

Board of Directors, Corporate Auditors / Executive Officers

As of June 29, 2004



BOARD OF DIRECTORS

President and Representative Director

Takashi Fukunaga

Representative Director and
Senior Managing Executive Officer

Kimio Takakura

Operations

Overall Support to the President

Director and Senior Managing
Executive Officer

Norikazu Ohno

Headquarters Operations

Corporate Compliance

Director and Managing Executive Officers

Makoto Kanehira

Development & Technology

Corporate Quality Assurance

Chief Engineer

Akira Morikiyo

Materials Handling Division

New Products Development

Chief Engineer

Tatsuhiko Mimoto

Management Planning

Finance and Human Resources

Tadashi Ichikawa

Chain Division

Kyotanabe Plant

Director and Executive Officer

Toru Fujiwara

Automotive Parts Division

Saitama Plant

Director

Hidetoshi Yajima

Corporate Auditors

Tadachi Yokoyama

Tatsuo Komatsu

Masaru Tokuda

Takafumi Watanabe

Managing Executive Officers

Hideo Miyazaki

PTS Development

Kyoto Plant, Hyogo Plant

President, Tsubaki Emerson Co.

Yoshinobu Miyazaki

ATS Global Development

President, U.S. Tsubaki, Inc.

Nobuhiko Miki

Compliance Administration

Executive Officers

Hiroshi Yanagase

Sales Department

Global Development of

Materials Handling Division

Tokyo Office

Tadasu Suzuki

Global Marketing Department

Products Engineering Department

Manufacturing Engineering of

Automotive Parts Division

Shigeya Tsubakimoto

Business Development

Medicine, Food & Eco-Tech Equipment

Planning & Administration of

Materials Handling Division

Isamu Osa

Human Resources Department

Management Planning

Environmental Management of

Management Planning

Masato Kondo

Chain Sales Department

Global Marketing

Planning & Administration of

Chain Division

Osaka Office, Nagoya Office

Yoshikazu Kitayama

President, Tsubakimoto Europe B.V.