

# PROFILE

Founded in 1917, Tsubakimoto Chain Co. supplies power transmission products to industrial companies around the world. The Company's Tsubaki-brand steel chains, which hold the largest share of the global steel chain market, have been highly evaluated in the marketplace for their high quality and the breadth of their lineup. In recent years, Tsubakimoto Chain has worked to strengthen its automotive product operations, and the Company is now supplying advanced automotive engine timing drive systems to major automakers.

Tsubakimoto Chain is also a leader in materials handling systems, such as factory automation and physical distribution systems. These products, which include automatic conveyance systems used in manufacturing and sorting systems used in logistics centers, feature advanced mechatronics technology and are contributing to the rationalization of production and distribution in a wide range of industrial fields.

Guided by its mission to "provide the best value to customers around the world," Tsubakimoto Chain supplies its products to customers in more than 70 countries from 10 production subsidiaries and affiliates in Japan and 9 plants overseas. In the years ahead, the Company will work to further strengthen its position as a leader in global markets.

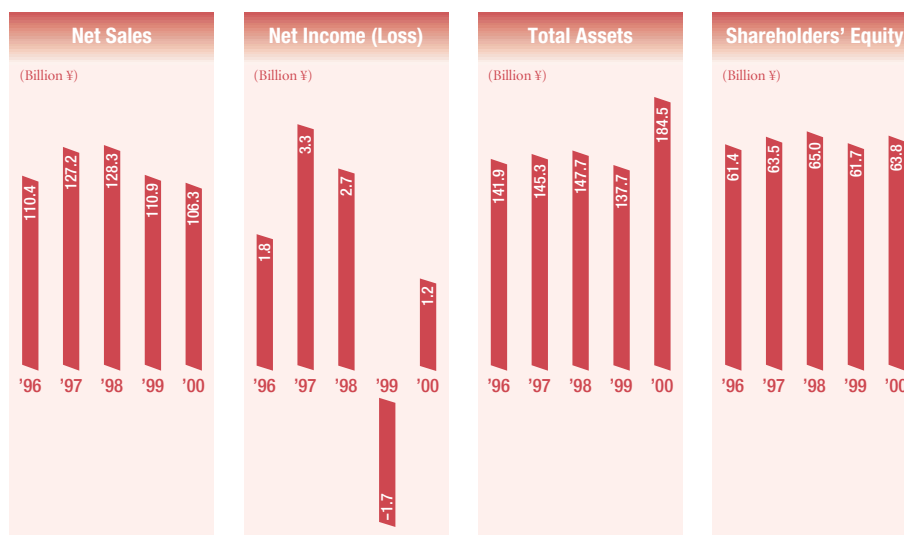
## Financial Highlights

Tsubakimoto Chain Co. and Consolidated Subsidiaries  
Years Ended March 31, 2000 and 1999

	Millions of Yen		Thousands of U.S. Dollars
	2000	1999	2000
Net sales .....	¥106,281	¥110,919	\$1,002,651
Operating income .....	2,705	2,358	25,519
Net income (loss) .....	1,218	(1,715)	11,491
Per share* (yen and dollars):			
Net income (loss) .....	¥6.36	¥(8.92)	\$0.060
Cash dividends .....	6.00	6.00	0.057
Total assets .....	¥184,468	¥137,691	\$1,740,264
Shareholders' equity .....	63,750	61,673	601,415

**Note:** The U.S. dollar amounts in this annual report have been calculated from yen amounts, for convenience only, at the exchange rate of ¥106 to \$1, the approximate exchange rate at March 31, 2000.

\* The effective par value per share is ¥50.



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