

Eleven-Year Financial Summary

TSUBAKIMOTO CHAIN CO. and Consolidated Subsidiaries
Years ended March 31

	2006	2005	2004	2003
Net sales	¥147,761	¥129,563	¥119,141	¥116,670
Operating income	13,830	10,448	7,951	7,351
Income (loss) before income taxes and minority interests	12,609	8,598	6,537	2,800
Net income (loss)	6,607	4,449	3,385	1,531
Net income (loss) per share (yen and dollars)	¥34.78	¥22.77	¥17.40	¥7.92
Diluted net income (loss) (yen and dollars)	—	—	—	—
Interest expense:				
Net	¥ 909	¥ 1,161	¥ 1,363	¥ 1,636
Gross: Interest received	85	34	68	103
Interest paid	994	1,195	1,431	1,739
Capital expenditures	7,489	3,698	3,506	2,942
Depreciation	5,509	5,504	6,083	6,736
Total current assets	78,856	72,125	69,735	83,074
Total current liabilities	56,337	53,801	48,395	52,062
Property, plant and equipment, net	76,263	75,394	76,307	80,416
Total long-term liabilities	60,918	49,850	56,758	67,638
Total assets	198,458	179,263	175,432	183,260
Paid-in capital	17,077	17,077	17,077	17,077
Retained earnings	44,509	39,344	36,199	33,975
Total shareholders' equity	77,098	71,634	66,873	60,307
Equity ratio (%)	38.8	40.0	38.1	32.9
ROE (%)	8.9	6.4	5.3	2.5
D/E ratio	0.51	0.61	0.75	1.08
Net cash provided by operating activities	¥ 10,681	¥ 9,673	¥ 7,995	¥ 12,020
Net cash provided by (used in) investing activities	(5,595)	(2,465)	9,068	(3,014)
Net cash provided by (used in) financing activities	(5,596)	(9,412)	(15,538)	(14,216)
Cash and cash equivalents at end of the year	10,984	11,562	13,681	12,417
Number of shares outstanding at end of the year* (thousands)	187,541	187,613	188,544	188,723
Number of employees	4,675	4,765	4,709	4,871

* Excluding treasury stock.

MILLIONS OF YEN UNLESS NOTED OTHERWISE							THOUSANDS OF U.S. DOLLARS (NOTE 1)
2002	2001	2000	1999	1998	1997	1996	2006
¥113,741	¥114,206	¥106,281	¥110,919	¥128,298	¥127,231	¥110,424	\$1,257,754
6,038	6,962	2,705	2,358	6,435	6,374	4,329	117,722
2,661	226	2,725	(1,018)	5,508	5,931	3,649	107,329
1,202	465	1,218	(1,715)	2,709	3,280	1,796	56,239
¥6.27	¥2.42	¥6.36	¥(8.92)	¥14.08	¥17.04	¥9.33	\$0.296
—	—	—	—	—	—	—	—
¥ 1,585	¥ 1,666	¥ 1,577	¥ 1,163	¥ 1,172	¥ 1,073	¥ 1,063	\$ 7,737
223	284	162	263	323	385	492	724
1,808	1,950	1,739	1,426	1,495	1,458	1,555	8,461
16,194	10,251	32,487	5,157	15,050	5,680	4,759	63,747
5,611	4,321	4,444	4,620	4,790	4,783	4,837	46,893
90,750	93,984	83,143	72,541	81,622	80,929	77,995	671,229
58,125	65,374	50,080	47,256	62,224	58,349	62,312	479,545
85,381	82,179	76,352	48,249	48,837	38,331	36,904	649,157
77,676	74,066	67,474	27,397	18,710	21,847	16,849	518,539
201,555	208,877	184,468	137,691	147,668	145,268	141,863	1,689,291
17,077	17,077	17,077	17,077	17,077	17,075	17,068	145,361
33,500	33,480	34,020	31,943	35,260	33,791	31,682	378,864
62,674	66,463	63,750	61,673	64,989	63,516	61,392	656,265
31.1	31.8	34.6	44.8	44.0	43.7	43.3	
1.9	0.7	1.9	—	4.2	5.2	2.9	
1.22	1.18	1.16	0.73	0.64	0.62	0.60	
¥ 7,709	¥ 5,968	¥ 3,268	¥ 6,951	¥ 2,740	¥ 4,028	¥ 5,456	\$ 90,918
(10,718)	(10,834)	(28,755)	(4,527)	(4,475)	(4,663)	(4,245)	(47,625)
(4,243)	2,026	27,166	2,427	1,021	955	1,246	(47,634)
17,679	24,853	27,586	24,879	20,029	21,999	21,679	93,497
191,386	191,406	191,406	191,406	192,406	192,399	192,377	
4,916	5,237	5,440	5,368	5,720	5,789	5,844	