



## Contents

- 2 Consolidated Five-Year Summary
- 4 Tsubaki Group Snapshot
- 6 To Our Shareholders and Investors
- 12 Segment Overview
- 14 Operating Segments
- 20 Tsubaki Group in Figures
- 22 The Management System of the Tsubaki Group
- 24 Board of Directors, Corporate Auditors, and Executive Officers
- 25 Financial Section
- 50 Tsubaki Group Companies
- 52 Corporate Data and Stock Information
- 53 Tsubaki Mission Statement

# Innovation in Motion

## Becoming a Unique International Company

The Tsubaki Group is a leading manufacturer of a wide range of industrial-use machine components and equipment as well as systems that drive automotive engines. In Japan, our lineups command overwhelming shares in their markets, with industrial-use chains claiming roughly 60% of the market, automotive timing drive systems 70%, clutches 80%, and Power Cylinders 50%. By drawing on rich lineups in the field of Motion & Control, we provide customers with comprehensive solutions. In particular, Tsubakimoto Chain is one of the world's foremost manufacturers of industrial-use chains and automotive parts.

Further, we have exploited our outstanding quality and technology in Motion & Control to launch extensive forays into the field of materials handling systems. For example, we produce automotive body paint shop conveyor systems and automatic roll paper feeding systems for the newspaper industry. Our Innovation in Motion slogan expresses our readiness to take the initiative to move and change. With that attitude, in the field of Motion & Control we will offer customers worldwide the best-value products, technology, quality, production, and marketing to continue forging ahead to sustain earnings growth and maximize corporate value.