



Annual Report 2003

Financial Highlights

Tsubakimoto Chain Co. and Consolidated Subsidiaries
Years Ended March 31, 2003 and 2002

	Millions of Yen		Thousands of U.S. Dollars
	2003	2002	2003
Net sales	¥116,670	¥113,741	\$970,632
Operating income.....	7,351	6,038	61,156
Net income	1,531	1,202	12,737
Per share (yen and dollars):			
Net income.....	¥7.92	¥6.27	\$0.06
Cash dividends	6.00	6.00	0.04
Total assets	¥183,260	¥201,555	\$1,524,626
Shareholders' equity	60,307	62,674	501,722

Note: The U.S. dollar amounts in this annual report have been calculated from yen amounts, for convenience only, at the exchange rate of ¥120.20 to \$1, the approximate exchange rate at March 31, 2003.

Contents

1	Our Vision
2	Tsubakimoto Chain at a Glance
3	President's Message
6	Management Strategy: Toward Global Best
6	Chain Operations
8	Automotive Parts Operations
10	Power Transmission Units and Components Operations
11	Materials Handling Operations
12	Management's Discussion and Analysis
13	Review of Operations
15	Financial Review
16	Eleven-Year Financial Summary
18	Consolidated Financial Statements
23	Notes to Consolidated Financial Statements
29	Independent Auditors' Report
30	Tsubakimoto Chain Group Companies
32	Board of Directors
33	Corporate Data