

Tsubaki Group Companies

As of March 31, 2009

	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	99.9%	October 1968	Manufacture and sales 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 Tsubaki Group products
HOKKAIDO TSUBAKIMOTO CHAIN CO., LTD.*	¥30.0 million	100.0%	October 1961	Sales of Tsubaki Group products
TSUBAKIMOTO NISHINIHOH CO., LTD.*	¥90.0 million	50.0%	October 1993	Sales of Tsubaki Group products
TSUBAKI SUPPORT CENTER CO.*	¥80.0 million	100.0%	October 1970	Building maintenance service, insurance agency, and sales of healthcare equipment
NORTH AMERICA				
U.S. TSUBAKI, INC.* 301 E. Marquardt Drive, Wheeling, IL 60090-6497, U.S.A. Telephone: (847) 459-9500 Facsimile: (847) 459-9515	US\$33,500,000	100.0%	February 1971	Sales and production of power transmission products and materials handling systems
BALLANTINE, INC.* (Note) 840 McKinley Street, Anoka, MN 55303-1146, U.S.A. Telephone: (763) 427-3959 Facsimile: (763) 427-2277	US\$50,000	U.S. TSUBAKI 100.0%	March 1988	Sales and production of power transmission products
TSUBAKI OF CANADA LIMITED* 1630 Drew Road, Mississauga, Ontario, L5S 1J6, Canada Telephone: (905) 676-0400 Facsimile: (905) 676-0904	C\$6,295,955	100.0%	July 1973	Sales and production of power transmission products
TSUBAKI BRASIL REPRESENTAÇÃO COMERCIAL LTDA.* R. Pamplona, 1018, CJ. 73/74, Jd. Paulista, CEP 01405-001, São Paulo, S.P. Brazil Telephone: (11) 3253-5656 Facsimile: (11) 3253-3384	R\$382,000	U.S. TSUBAKI 100.0%	November 2007	Sales of power transmission products
EUROPE				
TSUBAKIMOTO EUROPE B.V.* Aventurijn 1200, 3316 LB Dordrecht, The Netherlands Telephone: (078) 6204000 Facsimile: (078) 6204001	€2,722,681	100.0%	April 1972	Sales of power transmission products
TSUBAKIMOTO U.K. LTD.* Osier Drive, Sherwood Park, Annesley, Nottingham, NG15 ODX, United Kingdom Telephone: (1623) 688700 Facsimile: (1623) 688789	£550,000	TSUBAKIMOTO EUROPE 100.0%	March 1985	Sales and production of power transmission products
T.E.E.U. LIMITED 55 Kedleston Court, Norbury Close, Allestree, Derby, DE22 2QF, United Kingdom Telephone: (1332) 551277 Facsimile: (1332) 551277	£30,000	100.0%	March 1990	Sales of materials handling systems

* Consolidated subsidiary

Note: BALLANTINE, INC., which was a consolidated subsidiary at the end of fiscal 2009, was dissolved on April 1, 2009.

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ASIA AND OCEANIA				
TAIWAN TSUBAKIMOTO CO.* No. 7 Feng Sun Keng, Kuei Shan-Hsiang, Taoyuan-Hsien, Taiwan Telephone: (33) 293827-9 Facsimile: (33) 293065	NT\$70,000,000	100.0%	January 1970	Sales and production of power transmission products
TSUBAKIMOTO SINGAPORE PTE. LTD.* 25 Gul Lane, Jurong, Singapore 629419 Telephone: (65) 6861-0422-4 Facsimile: (65) 6861-7035	¥271.1 million	100.0%	January 1981	Sales of power transmission products
TSUBAKIMOTO AUTOMOTIVE (THAILAND) CO., LTD.* 700-467 Moo 7, Amata Nakorn Industrial Estate, Tambol Don Hua Roh, Amphur Muang, Chonburi 20000, Thailand Telephone: (38) 454021-4 Facsimile: (38) 454025	THB100,000,000	100.0%	March 2002	Sales and production of power transmission products
TSUBAKIMOTO (THAILAND) CO., LTD.* 999/9 The Offices at Centralworld, No. 1001, Rama 1 Road, Pathumwan, Bangkok 10330, Thailand Telephone: (2) 264-5354-6 Facsimile: (2) 251-3912	THB4,000,000	TSUBAKIMOTO SINGAPORE 95.1%	March 2002	Sales of power transmission products
TSUBAKI AUSTRALIA PTY. LIMITED* Unit E, 95-101 Silverwater Road, Silverwater, N.S.W. 2128, Australia Telephone: (2) 9648-5269 Facsimile: (2) 9648-3115	AU\$300,000	100.0%	May 1987	Sales of power transmission products
TSUBAKIMOTO AUTOMOTIVE (SHANGHAI) CO., LTD.* No. 3 Building, No. 1588 Gaotai Rd., Jiading Industrial Area, Shanghai 201821, People's Republic of China Telephone: (21) 6916-9441 Facsimile: (21) 6916-9446	RMB20,692,030	100.0%	April 2004	Sales and production of power transmission products
TSUBAKIMOTO CHAIN TRADING (SHANGHAI) CO., LTD. Rm. 1703, Aetna Tower, 107 Zunyi Rd., Shanghai 200051, People's Republic of China Telephone: (21) 5396-6651 Facsimile: (21) 5396-6628	US\$400,000	100.0%	June 2004	Sales of power transmission products
TSUBAKI KABELSCHLEPP SHANGHAI CO., LTD. Room 701, Dongfang Road, Pudong, Shanghai 200122, People's Republic of China Telephone: (21) 6867-0511 Facsimile: (21) 6876-9456	US\$200,000	60.0%	November 2000	Sales of power transmission products
TSUBAKI EMERSON GEAR (TIANJIN) CO., LTD.* 135 Dong Ting Road, Teda, Tianjin 300457, People's Republic of China Telephone: (22) 2532-6410 Facsimile: (22) 2532-6421	RMB87,496,923	TSUBAKI EMERSON 59.4%	June 1990	Sales and production of reducers, variable speed drives, and their related products
TSUBAKI EMERSON MACHINERY (SHANGHAI) CO., LTD. No. 4 Building, No. 1588 Gaotai Rd., Jiading Industrial Area, Shanghai 201821, People's Republic of China Telephone: (21) 6916-9305 Facsimile: (21) 6916-9308	US\$1,200,000	TSUBAKI EMERSON 100.0%	July 2004	Sales and production of power transmission products
TIANJIN DONGCHUN-TAIKI METAL FINISHING & CONVEYOR SYSTEM MANUFACTURING CO., LTD. Yang Cheng Zhuang Bridge 4, Southwest Side, Jinghai, Tianjin 301617, People's Republic of China Telephone: (22) 6864-5848 Facsimile: (22) 6864-5849	US\$500,000	20.0%	January 2004	Sales and production of materials handling systems
SHANGHAI DONGBO-TAIKI CONVEYOR SYSTEM MANUFACTURING CO., LTD. Room 1128, Pine City Hotel, No. 8, Dong An Road, Shanghai 200032, People's Republic of China Telephone: (21) 6443-0780 Facsimile: (21) 6443-9478	US\$900,000	20.0%	March 2005	Sales and production of materials handling systems
TIANJIN TSUBAKIMOTO CONVEYOR SYSTEMS CO., LTD. Beichen District, Tianjin 300400, People's Republic of China Telephone: (22) 2681-8124 Facsimile: (22) 2639-8721	RMB8,314,833	TSUBAKIMOTO BULK SYSTEMS 47.0%	August 1995	Sales and production of bulk materials handling systems
KOREA CONVEYOR IND. CO., LTD. 68B 7L, Namdong Industrial Estate, 627-3, Gojan-dong, Namdong-gu, Incheon, Republic of Korea Telephone: (32) 817-0160 Facsimile: (32) 819-9168	KRW1,200,000,000	49.0%	January 1970	Sales and production of materials handling systems
KOREA MAYFRAN CO., LTD. 68B 7L, Namdong Industrial Estate, 627-3, Gojan-dong, Namdong-gu, Incheon, Republic of Korea Telephone: (32) 822-5886/7 Facsimile: (32) 822-5897	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. No. 1688-B Hong De Road, Jiading Industrial Area, Shanghai 201821, People's Republic of China Telephone: (21) 6916-9916 Facsimile: (21) 6916-9918	US\$1,200,000	TSUBAKIMOTO MAYFRAN 100.0%	June 2005	Sales and production of scrap metal conveyances