

BOARD OF DIRECTORS

(As of June 28, 2001)



Takashi Fukunaga
President and Representative
Director

Kimio Takakura
Executive Managing Director and
Representative Director
(Power Transmission Operations)

Hideo Miyazaki
Managing Director
(Material Handling Operations,
Environmental Products Operations
and Osaka Office)

Norikazu Ohno
Managing Director
(Operational Affairs and
Corporate Planning)

Eiji Fujita
Director
(General Affairs, Asset Management,
and Hyogo Plant)

Kenji Ohara
Director
(North American Operations and
U.S. Tsubaki, Inc.)

Makoto Kanehira
Director
(Research and Development and
Kyoto Plant)

Tadashi Ichikawa
Director
(Chain Operations and
Kyotanabe Plant)

Akira Morikiyo
Director
(Material Handling Systems Division
and Tokyo Office)

Tatsuhiko Mimoto
Director
(European Operations and
Tsubakimoto Europe B.V.)

Yoshinobu Miyazaki
Director
(Automotive Parts Division and
Saitama Plant)

Takehiro Ueda
Director
(Tsubakimoto Emerson Co.)

Tadachi Yokoyama
Corporate Auditor

Nobuhiko Miki
Corporate Auditor

Masaru Tokuda
Corporate Auditor