



TSUBAKIMOTO CHAIN CO. ANNUAL REPORT 2005



Our Mission

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.

Our Values

- We will contribute to society through the pursuit of customer satisfaction.
- We value the creativity of employees and eagerly accept the challenges posed by new fields of business.
- We will conduct our business in an open, transparent manner and work for the benefit of our shareholders.
- We will make decisions and take action promptly.
- We will strengthen the competitiveness of Tsubakimoto Chain Group companies.

EXCELLENCE IN MANUFACTURING FOR



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Financial Highlights

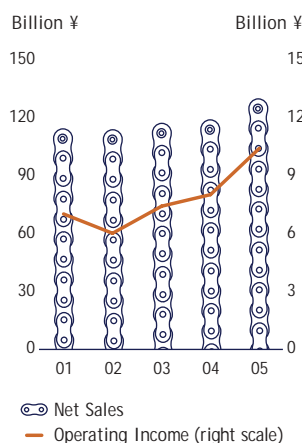
Tsubakimoto Chain Co. and Consolidated Subsidiaries
Years Ended March 31

	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2005	2004	2005
Net sales	¥129,563	¥119,141	\$1,207,258
Operating income	10,448	7,951	97,354
Net income	4,449	3,385	41,455
Per share (yen and dollars):			
Net income	¥22.77	¥17.40	\$0.212
Cash dividends	7.00	6.00	0.07
Total assets	¥179,263	¥175,432	\$1,670,360
Total shareholders' equity	71,634	66,873	667,480

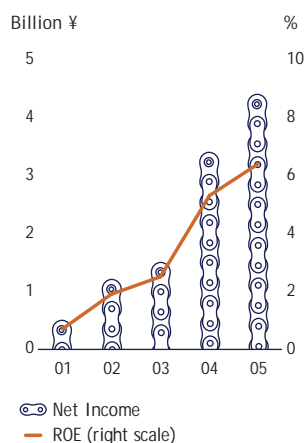
Note: The U.S. dollar amounts in this annual report have been calculated from yen amounts, for convenience only, at the exchange rate of ¥107.32 to \$1, the approximate exchange rate at March 31, 2005.

CUSTOMERS AROUND THE WORLD

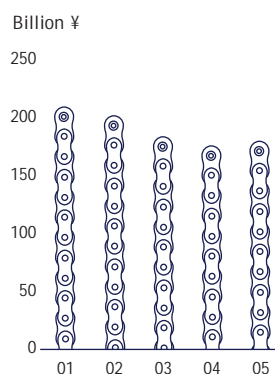
Net Sales and Operating Income



Net Income and ROE



Total Assets



Total Shareholders' Equity

