



TSUBAKIMOTO CHAIN CO. ANNUAL REPORT 2005



## Our Mission

We will provide the best value to customers around the world by capitalizing on our technical strengths in power transmission products and materials handling systems.

## Our Vision

We aim to be a leading company in the global markets for our products.

## Our Values

- We will contribute to society through the pursuit of customer satisfaction.
- We value the creativity of employees and eagerly accept the challenges posed by new fields of business.
- We will conduct our business in an open, transparent manner and work for the benefit of our shareholders.
- We will make decisions and take action promptly.
- We will strengthen the competitiveness of Tsubakimoto Chain Group companies.

# EXCELLENCE IN MANUFACTURING FOR



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# Financial Highlights

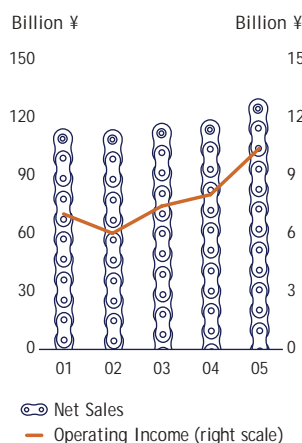
Tsubakimoto Chain Co. and Consolidated Subsidiaries  
Years Ended March 31

	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2005	2004	2005
Net sales .....	¥129,563	¥119,141	\$1,207,258
Operating income .....	<b>10,448</b>	7,951	<b>97,354</b>
Net income .....	<b>4,449</b>	3,385	<b>41,455</b>
Per share (yen and dollars):			
Net income .....	¥22.77	¥17.40	\$0.212
Cash dividends .....	<b>7.00</b>	6.00	<b>0.07</b>
Total assets .....	¥179,263	¥175,432	\$1,670,360
Total shareholders' equity .....	<b>71,634</b>	66,873	<b>667,480</b>

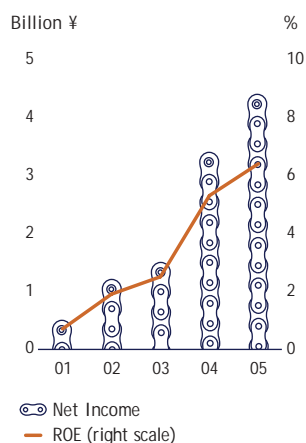
Note: The U.S. dollar amounts in this annual report have been calculated from yen amounts, for convenience only, at the exchange rate of ¥107.32 to \$1, the approximate exchange rate at March 31, 2005.

## CUSTOMERS AROUND THE WORLD

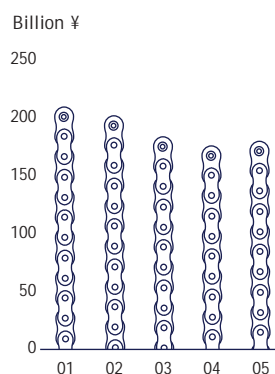
### Net Sales and Operating Income



### Net Income and ROE



### Total Assets



### Total Shareholders' Equity

