## **Tsubaki Group Companies**

As of March 31, 2007 \* Consolidated Subsidiary

	Paid-in Capital	Equity Owned by Tsubakimoto Chain Co.	Date of Establishment	Principal Business
JAPAN				
TSUBAKI EMERSON CO.*	¥460.0 million	70.6%	April 2002	Manufacture and sales of reducers, variable speed drives, and their related products
TSUBAKIMOTO CUSTOM CHAIN CO.*	¥125.0 million	99.6%	October 1951	Manufacture of compact conveyor chains and special chains
TSUBAKIMOTO SPROCKET CO.*	¥126.0 million	99.9%	October 1968	Manufacture and sales of sprockets and couplings
TSUBAKIMOTO IRON CASTING CO., LTD.*	¥50.0 million	100.0%	October 1968	Manufacture, processing, and sales of casting products
TSUBAKI YAMAKYU CHAIN CO.*	¥126.0 million	51.0%	September 1939	Manufacture and sales of various types of plastic chain and automated equipment
SHINKO MACHINERY CO.	¥50.0 million	50.0%	March 1971	Manufacture of conveyor chains
KATO MANUFACTORY CO., LTD.	¥30.0 million	20.0%	July 1968	Manufacture of tire chains
TSUBAKIMOTO MAYFRAN INC.*	¥90.0 million	50.0%	November 1973	Design, manufacture, and sales of chip/scrap conveyors
TSUBAKIMOTO BULK SYSTEMS CORP.*	¥150.0 million	100.0%	April 1981	Manufacture and sales of bulk materials handling systems
TSUBAKIMOTO MACHINERY CO.*	¥139.0 million	68.2%	April 1971	Domestic sales of Tsubakimoto Chain products
HOKKAIDO TSUBAKIMOTO CHAIN CO., LTD.*	¥30.0 million	100.0%	October 1961	Domestic sales of Tsubakimoto Chain products
TSUBAKIMOTO NISHINIHON CO., LTD.*	¥90.0 million	50.0%	October 1993	Domestic sales of Tsubakimoto Chain products
TSUBAKI SUPPORT CENTER CO.*	¥80.0 million	100.0%	October 1970	Building maintenance service, insurance agency, and sales of healthcare equipment
NORTH AMERICA				
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%	February 1971	Import, sales, and local production of power transmission products
BALLANTINE, INC.* 840 McKinley Street, Anoka, MN 55303-1146, U.S.A. Telephone: (763) 427-3959 Facsimile: (763) 427-2277	US\$50,000	U.S. Tsubaki 100.0%	March 1988	Import, sales, and local production of power transmission products
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%	July 1973	Import, sales, and local production of power transmission products
TSUBAKI CONVEYOR OF AMERICA, INC.* (Note) 138 Davis Street, P.O. Box 710, Portland, TN 37148-0710, U.S.A. Telephone: (615) 325-9221 Facsimile: (615) 325-2442  EUROPE	US\$900,000	100.0%	July 1983	Import, sales, and local production of materials handling systems
TSUBAKIMOTO EUROPE B.V.*	EUR2,722,681	100.0%	April 1972	Import and sales of power transmission products
Aventurijn 1200, 3316 LB Dordrecht, The Netherlands Telephone: (078) 6204000 Facsimile: (078) 6204001			•	
TSUBAKIMOTO U.K. LTD.* Osier Drive, Sherwood Park, Annesley, Nottingham, NG15 ODX, United Kingdom Telephone: (1623) 688700 Facsimile: (1623) 688789	£550,000	Tsubakimoto Europe 100.0%	March 1985	Import, sales, and local production 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%	March 1990	Import and sales of materials handling systems

Note: In order to further strengthen the Group's operations in the United States, the company was dissolved on March 31, 2007, and all operations were transferred to U.S. Tsubaki, Inc., a wholly owned subsidiary, on April 1, 2007.

	Paid-in Capital	Equity Owned by Tsubakimoto Chain Co.	Date of Establishment	Principal Business
ASIA & OCEANIA				
TAIWAN TSUBAKIMOTO CO.*  No. 7 Feng Sun Keng, Kuei Shan-Hsiang, Taoyuan-Hsien, Taiwan Telephone: (33) 293827~9 Facsimile: (33) 293065	NT\$70,000,000	99.9%	January 1970	Import, sales, and local production of power transmission products
TSUBAKIMOTO SINGAPORE PTE. LTD.* 25 Gul Lane, Jurong, Singapore 629419 Telephone: 6861 0422~4 Facsimile: 6861 7035	¥271.1 million	100.0%	January 1981	Import and 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	THB100,000,000	100.0%	March 2002	Import, sales, and local production of power transmission products
TSUBAKIMOTO (THAILAND) CO., LTD.* 999/9 The Offices at Centralworld, No. 1001, Rama 1 Road, Pathumwan, Bangkok 10330, Thailand Telephone: (2) 264-5354~6 Facsimile: (2) 251-3912	THB4,000,000	Tsubakimoto Singapore 95.1%	March 2002	Import and 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%	May 1987	Import and sales of power transmission products
TSUBAKIMOTO AUTOMOTIVE (SHANGHAI) CO., LTD. No. 3 Building, No. 1588 Gaotai Rd., Jiading Industrial Area, Shanghai 201821, People's Republic of China Telephone: (21) 6916-9441 Facsimile: (21) 6916-9446	US\$2,500,000	100.0%	April 2004	Import, sales, and local production of power transmission products
TSUBAKIMOTO CHAIN TRADING (SHANGHAI) CO., LTD. Room 1712, Lippo Plaza, No. 222 Huai Hai Zhong Rd., Shanghai 200021, People's Republic of China Telephone: (21) 5396-6651 Facsimile: (21) 5396-6628	US\$400,000	100.0%	June 2004	Import and sales of power transmission products
TSUBAKI KABELSCHLEPP SHANGHAI CO., LTD. Room701, Dongfang Road, Pudong, Shanghai 200122, People's Republic of China Telephone: (21) 6867-0511 Facsimile: (21) 6876-9456	US\$200,000	60.0%	November 2000	Import, sales, and local production of power transmission products
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	RMB48,334,923	Tsubaki Emerson 52.2%	June 1990	Import, sales, and local production of reducers, variable speed drives, and their related products
TSUBAKI EMERSON MACHINERY (SHANGHAI) CO., LTD. No. 4 Building, No. 1588 Gaotai Rd., Jiading Industrial Area, Shanghai 201821, People's Republic of China Telephone: (21) 6916-9305 Facsimile: (21) 6916-9308	US\$1,200,000	Tsubaki Emerson 100.0%	July 2004	Import, sales, and local production of power transmission products
TIANJIN DONGCHUN-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\$500,000	20.0%	January 2004	Import, sales, and local production of materials handling systems
SHANGHAI DONGBO-TAIKI CONVEYOR SYSTEM MANUFACTURING CO., LTD. Room 1128, Pine City Hotel, No. 8, Dong An Road, Shanghai 200032, People's Republic of China Telephone: (21) 6443-0780 Facsimile: (21) 6443-9478	US\$900,000	20.0%	March 2005	Import, sales, and local production of materials handling systems
TIANJIN TSUBAKIMOTO CONVEYOR SYSTEMS CO., LTD. Beichen District, Tianjin 300400, People's Republic of China Telephone: (22) 2681-8124 Facsimile: (22) 2639-8721	RMB8,314,833	Tsubakimoto Bulk Systems 47.0%	August 1995	Import, sales, and local production of bulk materials handling systems
KOREA CONVEYOR IND. CO., LTD.  68B 7L, Namdong Industrial Estate, 627-3, Gojan-dong, Namdonggu, Incheon, Republic of Korea Telephone: (32) 817-0160 Facsimile: (32) 819-9168	KRW1,200,000,000	49.0%	January 1970	Import, sales, and local production of materials handling systems
KOREA MAYFRAN CO., LTD. 68B 7L, Namdong Industrial Estate, 627-3, Gojan-dong, Namdonggu, Incheon, Republic of Korea Telephone: (32) 822-5886/7 Facsimile: (32) 822-5897	KRW600,000,000	Tsubakimoto Mayfran 37.5% Korea Conveyor 25.0%	October 1990	Import, sales, and local production of chip/ scrap conveyors
TSUBAKIMOTO MAYFRAN CONVEYOR (SHANGHAI) CO., LTD. No. 1688-B Hong De Road, Jiading Industrial Area, Shanghai 201821, People's Republic of China Telephone: (21) 6916-9916 Facsimile: (21) 6916-9918	US\$1,200,000	Tsubakimoto Mayfran 100.0%	June 2005	Import, sales, and local production of chip/ scrap conveyors