) Strengthening Global Business Operating Systems

Upgrade global manufacturing systems

- ▶ Continue to expand overseas production facilities
- ▶ Upgrade core technologies and management techniques in Japanese plants
- ▶ Realize the quality, cost, and on-time delivery that “Made by Kubota” represents through standardizing manufacturing capabilities



“Kubota Group Technical Skill Contest “ held in Sakai, Japan in Feb. 2014. 157 participants from Japan and 44 from overseas competed with their advanced skills.

4. Priority issues

(2) Strengthening Global Business Operating Systems

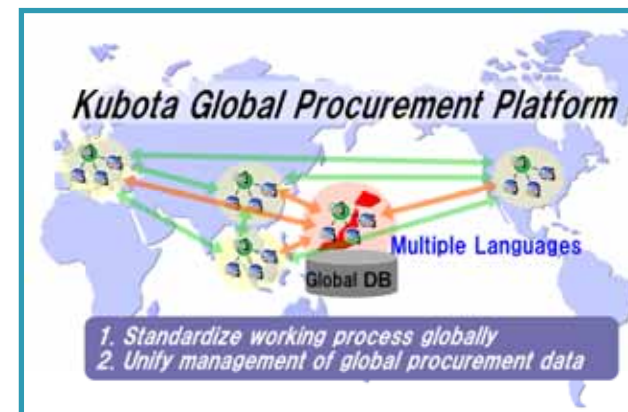
Strengthen global procurement systems

- ▶ Realize a globally optimal procurement system

- Expand procurement bases
- Strengthen function and organization for procurement in overseas manufacturing subsidiaries
- Share procurement information throughout the organization by using information systems



Advising parts supplier to strengthen procurement function of overseas subsidiaries (Thailand)



Conceptual diagram of collaboration among plants in the "Kubota Global Procurement Platform"



(3) Realigning Water and Environment Business

- ▶ Fundamentally reassess each business unit or product

- Move loss-making business units or products into the black

- Strengthen such businesses through seeking synergy with other business



“Transformation”, “Challenge”, and
“Globalization” are our key objectives



We intend to be a company that has a solid presence in the global markets for food, water, and the environment.

Attain sustainable growth in the longterm

Cautionary Statements with Respect to Forward-Looking Statements

These documents 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, in both 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.



