

Principal Tsubakimoto Chain Group Companies

(As of April 1, 2000)

	Paid-in Capital	Equity Owned by Tsubakimoto Chain Co.	Number of Employees (As of March 31, 2000)	Establishment	Principal Business
JAPAN					
TSUBAKIMOTO EMERSON CO.*	¥390.0 million	60.0%	285	October 1984	Manufacture of power transmission products
TSUBAKIMOTO SPROCKET MFG., LTD.*	¥96.0 million	98.8%	94	October 1968	Manufacture of sprockets
TSUBAKIMOTO CUSTOM CHAIN CO.*	¥125.0 million	98.6%	198	October 1951	Manufacture of power transmission chains
SHOWA CHAIN INDUSTRIAL CO.	¥30.0 million	97.0%	30	October 1950	Manufacture of conveyor chains
SHINKO MACHINERY CO.	¥50.0 million	50.0%	37	March 1971	Manufacture of conveyor chains
TSUBAKIMOTO IRON CASTING CO., LTD.	¥20.0 million	100.0%	46	October 1968	Casting
KYOWA CAM CO.	¥30.0 million	100.0%	9	August 1991	Manufacture of power transmission products
HOKKAIDO TSUBAKIMOTO CHAIN CO., LTD.*	¥30.0 million	100.0%	18	October 1961	Sales of Tsubakimoto Chain products
TSUBAKIMOTO MACHINERY CO.*	¥139.0 million	68.3%	160	April 1971	Sales of Tsubakimoto Chain products
TSUBAKIMOTO NISHINIHO CO., LTD.*	¥90.0 million	50.0%	58	October 1993	Sales of Tsubakimoto Chain products
TSUBAKIMOTO BULK SYSTEMS CORPORATION*	¥150.0 million	100.0%	162	April 1981	Manufacture of bulk materials handling systems
ONISHI MFG. CO., LTD.	¥46.0 million	45.7%	31	September 1959	Manufacture of conveying equipment
TSUBAKIMOTO MAYFRAN INC.*	¥90.0 million	50.0%	122	November 1973	Manufacture of chip conveyors
TSUBAKI ARCS CO.*	¥461.0 million	100.0%	118	October 1970	Real estate leasing and maintenance and insurance agency services
TSUBAKIMOTO STAFF SERVICE CO-OP.	¥22.5 million	66.7%	41	January 1982	Employee welfare services
<i>Note: As of November 1, 1999, six subsidiaries and affiliates—Tsubakimoto Higashiniho Co., Tsubaki Osaka Service Co., Tsubaki Chugoku Sales, Co., Tsubaki Izumi Sales Co., Ltd., Tsubaki Meccs Co., Ltd., and Tsubaki Shikoku Sales Co., Ltd.—were combined into a new company, Tsubakimoto Machinery Co.</i>					
NORTH AMERICA					
U.S. TSUBAKI, INC.* 301 E. Marquart Drive, Wheeling, IL 60090-6431, U.S.A. Telephone: (847) 459-9500 Facsimile: (847) 459-9515	US\$33,500,000	100.0%	1,001	February 1971	Manufacture and sales of power transmission products
Roller Chain Division, Holyoke Plant 821 Main Street, Holyoke, MA 01040-5312, U.S.A. Telephone: (413) 536-1576 Facsimile: (413) 534-8239	—	—	210	—	Manufacture of roller chains
Automotive Division, Chicopee Plant 106 Lonczak Drive, Chicopee, MA 01022-1305, U.S.A. Telephone: (413) 593-1100 Facsimile: (413) 593-9999	—	—	190	—	Manufacture of automotive parts
Engineering Chain Division, Sandusky Plant 1010 Edgewater Drive, Sandusky, OH 44870-1601, U.S.A. Telephone: (419) 626-4560 Facsimile: (419) 626-5194	—	—	163	—	Manufacture of engineering chains
Sprocket Division, Bennington Plant 222 Bowen Road, Bennington, VT 05201-2017, U.S.A. Telephone: (802) 447-7561 Facsimile: (802) 447-0755	—	—	143	—	Manufacture of sprockets and power locks
BALLANTINE, INC.* 840 Mckinley Street, Anoka, MN 55303-1162, U.S.A. Telephone: (612) 427-3959 Facsimile: (612) 427-2277	US\$50,000	U.S.T. 100%	42	March 1988	Sales of trencher parts

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TSUBAKI OF CANADA LIMITED* 1630 Drew Road, Mississauga, Ontario, L5S 1J6 Canada Telephone: (905)676-0400 Facsimile: (905)676-0904	C\$3,000,000	100.0%	87	July 1973	Manufacture and sales of power transmission products
TSUBAKI CONVEYOR OF AMERICA, INC.* 138 Davis Street, P.O.Box 710, Portland, TN 37148-0710, U.S.A. Telephone: (615)325-9221 Facsimile: (615)325-2442	US\$900,000	100.0%	63	July 1983	Manufacture and sales of materials handling systems
EUROPE					
TSUBAKIMOTO EUROPE B.V.* Belder 1,4704 RK, Roosendaal, The Netherlands Telephone:165-594800 Facsimile:165-549450	NLG6,000,000	100.0%	41	April 1972	Sales of power transmission products
P. KONING B.V.* Waalhaven Z/Z 42, 3088 HJ Rotterdam, The Netherlands Telephone: (10)4941818 Facsimile: (10)4294906	NLG51,200	T.E.U. 100%	32	June 1918	Sales of power transmission products
TSUBAKIMOTO U.K. LTD.* Osier Drive, Sherwood Park, Annesley, Nottingham, NG150DX, United Kingdom Telephone: (1623)688700 Facsimile: (1623)688789	£150,000	T.E.U. 100%	26	March 1985	Sales of power transmission products
T.E.E.U. LIMITED 55 Kedleston Court, Norbury Close, Allestree, Derby, DE22 2QF, United Kingdom Telephone: (1332)551277 Facsimile: (1332)551277	£30,000	100.0%	2	March 1990	Sales and maintenance of materials handling systems
ASIA					
TSUBAKIMOTO SINGAPORE PTE. LTD.* 25 Gul Lane, Jurong, Singapore 629419 Telephone: 8610422(6 lines) Facsimile: 8617035	SG\$3,000,000	100.0%	26	January 1981	Manufacture and sales of power transmission products
TAIWAN TSUBAKIMOTO CO.* No.7 Feng Sun Keng, Kuei Shan-Hsiang, Taoyuan-Hsien, Taiwan, R.O.C. Telephone: (3)3293827-9 Facsimile: (3)3293065	NT\$70,000,000	96.1%	88	January 1970	Manufacture and sales of power transmission products
TSUBAKI AUSTRALIA PTY. LIMITED* Unit E, 95-101 Silverwater Road, Silverwater, N.S.W. 2128, Australia Telephone: (2)9648-5269 Facsimile: (2)9648-3115	AU\$300,000	100.0%	29	May 1987	Sales of power transmission products
KOREA CONVEYOR IND. CO., LTD.* 72-1, Onsoo-doing, Kuro-ku, Seoul, Republic of Korea Telephone: (2)2613-0151 Facsimile: (2)684-9166	KRW1,200,000,000	49.0%	188	January 1970	Manufacture and sales of materials handling systems and conveyor chains
TSUBAKI EMERSON GEAR (TIANJIN) CO., LTD. 135 Dong Ting Road, Teda, Tianjin, PRC 300457 Telephone: (022)2532-6410 Facsimile: (022)2532-6421	RMB27,734,922	Tsubakimoto Emerson 52.17%	127	June 1990	Manufacture of power transmission products

Note: As of August 5, 1999, Tsubakimoto Chain sold its equity shares in Hangzhou Tsubaki Dulpai Chain Co., Ltd.

* Consolidated subsidiary