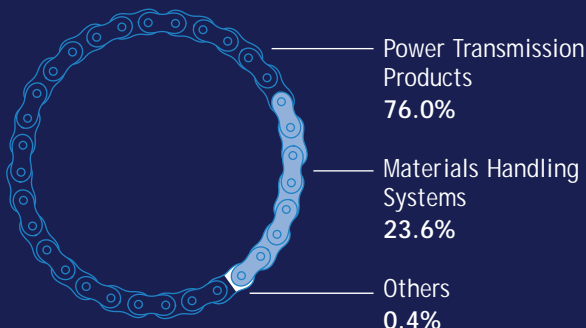


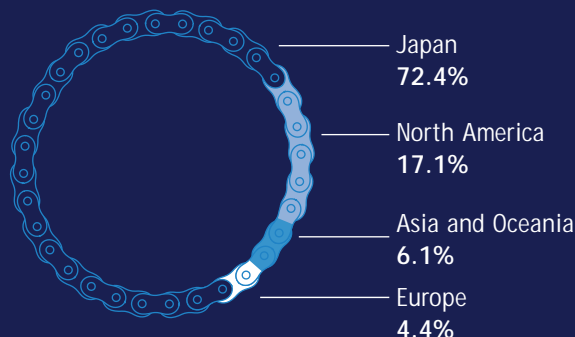
Tsubakimoto Chain at a Glance

SHARE OF NET SALES

By Product



By Region



* The Company has two official business segments – power transmission products and materials handling systems. Below, however, for the convenience of the reader, the power transmission products segment has been divided into the chain, automotive parts, and power transmission units and components segments.

CHAIN OPERATIONS*



AUTOMOTIVE PARTS OPERATIONS*



Tsubakimoto Chain, the world leader in high-end chain functionality and quality, supplies chains that are used in a wide range of industries. Tsubakimoto Chain's mainstay Kyotanabe Plant is an advanced chain manufacturing base that boasts world-class facilities and productivity.

Tsubakimoto Chain is a system supplier that provides the world's automakers with timing chain drive systems, which are key engine components. With our complete technical development and quality control systems, we meet the needs of automakers for high quality.

Drive Chains

- RS Roller Chain
- Lambda® Roller Chain
- Low Noise Roller Chain
- High-Tech Corrosion-Resistant Chain

Conveyor Chains

- Conveyor Chain
- Attachment Chain
- Top Chain (steel, plastic)
- Free-Flow Chain
- Module Conveyor Belt

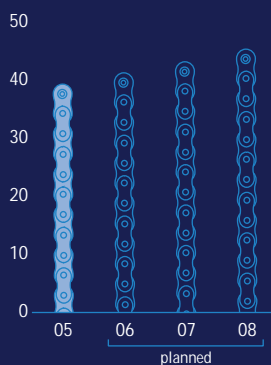
Cable and Hose Protection and Guidance Products

- Steel Cableveyor
- Plastic Cableveyor

Chain Operations

Operating Plan

Consolidated Net Sales Billion ¥



Automotive Timing

Drive Systems

- Timing Chain (Roller Chain, Silent Chain)
- Tensioner
- Lever • Guide • Sprocket
- Timing Belt • Pulley
- Auto Tensioner

General Industrial

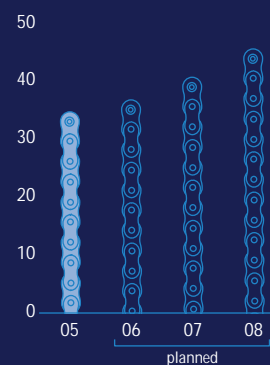
Timing Belts

- JIS Timing Belt
- Ultra PX Belt
- Urethane Timing Belt
- Long Belt
- Flexible 530 Belt
- Pulley • Lock Pulley

Automotive Parts Operations

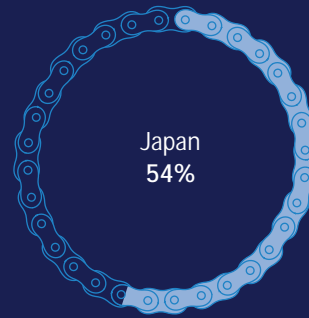
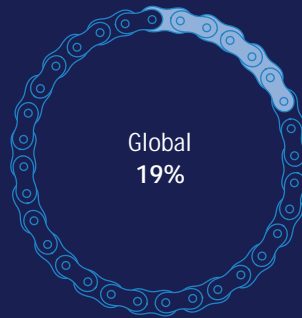
Operating Plan

Consolidated Net Sales Billion ¥

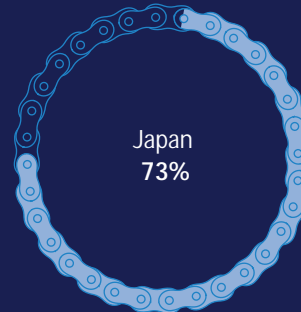
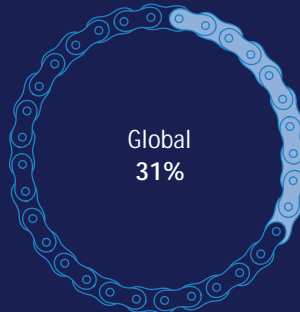


MARKET POSITION

Steel Chains



Timing Chains



POWER TRANSMISSION UNITS AND COMPONENTS OPERATIONS*



MATERIALS HANDLING SYSTEMS OPERATIONS*



Subsidiary Tsubaki Emerson provides customers that require precision and high-speed operation with a wide range of power transmission equipment, bolstering the comprehensive strength of the Tsubakimoto Chain Group.

Drawing on the strengths of its portfolio of conveyance, storage, and picking systems for customers in the distribution, manufacturing, newspaper, pharmaceutical, and other industries, Tsubakimoto Chain has built a solid market position through the provision of innovative solutions to customer challenges.

Reducers and Variable

Speed Drives

- Gear Motor • Hypoid Motor
- Croise Motor • Emerworm
- Helical Power Drive
- Troi Drive
- DISCO Variable Speed Drive

Motion Control Units

- Power Cylinder
- Lini Power Jack
- Shock Damper

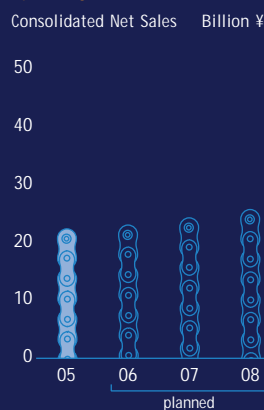
Clutches / Couplings /

Torque Limiters

- Power Lock
- Flexible Coupling
- Rigid Coupling
- Cam Clutch
- Torque Limiter • Torq Guard
- Shock Relay • Shock Monitor

Sprockets

Power Transmission Units and Components Operations Operating Plan



Sorting Systems

- Linisort • Navisort • Mailsort
- Fashionsort • Multi-Sorter

Conveyance Systems

- Autran • Autran Vanguard
- AGV • ADS (Auto Dolly Super)
- Free Curve • New Traverser
- Hybrid Traverser
- *Minomi* Conveyor System

Storage and Picking Systems

- Pack-U-Veyor • Power Column
- Labo Stocker • Space Freezer

Other Systems

- Factory Automation (FA) Systems
- Bulk Handling Systems
- Scrap Metal Conveyance and Coolant Processing Equipment
- Equipment Monitoring Systems
- Maintenance Service

Materials Handling Systems Operations Operating Plan

