

ELEVEN-YEAR FINANCIAL SUMMARY

Tsubakimoto Chain Co. and Consolidated Subsidiaries
Years Ended March 31

	2002	2001	2000	1999
Net sales	¥113,741	¥114,206	¥106,281	¥110,919
Operating income	6,038	6,962	2,705	2,358
Income (loss) before income taxes and minority interests	2,661	226	2,725	(1,018)
Net income (loss)	1,202	465	1,218	(1,715)
Net income (loss) per share* (yen and dollars)	6.27	2.42	6.36	(8.92)
Interest expense:				
Net	1,585	1,666	1,577	1,163
Gross: Interest received	223	284	162	263
Interest paid	1,808	1,950	1,739	1,426
Capital expenditures	16,194	10,251	32,487	5,157
Depreciation	5,611	4,321	4,444	4,620
Current assets	90,750	93,984	83,143	72,541
Current liabilities	58,125	65,374	50,080	47,256
Net property, plant and equipment	85,381	82,179	76,352	48,249
Noncurrent liabilities	77,676	74,066	67,474	27,397
Total assets	201,555	208,877	184,468	137,691
Common stock	17,077	17,077	17,077	17,077
Retained earnings	33,500	33,480	34,020	31,943
Shareholders' equity	62,674	66,463	63,750	61,673
Equity ratio (%)	31.1	31.8	34.6	44.8
Return on equity (%)	1.9	0.7	1.9	—
Debt-to-equity ratio (times)	1.22	1.18	1.16	0.73
Net cash provided by operating activities	7,709	5,968	3,268	6,951
Net cash used in investing activities	10,718	10,834	28,755	4,527
Net cash provided by (used in) financing activities	(4,243)	2,026	27,166	2,427
Cash and cash equivalents at the end of the year	17,679	24,853	27,586	24,879
Number of shares outstanding at year-end (thousands)	191,386	191,406	191,406	191,406
Number of employees	4,916	5,237	5,440	5,368

* The effective par value per share is ¥50.

Millions of Yen Except Per Share Data

Thousands of
U.S. Dollars

1998	1997	1996	1995	1994	1993	1992	2002
¥128,298	¥127,231	¥110,424	¥101,670	¥109,014	¥120,867	¥140,316	\$ 855,195
6,435	6,374	4,329	234	636	5,317	10,575	45,399
5,508	5,931	3,649	179	1,750	5,131	10,291	20,008
2,709	3,280	1,796	(634)	1,148	2,539	5,216	9,038
14.08	17.04	9.33	(3.29)	5.96	13.20	27.14	0.047
1,172	1,073	1,063	951	1,041	1,248	1,160	11,917
323	385	492	835	982	1,247	1,655	1,677
1,495	1,458	1,555	1,786	2,023	2,495	2,815	13,594
15,050	5,680	4,759	4,290	4,221	8,489	8,586	121,759
4,790	4,783	4,837	5,165	5,432	5,216	4,908	42,188
81,622	80,929	77,995	63,452	63,319	75,028	73,549	682,331
62,224	58,349	62,312	45,902	45,625	56,937	54,978	437,030
48,837	38,331	36,904	37,709	39,221	40,629	37,490	641,962
18,710	21,847	16,849	19,966	19,818	20,320	18,261	584,030
147,668	145,268	141,863	127,893	129,020	141,759	137,355	1,515,451
17,077	17,075	17,068	17,066	17,066	17,058	17,057	128,398
35,260	33,791	31,682	31,060	32,675	33,398	33,049	251,880
64,989	63,516	61,392	60,768	62,382	63,091	62,739	471,233
44.0	43.7	43.3	47.5	48.4	44.5	45.7	
4.2	5.2	2.9	—	1.8	4.0	8.3	
0.64	0.62	0.60	0.57	0.55	0.61	0.50	
2,740	4,028	5,456	6,099	9,791	7,381	7,050	57,962
4,475	4,663	4,245	3,975	4,926	9,021	15,612	80,586
1,021	955	1,246	(1,196)	(5,859)	5,496	5,178	(31,902)
20,029	21,999	21,679	19,222	18,294	19,288	15,432	132,925
192,406	192,399	192,377	192,374	192,372	192,354	192,349	
5,720	5,789	5,844	5,829	5,652	5,649	5,591	