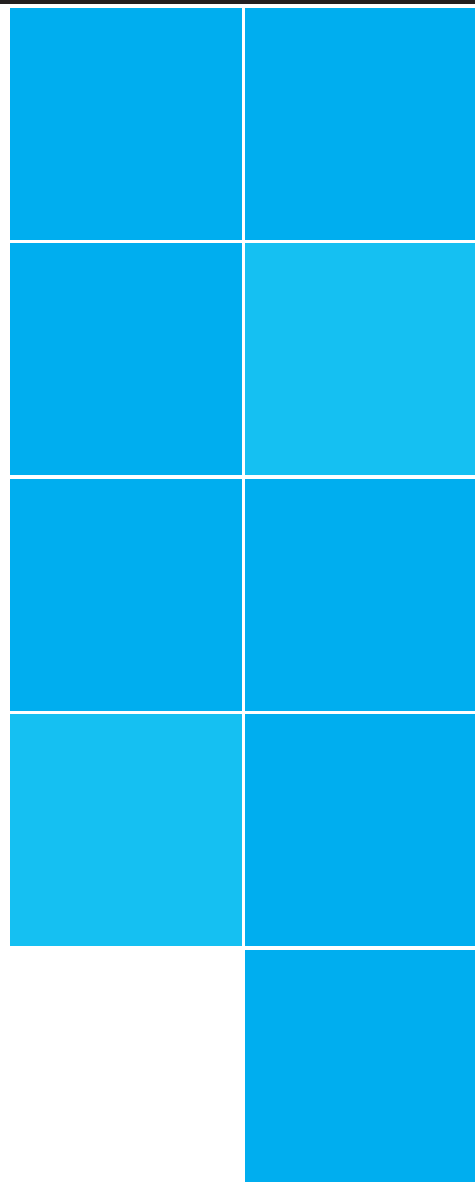


Innovation in Motion

Steady action to overcome all challenges

Tsubakimoto Chain Co. Annual Report 2009



The Objective and Outline for the Creation of this Annual Report

Aiming to Improve our IR Activities

- In making this annual report, our goal was to make it easy to understand—such as through the use of the “At a Glance” section and graphs and photographs—with the hope that those who only occasionally come into contact with the Japanese manufacturing industry and the Tsubaki Group will be able to understand our “current conditions,” “our potential,” and “the requirements for us to be the winner in our tough competitive environment.”
- We also identify the Tsubaki Group’s strengths and issues as well as the strategies necessary for us to conquer these issues. As much as possible, we have supplemented the text with supporting data and specific case studies to fully verify the validity of the assertions we make.

Going forward, we will continue to disclose information in an accurate, easy-to-understand, and timely manner. To help us achieve this even further, please feel free to provide us with your opinions and suggestions regarding our investor relations (IR) activities.

Management Planning Department

Caution Concerning Forward-Looking Statements

In certain cases, the information in this annual 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 down to the nearest whole number. Also, unless otherwise specifically stated all numerical values relating to Company performance and its financial position have been calculated on a consolidated basis.

2	At a Glance: The Tsubaki Group and Industry
4	Consolidated Financial Highlights
5	<p>A message from management to our shareholders and investors</p> <div style="background-color: #f9f9f9; padding: 10px; margin-top: 10px;"> <p>POINT The unprecedentedly severe recession means shareholders are paying increasingly close attention to the companies in which they have invested. In this type of business environment, we are striving to honestly answer questions from our investors, such as “Can you really achieve your profit targets?”, “Are there any problems with your financial conditions?”, and “Are your strategies appropriate?”</p> </div>
10	<p>Special Feature:</p> <p>Getting ready for the future of the Tsubaki Group</p> <div style="background-color: #f9f9f9; padding: 10px; margin-top: 10px;"> <p>POINT While there are some strategies that we should be prepared to change so that we can rapidly respond to fluctuating demand trends, there are other strategies that should never change no matter what the conditions. In this section, we will introduce these unchangeable on-going strategies that support the strengths of the Tsubaki Group.</p> </div>
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