



STEPPING UP MOVING AHEAD

Tsubakimoto Chain Co. Annual Report 2008



Contents and Highlights

page **1**

Tsubaki Group at a Glance

To quickly understand the most fundamental information about the Tsubaki Group

An introduction to the Tsubaki Group's key business information, including Business Domain, Industry Position, Review of the Map Ahead for Growth, Growth Drivers, and Financial Targets.

page **7**

Management's Views

To know about challenges facing the Tsubaki Group, and its strategies

An easy-to-understand explanation by management of the strategies and results of the past 10 years, the issues facing the Group, its present-day strategies, and what these strategies are intended to achieve.

page **11**

Special Feature: Constantly Upgrading the Production Worksite

To understand the source of the Tsubaki Group's competitive edge

Primarily focused on the Group's production and technological capabilities, it explains how Tsubaki brand products are able to capture high market share.

page **15**

Operating Segments

page **27**

Management System of the Tsubaki Group

To understand the importance of enhancing management structure

An explanation of the Group's corporate governance and CSR systems, practical examples of governance and CSR initiatives, and the philosophies that underpin them.

page **31**

Financial Section

page **56**

Tsubaki Group Companies

page **58**

Corporate Data and Stock Information

page **59**

Tsubaki Mission Statement

Caution Concerning Forward-Looking Statements

In certain cases, the information in this report is based on estimates and forecasts made by the Tsubaki Group. The accuracy of numerical data, including statistics, is not guaranteed. As a general rule, figures less than a unit have been rounded.