

# Tsubakimoto Chain Group Companies

As of March 31, 2004

\* Consolidated Subsidiary

	Paid-in Capital	Equity Owned by Tsubakimoto Chain Co.	Number of Employees	Date of Establishment	Principal Business
<b>JAPAN</b>					
TSUBAKI EMERSON CO.*	¥460.0 million	70.6%	583	April 2002	Manufacture and sales of power transmission products
TSUBAKIMOTO SPROCKET CO.*	¥126.0 million	99.0%	123	October 1968	Manufacture and sales of sprockets
TSUBAKIMOTO CUSTOM CHAIN CO.*	¥125.0 million	99.6%	183	October 1951	Manufacture of power transmission 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%	51	October 1968	Manufacture and sales of casting products
HOKKAIDO TSUBAKIMOTO CHAIN CO., LTD.*	¥ 30.0 million	100.0%	13	October 1961	Sales of Tsubakimoto Chain products
TSUBAKIMOTO MACHINERY CO.*	¥139.0 million	68.2%	137	April 1971	Sales of Tsubakimoto Chain products
TSUBAKIMOTO NISHINIHON CO., LTD.*	¥ 90.0 million	50.0%	53	October 1993	Sales of Tsubakimoto Chain products
TSUBAKIMOTO BULK SYSTEMS CORPORATION*	¥150.0 million	100.0%	145	April 1981	Manufacture and sales of bulk materials handling systems
ONISHI MFG. CO., LTD.	¥ 46.0 million	45.7%	30	September 1959	Manufacture of conveying equipment
TSUBAKIMOTO MAYFRAN INC.*	¥ 90.0 million	50.0%	107	November 1973	Manufacture and sales of chip conveyors
TSUBAKI SUPPORT CENTER CO.*	¥ 80.0 million	100.0%	115	October 1970	Back-office services
KATO MANUFACTORY CO., LTD.	¥ 30.0 million	20.0%	16	July 1968	Manufacture of tire chains
<b>NORTH AMERICA</b>					
U.S. TSUBAKI, INC.* 301 E. Marquardt Drive, Wheeling, IL 60090-6497, U.S.A. Telephone: (847) 459-9500 Facsimile: (847) 459-9515	US\$33,500,000	100.0%	763	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	—	—	174	—	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	—	—	238	—	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	—	—	140	—	Manufacture of engineering chains
BALLANTINE, INC.* 840 McKinley Street, Anoka, MN 55303-1146, U.S.A. Telephone: (612) 427-3959 Facsimile: (612) 427-2277	US\$50,000	U.S. Tsubaki 100.0%	43	March 1988	Sales of trencher parts
TSUBAKI OF CANADA LIMITED* 1630 Drew Road, Mississauga, Ontario, L5S 1J6 Canada Telephone: (905) 676-0400 Facsimile: (905) 676-0904	C\$6,295,955	100.0%	104	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%	58	July 1983	Manufacture and sales of materials handling systems

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<b>EUROPE</b>					
TSUBAKIMOTO EUROPE B.V.* Belder 1, 4704 RK, Roosendaal, The Netherlands Telephone: (165) 594800 Facsimile: (165) 549450	EUR2,722,000	100.0%	40	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	EUR23,000	Tsubakimoto Europe 100.0%	33	June 1918	Sales of power transmission products
TSUBAKIMOTO UK LTD.* Osier Drive, Sherwood Park, Annesley, Nottingham, NG15 ODX, United Kingdom Telephone: (1623) 688700 Facsimile: (1623) 688789	£150,000	Tsubakimoto Europe 100.0%	46	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%	1	March 1990	Sales and maintenance of materials handling systems
<b>ASIA &amp; OCEANIA</b>					
TAIWAN TSUBAKIMOTO CO.* No. 7 Feng Sun Keng, Kuei Shan-Hsiang, Taoyuan-Hsien, Taiwan, R.O.C. Telephone: (33) 293827-9 Facsimile: (33) 293065	NT\$70,000,000	99.9%	94	January 1970	Manufacture and sales of power transmission products
TSUBAKIMOTO SINGAPORE PTE. LTD.* 25 Gul Lane, Jurong, Singapore 629419 Telephone: 6861 0422 (6 lines) Facsimile: 6861 7035	SG\$3,000,000	100.0%	22	January 1981	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%	28	May 1987	Sales of power transmission products
TSUBAKIMOTO AUTOMOTIVE (THAILAND) CO., LTD. 700-467 Moo 7, Amata Nakorn Industrial Estate, Tambol Don Hua Roh, Amphur Muang, Chonburi 20000, Thailand Telephone: (38) 454021-4 Facsimile: (38) 454025	BAHT60,000,000	100.0%	36	March 2002	Manufacture, sales, and exports and imports of timing drive systems and other power transmission products
TSUBAKIMOTO THAILAND CO., LTD.* 159 Soi Asoke, Sukhumvit Road, North-Klongtoey Wattana, Bangkok 10110, Thailand Telephone: (662) 261-9991 Facsimile: (662) 261-9993	BAHT2,000,000	Tsubakimoto Singapore 95.1%	5	March 2002	Sales of power transmission products
TSUBAKI KABELSCHLEPP SHANGHAI CO., LTD. Suite B, South, 2 FL., 209, Taigu Road, Waigaoqiao FreeTrade Zone, Shanghai, 200131, People's Republic of China Telephone: (21) 5064-0155 Facsimile: (21) 5868-0190	US\$200,000	60.0%	7	November 2000	Imports and sales of cableveyors
TSUBAKI EMERSON GEAR (TIANJIN) CO., LTD.* 135 Dong Ting Road, Teda, Tianjin, 300457, People's Republic of China Telephone: (22) 2532-6410 Facsimile: (22) 2532-6421	US\$3,802,000	Tsubaki Emerson 52.2%	124	June 1990	Manufacture of power transmission products
TIANJIN DONG CHUN-TAIKI METAL FINISHING & CONVEYOR SYSTEM MANUFACTURING CO., LTD. Yang Cheng Zhuang Bridge 4, Southwest Side, Jinghai, Tianjin, 301617, People's Republic of China Telephone: (22) 6864-5848 Facsimile: (22) 6864-5849	US\$900,000	20.0%	71	January 2004	Manufacture and sales of materials handling systems
TIANJIN TSUBAKIMOTO CONVEYOR SYSTEMS CO., LTD. Beichen District, Tianjin, 300400, People's Republic of China Telephone: (22) 2532-6410	RMB8,314,833	Tsubakimoto Bulk Systems 47.0%	38	August 1995	Manufacture of bulk materials handling systems
KOREA CONVEYOR IND. CO., LTD.* 68B 7L, Namdong Industrial Estate, 627-3, Gojan-dong, Namdong-gu, Incheon, Republic of Korea Telephone: (32) 817-0160 Facsimile: (32) 819-9168	KRW1,200,000,000	49.0%	133	January 1970	Manufacture and sales of materials handling systems and conveyor chains
KOREA MAYFRAN CO., LTD. 72-1, Onsoo-dong, Kuro-ku, Seoul, Republic of Korea Telephone: (2) 2611-5886 Facsimile: (2) 686-2521	KRW300,000,000	Korea Conveyor Tsubakimoto Mayfran 62.5%	25	October 1990	Manufacture of chip conveyors