

Message from the President



Providing Best Value to Customers Around the World

The Tsubaki Group has formulated a mission of providing best value through manufacturing, and on that basis everyone at Tsubaki is working together to advance the Group's operating activities.

Tsubaki Mission Statement

Our Mission

Excellence in Manufacturing for Customers around the World

We will provide the best value to customers around the world by capitalizing on our technical strengths in power transmission products and materials handling systems.

Our Vision

We aim to be a leading company in the global markets for our products.

To achieve sustained growth in today's markets, a company must earn strong support, not only from its customers but also from all of its other stakeholders, including shareholders and investors, local communities, and the employees of suppliers. Moreover, that wide-ranging, dynamic support must be effectively focused. The Tsubaki Group is no exception. We are working to increase the productivity of our customers and to help them conserve energy, as well as to differentiate products that contribute to environmental countermeasures, in terms of both quality and production technologies. In these ways, we are working to expand our operations on a global basis. We have received high evaluations from shareholders and investors.

Currently, the operating environment continues to be characterized by a sense of uncertainty about the global economy. In this setting, the Group will return to the starting point of manufacturing and reemphasize the importance of quality and technological capabilities as the core of sustained growth, while concurrently providing more-advanced solutions. In this way, we will work to reinforce our management foundation. In fiscal 2010, ended March 31, 2010, a new product—the Tsubaki Zip Chain Lifter—received the METI Minister's Award, the highest honor in the Energy Conservation Prize awards program. (For more information, please see page 32.) Moving forward, we will work to rapidly develop new products and to take on the challenge of succeeding in new fields, such as modular conveyors.

In the past, the Group used a variety of external communications tools, such as corporate brochures, annual reports, and environmental and CSR reports. However, from fiscal 2011 we have decided to publish a new communications tool, the Tsubaki Corporate Report, which integrates the functions of the previous reports.

We hope that this new tool will serve to deepen the understanding of the Group through the impartial and comprehensive provision of information about the Group to all stakeholders, such as our philosophy, current condition, and future strategies.

We would like to ask for your continued support and encouragement in the years ahead.

August 2010

A handwritten signature in black ink, appearing to read 'I. Osa'. The signature is fluid and cursive.

Isamu Osa

President and Representative Director