

* 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, actuators, clutches, and their related products |
| TSUBAKIMOTO CUSTOM CHAIN CO.* | ¥125.0 million | 99.6% | October 1951 | Manufacture of small-pitch conveyor chains and special chains |
| TSUBAKIMOTO SPROCKET CO.* | ¥126.0 million | 100.0% | October 1968 | Manufacture of sprockets and couplings |
| TSUBAKIMOTO IRON CASTING CO., LTD.* | ¥50.0 million | 100.0% | October 1968 | Manufacture and sales of casting products |
| TSUBAKI YAMAKYU CHAIN CO.* | ¥126.0 million | 51.0% | September 1939 | Manufacture and sales of various types of plastic chains and automated equipment |
| SHINKO MACHINERY CO. | ¥50.0 million | 50.0% | March 1971 | Manufacture of conveyor chains |
| TSUBAKIMOTO MAYFRAN INC.* | ¥90.0 million | 50.0% | November 1973 | Manufacture and sales of scrap metal conveyances |
| 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 | Sales of power transmission and materials handling systems products |
| HOKKAIDO TSUBAKIMOTO CHAIN CO., LTD.* | ¥30.0 million | 100.0% | October 1961 | Sales of power transmission and materials handling systems products |
| TSUBAKIMOTO NISHINIHON CO., LTD.* | ¥90.0 million | 50.0% | October 1993 | Sales of power transmission and materials handling systems products |
| TSUBAKI SUPPORT CENTER CO.* | ¥80.0 million | 100.0% | October 1970 | Building maintenance service and insurance agency, etc. |
| NORTH AMERICA / SOUTH AMERICA | | | | |
| U.S. TSUBAKI, INC.* | US\$33,500,000 | 100.0% | February 1971 | Sales and production of power transmission products and materials handling systems |
| TSUBAKI OF CANADA LIMITED* | C\$6,295,955 | 100.0% | July 1973 | Sales and production of power transmission products |
| TSUBAKI BRASIL EQUIPAMENTOS INDUSTRIAIS LTDA.* | R\$382,000 | U.S. TSUBAKI 100.0% | November 2007 | Sales of power transmission products |
| EUROPE | | | | |
| TSUBAKIMOTO EUROPE B.V.* | € 2,722,681 | 100.0% | April 1972 | Sales of power transmission products |
| TSUBAKIMOTO U.K. LTD.* | £550,000 | TSUBAKIMOTO EUROPE 100.0% | March 1985 | Sales and production of power transmission products |
| ASIA AND OCEANIA | | | | |
| TAIWAN TSUBAKIMOTO CO.* | NT\$70,000,000 | 100.0% | January 1970 | Sales and production of power transmission products |
| TSUBAKIMOTO SINGAPORE PTE. LTD.* | ¥271.1 million | 100.0% | January 1981 | Sales of power transmission products |
| TSUBAKIMOTO AUTOMOTIVE (THAILAND) CO., LTD.* | THB100,000,000 | 100.0% | March 2002 | Sales and production of power transmission products |
| TSUBAKIMOTO (THAILAND) CO., LTD.* | THB4,000,000 | TSUBAKIMOTO SINGAPORE 95.1% | March 2002 | Sales of power transmission products |
| TSUBAKI AUSTRALIA PTY. LIMITED* | AU\$300,000 | 100.0% | May 1987 | Sales of power transmission products |
| TSUBAKIMOTO AUTOMOTIVE (SHANGHAI) CO., LTD.* | RMB20,692,030 | 100.0% | April 2004 | Sales and production of power transmission products |
| TSUBAKIMOTO CHAIN TRADING (SHANGHAI) CO., LTD. | US\$400,000 | 100.0% | June 2004 | Sales of power transmission products |
| TSUBAKI KABELSCHLEPP SHANGHAI CO., LTD. | US\$200,000 | 60.0% | November 2000 | Sales of power transmission products |
| TSUBAKI EMERSON GEAR (TIANJIN) CO., LTD.* | RMB87,496,923 | TSUBAKI EMERSON 59.4% | June 1990 | Sales and production of power transmission products |
| TSUBAKI EMERSON MACHINERY (SHANGHAI) CO., LTD. | US\$2,200,000 | TSUBAKI EMERSON 100.0% | July 2004 | Sales and production of power transmission products |
| TIANJIN DONGCHUN-TAIKI METAL FINISHING & CONVEYOR SYSTEM MANUFACTURING CO., LTD. | US\$500,000 | 20.0% | January 2004 | Sales and production of materials handling systems |
| SHANGHAI DONGBO-TAIKI CONVEYOR SYSTEM MANUFACTURING CO., LTD. | US\$900,000 | 20.0% | March 2005 | Sales and production of materials handling systems |
| TIANJIN TSUBAKIMOTO CONVEYOR SYSTEMS CO., LTD. | RMB8,314,833 | TSUBAKIMOTO BULK SYSTEMS 47.0% | August 1995 | Sales and production of bulk materials handling systems |
| TSUBAKIMOTO AUTOMOTIVE KOREA CO., LTD. | KRW2,800,000,000 | 100.0% | August 2009 | Sales and production of power transmission products |
| KOREA CONVEYOR IND. CO., LTD. | KRW1,200,000,000 | 49.0% | January 1970 | Sales and production of materials handling systems |
| KOREA MAYFRAN CO., LTD. | KRW600,000,000 | TSUBAKIMOTO MAYFRAN 37.5% KOREA CONVEYOR 25.0% | October 1990 | Sales and production of scrap metal conveyances |
| TSUBAKIMOTO MAYFRAN CONVEYOR (SHANGHAI) CO., LTD. | US\$1,200,000 | TSUBAKIMOTO MAYFRAN 100.0% | June 2005 | Sales and production of scrap metal conveyances |

Note: In April 2010, the Company made KabelSchlepp GmbH, of Germany, a subsidiary. On June 1, 2010, Tsubaki India Power Transmission Private Limited, a sales company in India, was established as a subsidiary of Tsubakimoto Singapore Pte. Ltd.