

Tsubaki Group Companies

As of March 31, 2006

* Consolidated Subsidiary

	Paid-in Capital	Equity Owned by Tsubakimoto Chain Co.	Number of Employees	Date of Establishment	Principal Business
JAPAN					
TSUBAKI EMERSON CO.*	¥460.0 million	70.6%	537	April 2002	Manufacture and sales of power transmission products
TSUBAKIMOTO CUSTOM CHAIN CO.*	¥125.0 million	99.6%	195	October 1951	Manufacture of power transmission chains
TSUBAKIMOTO SPROCKET CO.*	¥126.0 million	99.9%	139	October 1968	Manufacture and sales of sprockets
TSUBAKIMOTO IRON CASTING CO., LTD.*	¥ 50.0 million	100.0%	54	October 1968	Manufacture and sales of casting products
TSUBAKI YAMAKYU CHAIN CO. (Newly consolidated on April 3, 2006)	¥126.0 million	51.0%	174	September 1939	Manufacture and sale of various types of plastic chain and automated equipment
SHINKO MACHINERY CO.	¥ 50.0 million	50.0%	35	March 1971	Manufacture of conveyor chains
KATO MANUFACTORY CO., LTD.	¥ 30.0 million	20.0%	20	July 1968	Manufacture of tire chains
TSUBAKIMOTO MAYFRAN INC.*	¥ 90.0 million	50.0%	97	November 1973	Manufacture and sales of chip conveyors
TSUBAKIMOTO BULK SYSTEMS CORP.*	¥150.0 million	100.0%	143	April 1981	Manufacture and sales of bulk materials handling systems
TSUBAKIMOTO MACHINERY CO.*	¥139.0 million	68.2%	123	April 1971	Sales of Tsubakimoto Chain products
HOKKAIDO TSUBAKIMOTO CHAIN CO., LTD.*	¥ 30.0 million	100.0%	14	October 1961	Sales of Tsubakimoto Chain products
TSUBAKIMOTO NISHINIHO CO., LTD.*	¥ 90.0 million	50.0%	51	October 1993	Sales of Tsubakimoto Chain products
TSUBAKI SUPPORT CENTER CO.*	¥ 80.0 million	100.0%	110	October 1970	Back-office services
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%	774	February 1971	Manufacture and sales of power transmission products
Holyoke Plant					Manufacture of roller chains
Chicopee Plant					Manufacture of automotive parts
Sandusky Plant					Manufacture of engineering chains
BALLANTINE, INC.* 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%	36	March 1988	Sales of trencher parts
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%	129	July 1973	Manufacture and sales of power transmission products
TSUBAKI CONVEYOR OF AMERICA, INC.* 138 Davis Street, P.O. Box 710, Portland, TN 37148-0710, U.S.A. Telephone: (615) 325-9221 Facsimile: (615) 325-2442	US\$900,000	100.0%	53	July 1983	Manufacture and sales of materials handling systems
EUROPE					
TSUBAKIMOTO EUROPE B.V.* Belder 1, 4704 RK, Roosendaal, The Netherlands Telephone: (165) 594800 Facsimile: (165) 549450	EUR2,722,681	100.0%	62	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%	67	March 1985	Manufacture and sales 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%	0	March 1990	Sales and maintenance of materials handling systems

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ASIA & 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	99.9%	97	January 1970	Manufacture and sales of power transmission products
TSUBAKIMOTO SINGAPORE PTE. LTD.* 25 Gul Lane, Jurong, Singapore 629419 Telephone: 6861 0422-4 Facsimile: 6861 7035	¥271.1 million	100.0%	22	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	THB70,000,000	100.0%	60	March 2002	Manufacture, sales, and exports of timing drive systems
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%	4	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%	30	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	US\$2,500,000	100.0%	31	April 2004	Manufacture, sales, and exports of timing drive systems
TSUBAKIMOTO CHAIN TRADING (SHANGHAI) CO., LTD. Room 1712, Lippo Plaza, No. 222 Huai Hai Zhong Rd., Shanghai 200021, People's Republic of China Telephone: (21) 5396-6651 Facsimile: (21) 5396-6628	US\$400,000	100.0%	13	June 2004	Imports and exports of power transmission products
TSUBAKI KABELSCHLEPP SHANGHAI CO., LTD. Rm. 701 Dongfang Road Pudong Shanghai 200122 People's Republic of China Telephone: (21) 6867-0511 Facsimile: (21) 6876-9456	US\$200,000	60.0%	11	November 2000	Imports and sales of cableveyors
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	RMB48,334,923	Tsubaki Emerson 52.2%	124	June 1990	Manufacture and sales of power transmission 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%	29	July 2004	Manufacture and sales 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%	101	January 2004	Manufacture and sales 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%	49	March 2005	Manufacture and sales 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%	39	August 1995	Manufacture and sales 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%	125	January 1970	Manufacture and sales of materials handling systems and conveyor chains
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%	16	October 1990	Manufacture and sales of chip conveyors
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%	22	June 2005	Manufacture and sales of chip conveyors