



FINANCIAL RESULTS BRIEFING FOR FISCAL 2008

May 19th 2009

THK CO., LTD.
President & CEO
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This presentation material contains forward looking statements that reflect the Company's business plans, performance projections, and strategic forecasts. Such statements are based on information currently available to the Company. However, changes in the operating environment may cause actual results and achievements to differ from those anticipated in this corporate presentation material. Also, please let you know that this presentation material includes reference information that are not exactly accounts indication matters.

- Financial Statements
Fiscal Year ending 2009 March

Financial Highlights

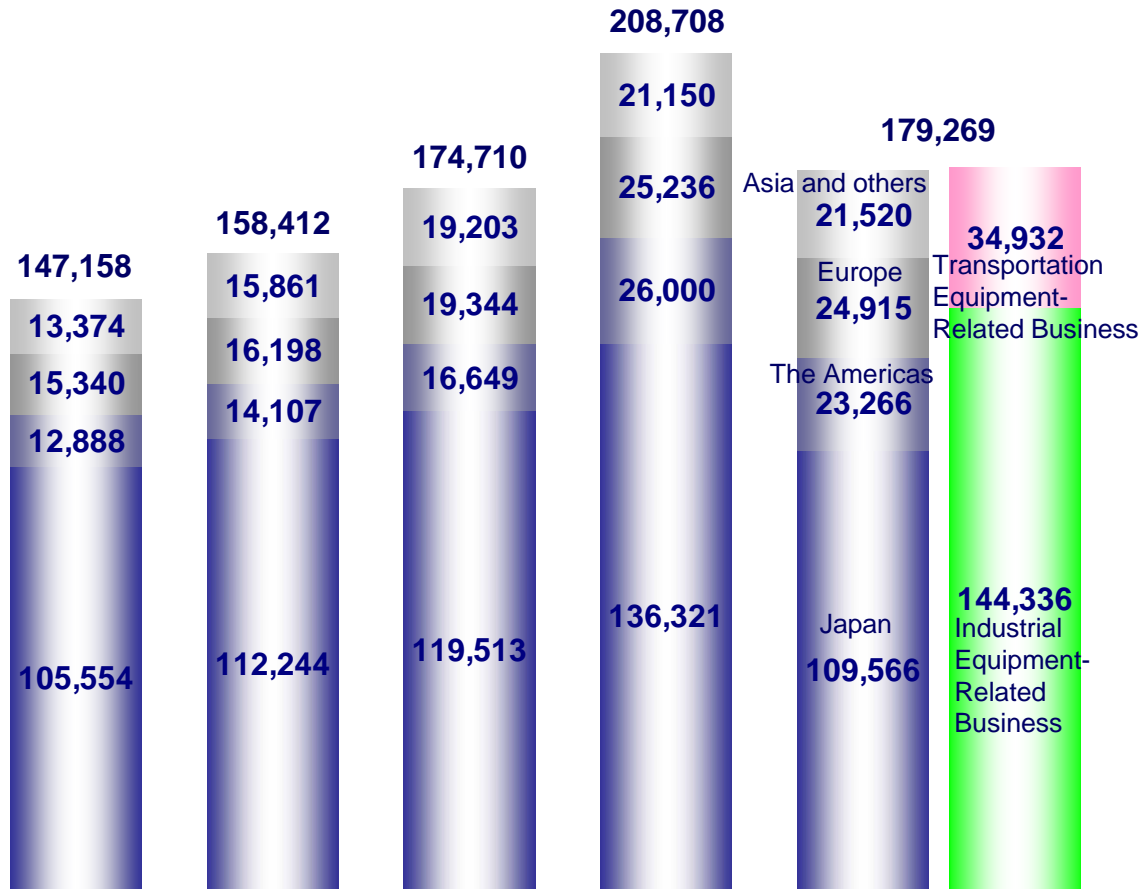
Net Sales decreased by 14.1%, compared to the previous period, to ¥179.2 billion.

- In Japan, the net sales of three major industries such as machine tools, general machinery, and electronics declined because the order from these industries had fallen. As a result, Domestic net sales were more modest than previous year.
- On abroad, sales of Americas and Europe started to decrease in the second half since the order of these regions had fallen. In Asia, although the order declined as well as Americas and Europe in the second half, sales of full year increased because the sales was in good shape in the first half.

Operating Income fell by 68.4%, compared to the previous period, to ¥8.5 billion .

- There were volume effect because of the sales decline.
- The variable cost ratio increased due to increases in the price of materials.
- In Europe, THK has received a return profit of import tariff in the previous period.

Trend in Net Sales



Asia and Others (Up ¥370 million Y/Y)

- South Korea Down 10.3%
- Taiwan Down 2.8%
- China (Industrial Equipment) Down 0.5%

Europe (Down ¥320 million Y/Y)

- Machine tools Up 5.1%
- General machinery Down 5.8%
- Electronics Down 11.1%

The Americas (Down ¥ 2,734 million Y/Y)

- Machine tools Down 9.6%
- General machinery Down 25.7%
- Electronics Down 35.8%

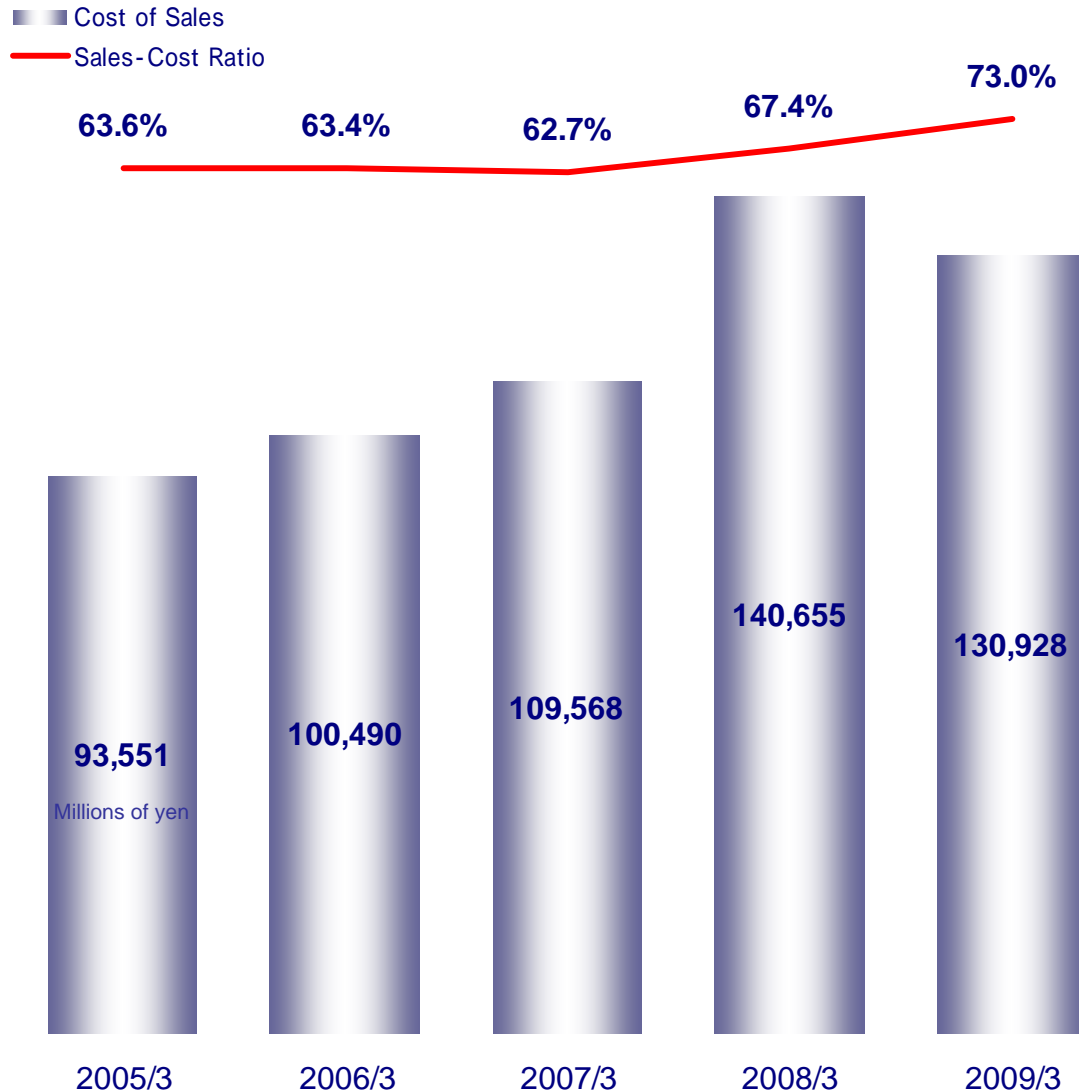
Japan (Down ¥ 26,755 million Y/Y)

- Machine tools Down 30.7%
- General machinery Down 21.4%
- Electronics Down 24.6%

Regional net sales accounted for by customers in each particular region

	2005.3	2006.3	2007.3	2008.3	2009.3
1US\$	108.23	110.21	116.38	117.84	103.46
1EUR	134.47	136.92	146.14	161.24	152.44

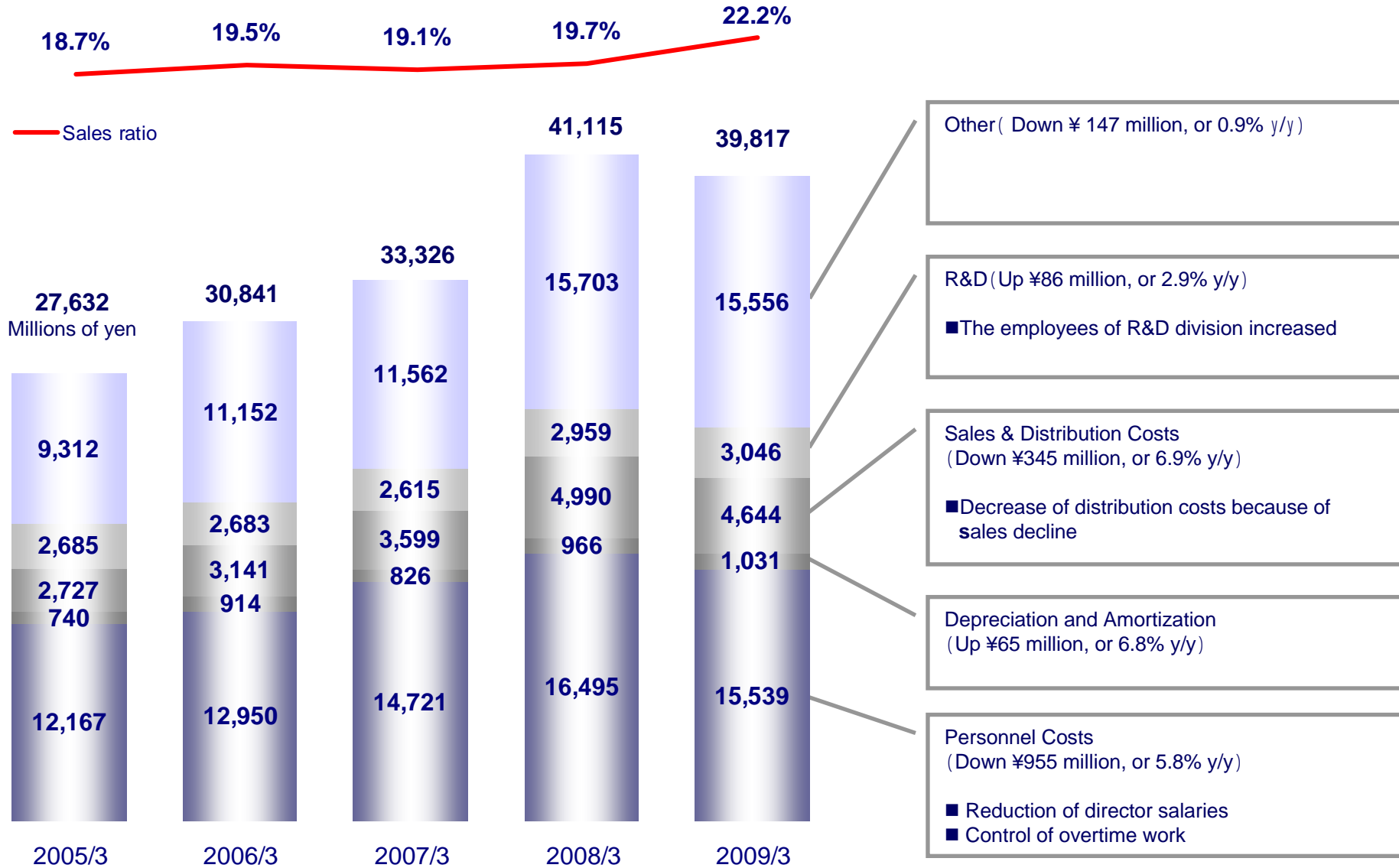
Trends in Cost Ratio and Net Sales



The sales-cost ratio rose by 5.6 points compared to the previous period.

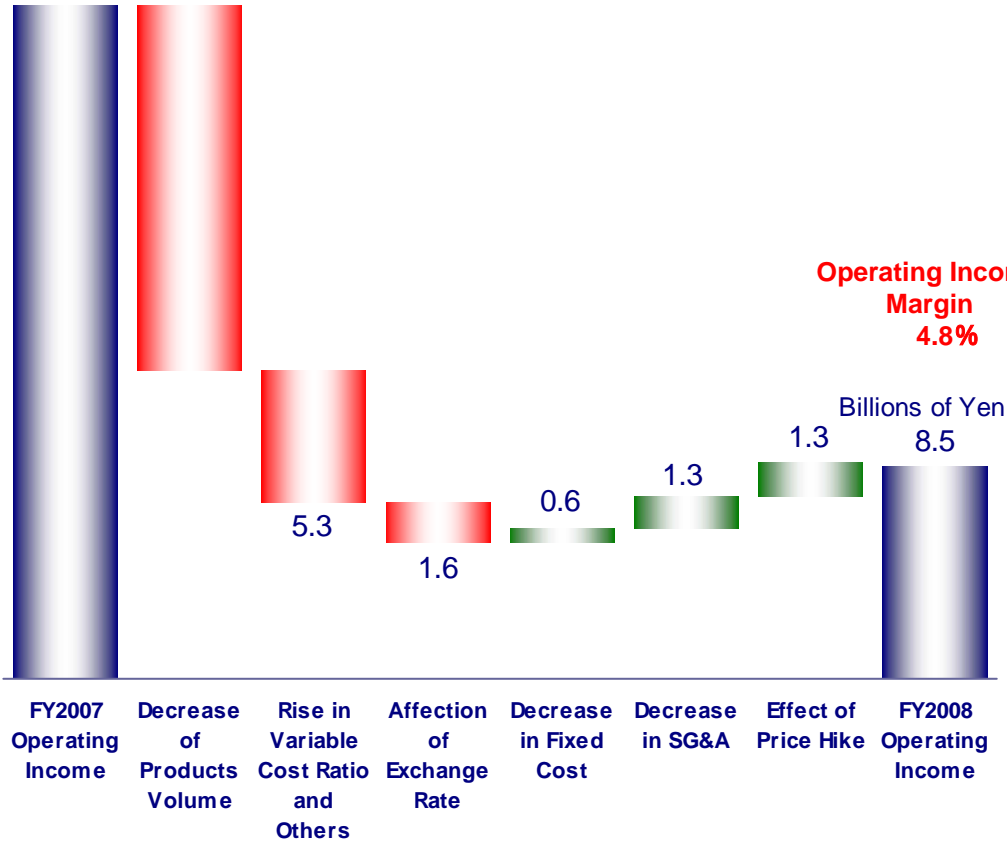
- Unconsolidated sales-cost ratio rose by 5.5 points compared to the previous period
 - Net sales fell.
 - Variable cost ratio increased since the cost of materials ratio increased.
- Group companies
 - Net sales fell.
 - In Europe, THK has received a return profit of import tariff in the previous year.

Trends in SG&A



Operating Income Causes of Change

Operating Income Margin
26.9



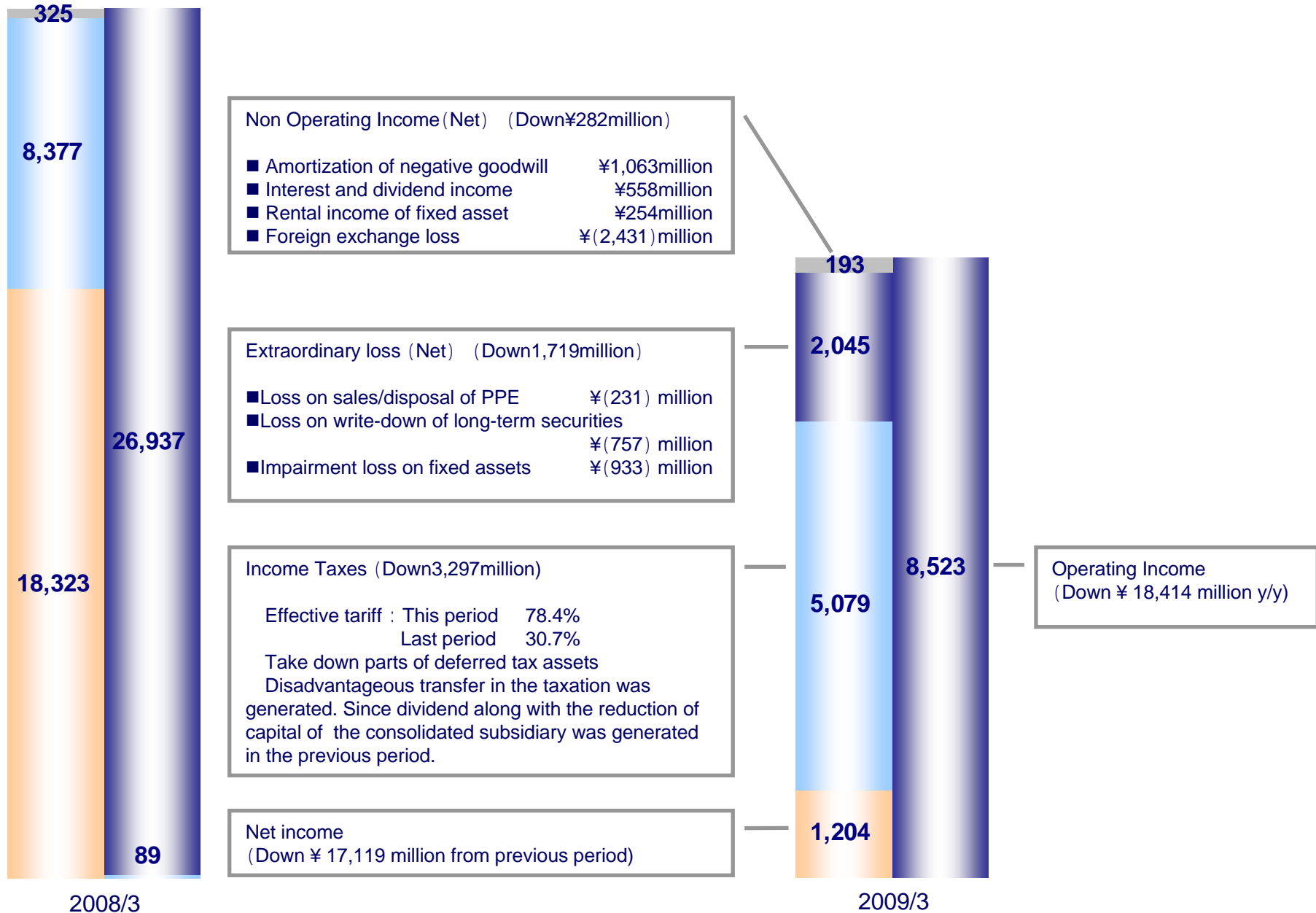
Operating Income Margin
4.8%

Operating income by geographical segment

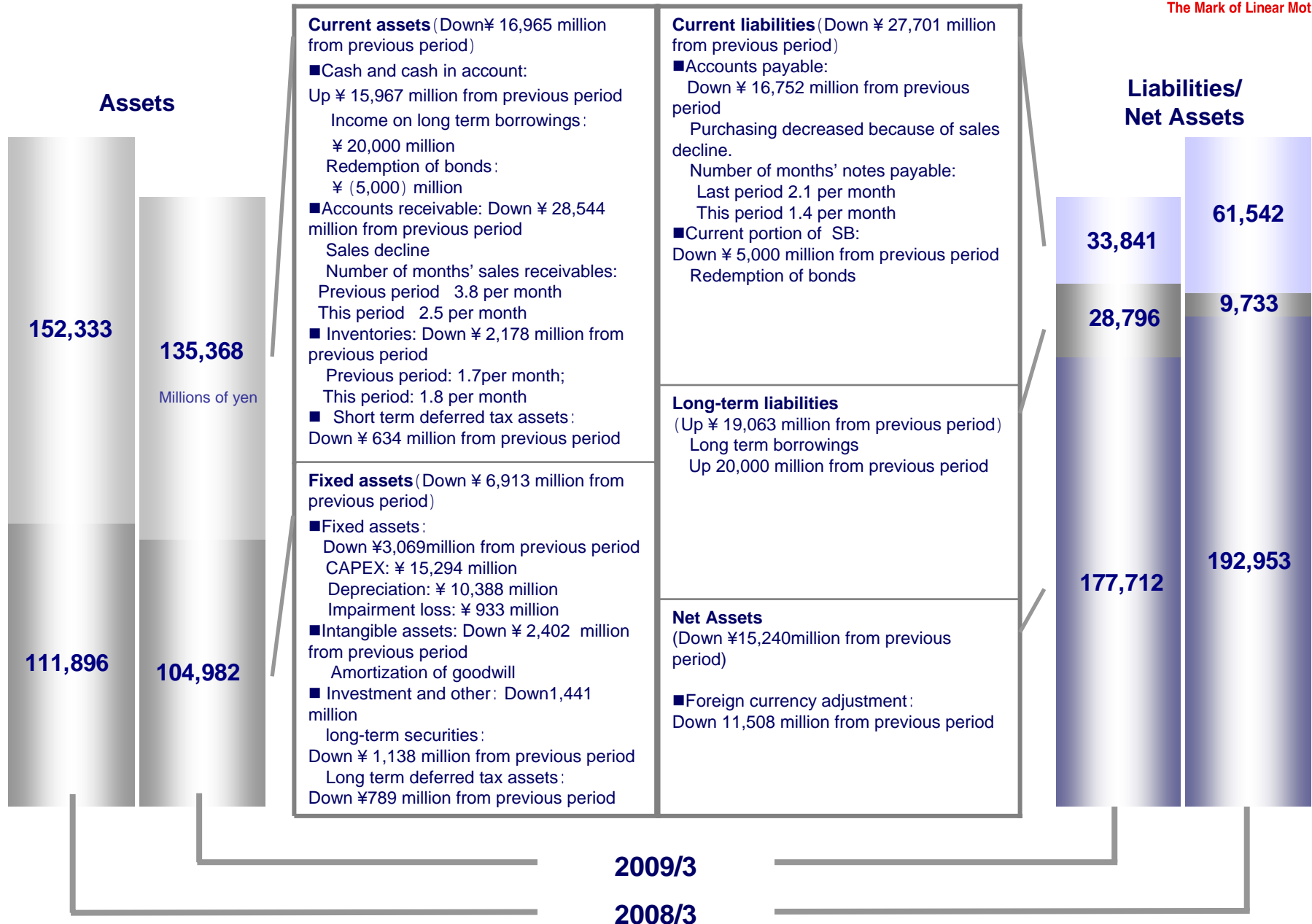
Operating income by business segment

Japan 13,652 million (Down 14,256 million from previous period)	Transportation Equipment-Related Business ¥(4,526) million (Down 2,305 million from previous period)
Americas 1,352 million (Down 86 million from previous period)	
Europe 1,048 million (Down 2,443 million from previous period)	Industrial Equipment-Related Business ¥19,934million (Down 16,348 million from previous period)
Asia and Others 321 million (Down 975 million from previous period)	
Deletion or Company Total (7,851) million (Down 652 million from Previous period)	
	Deletion or Company Total (6,885) million (Up 239 million from previous period)

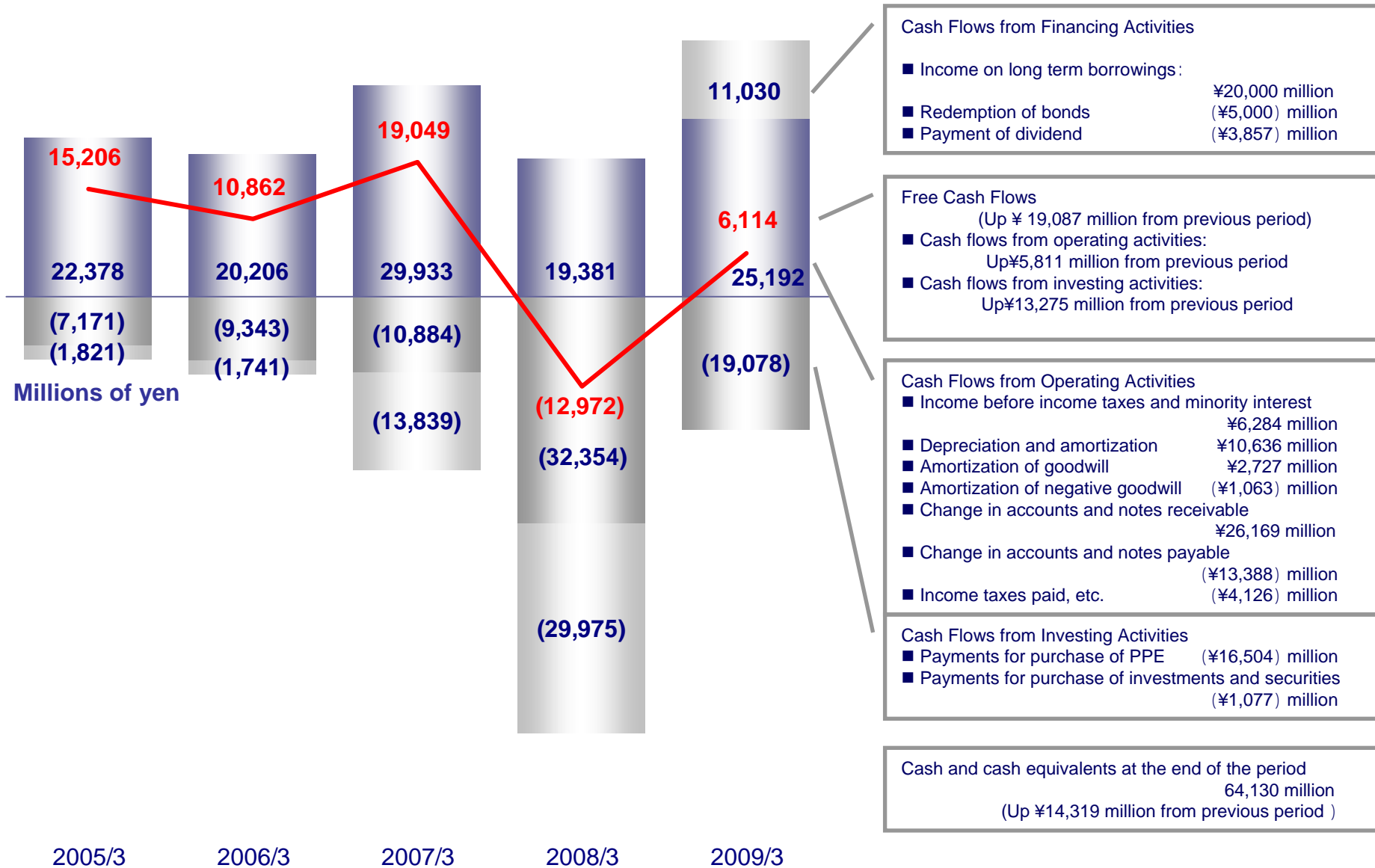
Trends in Net Income



Trends in Liabilities and Equity and Net Assets



Cash Flow Trend



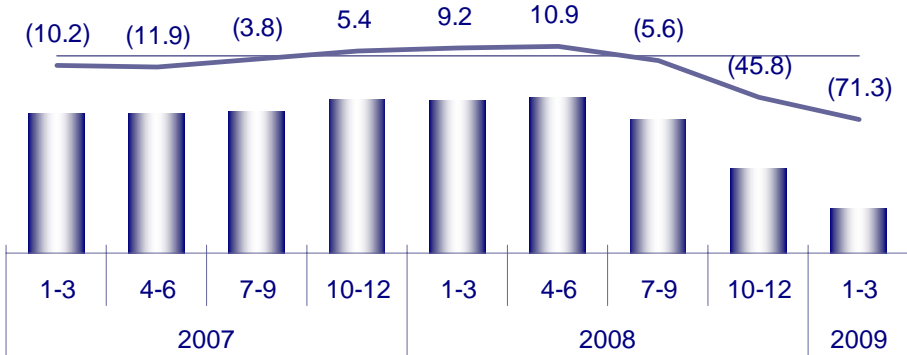
. Financial Forecast For Fiscal Year Ending March 2010

Orders Received by Region



THK CO., LTD.

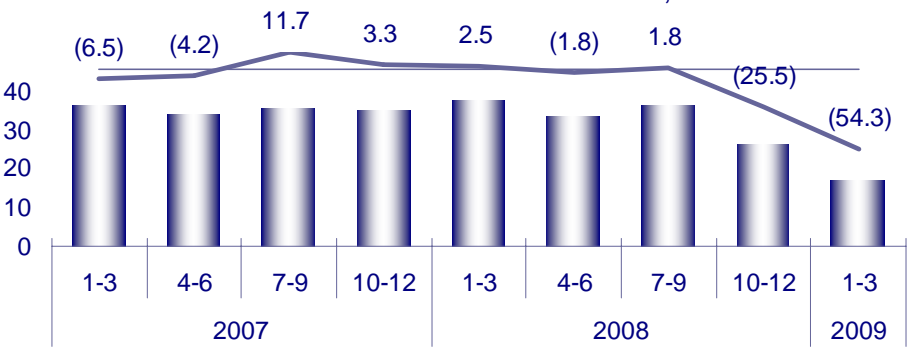
Y/Y, Billions of Yen



*exclude export

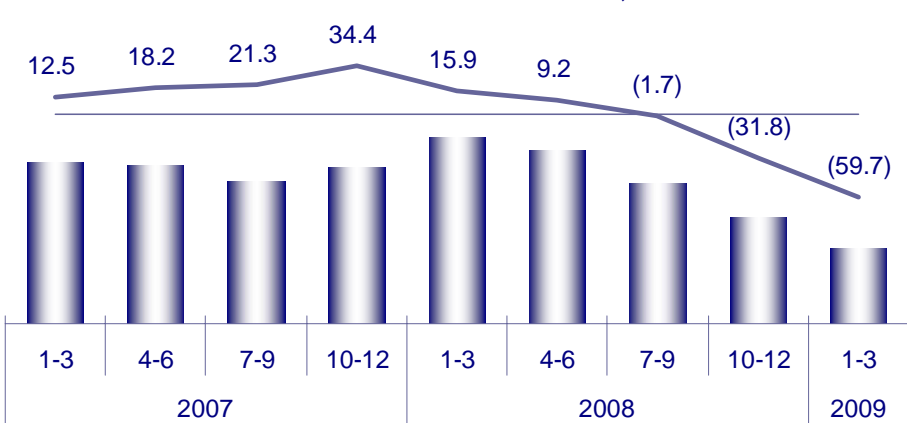
THK Holdings of America, L.L.C.

Y/Y, millions of dollars



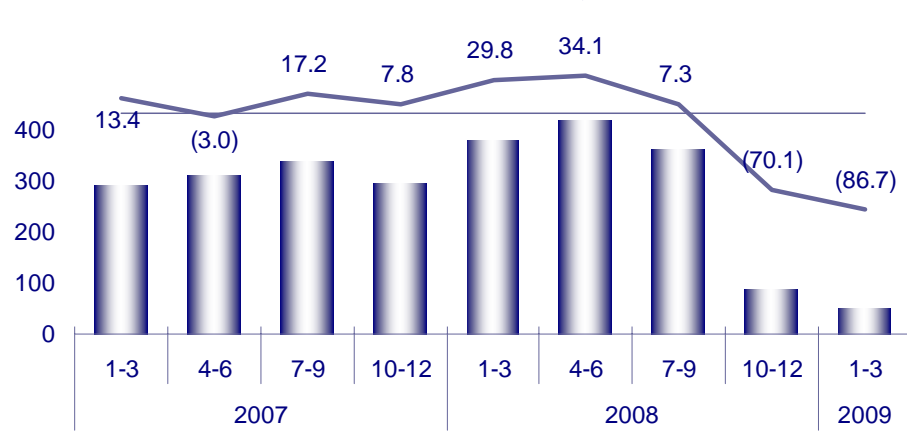
THK Europe B.V.

Y/Y, millions of Euro



THK TAIWAN CO., LTD.

Y/Y, Millions of NT dollars



Fixed cost

- **Control of capital investment by the full use of current capital**
- **Review the hours of operation and the number of labor**
- **Reduction of Director Salaries**
- **Review the IT system related cost**
- **Review the cost of advertisement**
- **Review other costs**

Variable cost

- **Improvement of material yield**
- **Reduce the cost of material**
- **Efficiency Improvement of distribution cost**

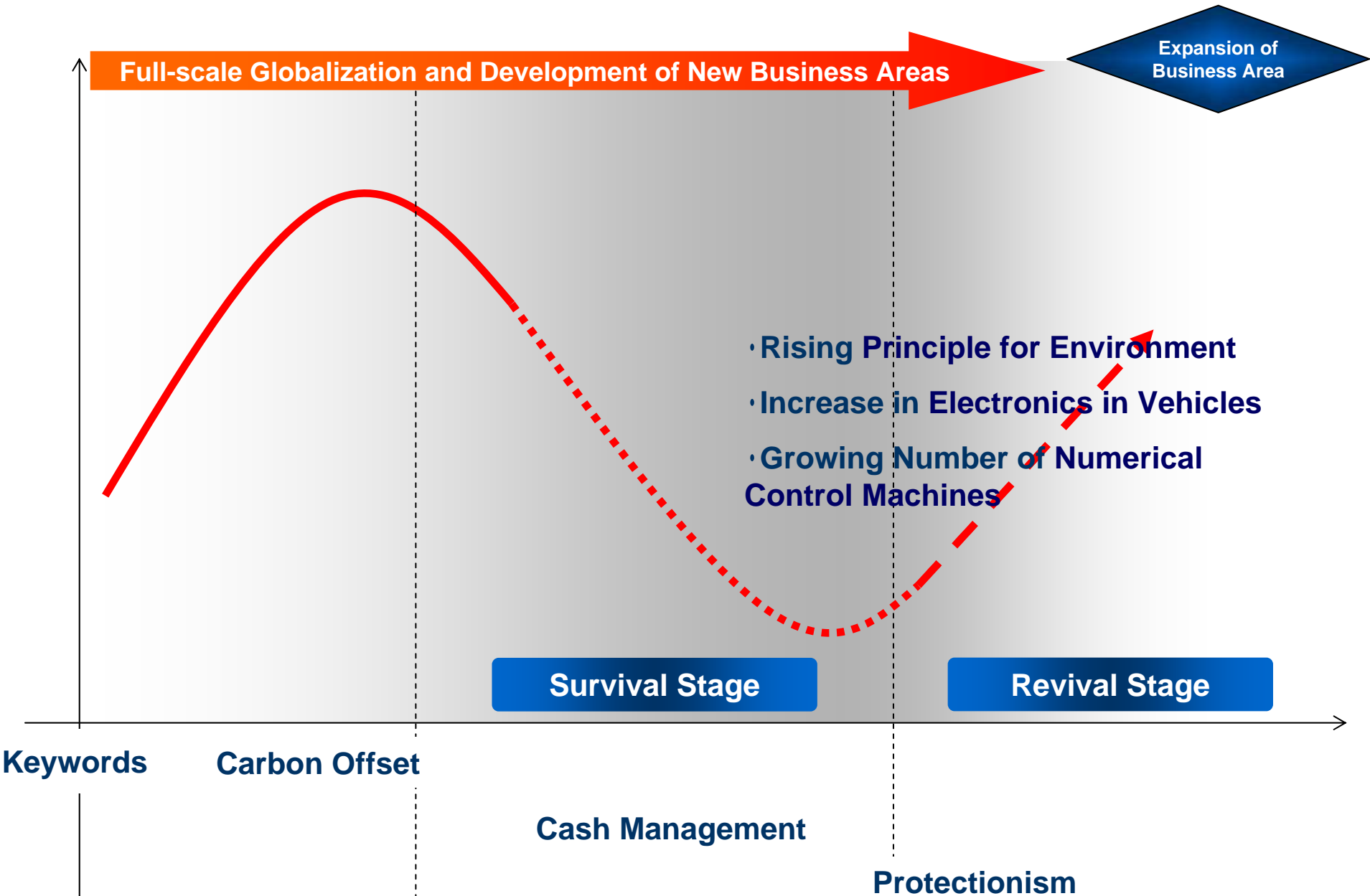
Financial Forecast (Consolidated)

	2010.3 (forecast)	2009.3
Net Sales	110,000	179,269
<i>y/y</i>	38.6 %	14.1 %
Operating Income	15,000	8,523
<i>y/y</i>	-	68.4 %
Ordinary Income	14,300	8,329
<i>y/y</i>	-	69.2 %
Net Income	14,500	1,204
<i>y/y</i>	-	93.4 %

Financial Forecast (Non-consolidated)

	2010.3 (forecast)	2009.3
Net Sales	60,000	112,519
<i>y/y</i>	<i>46.7%</i>	<i>20.4%</i>
Operating Income	7,200	8,142
<i>y/y</i>	<i>-</i>	<i>62.9%</i>
Ordinary Income	7,200	7,447
<i>y/y</i>	<i>-</i>	<i>70.2%</i>
Net Income	7,500	3,261
<i>y/y</i>	<i>-</i>	<i>82.7%</i>

Current Management Environment and Medium-Term Management Strategy



Management Base Enhancement seeking the Growth

Retreat
the Growth

- Integration of Branches or Plants
- Reduction of Regular Employees

- Development of New Business Areas
- Management Enhancement Project
- Cost Control

Advance
the Growth

Net Sales ¥ 300 billion
Operating Margin 20%, ROA15%

Current
Position

Performance

Capital Force

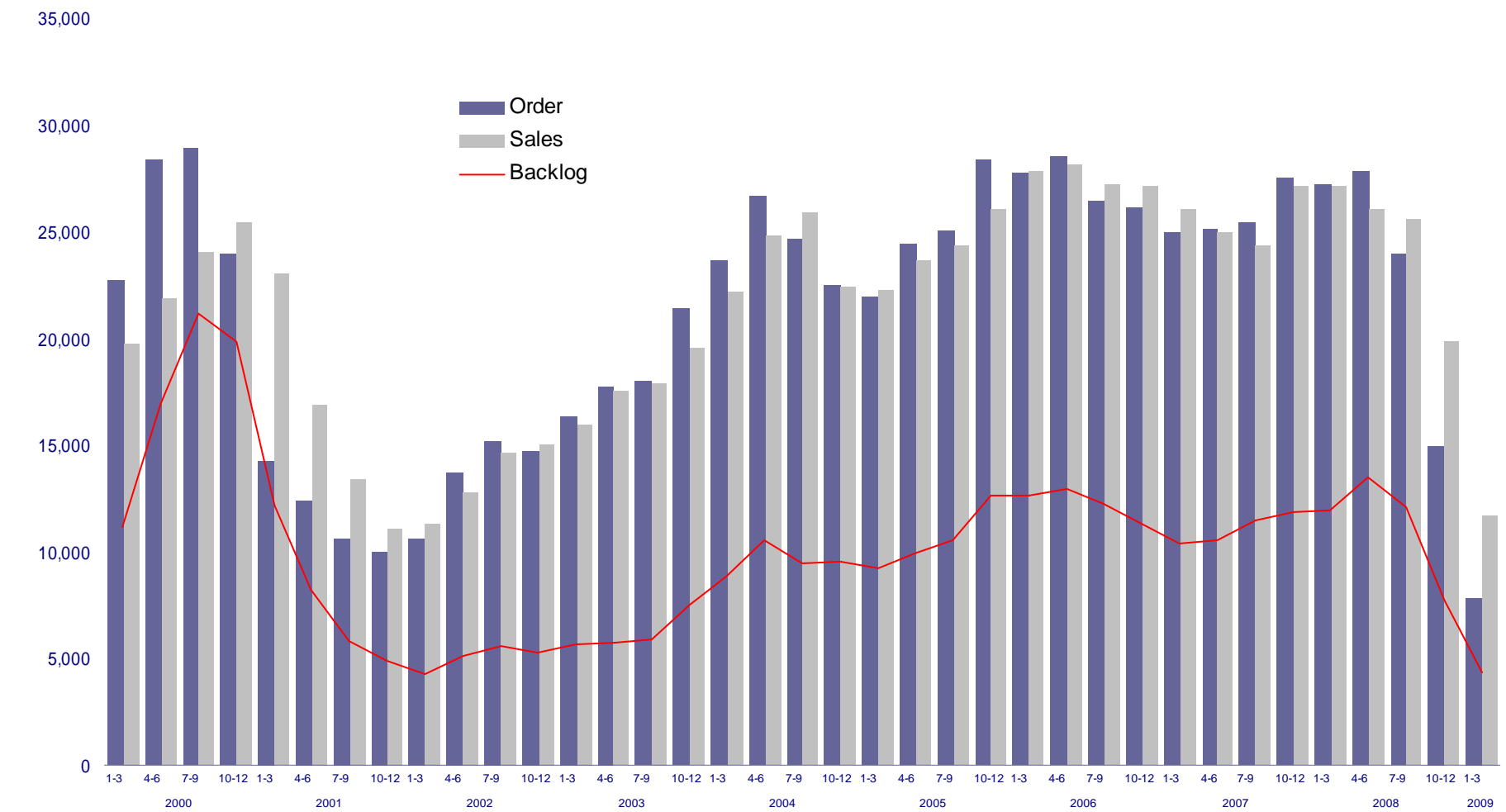
Labor Force

Management
Base

Technical
Force

Support Statement –Trends in Orders, Sales and Backlog (Domestic·Non-consolidated)–

(¥1million)

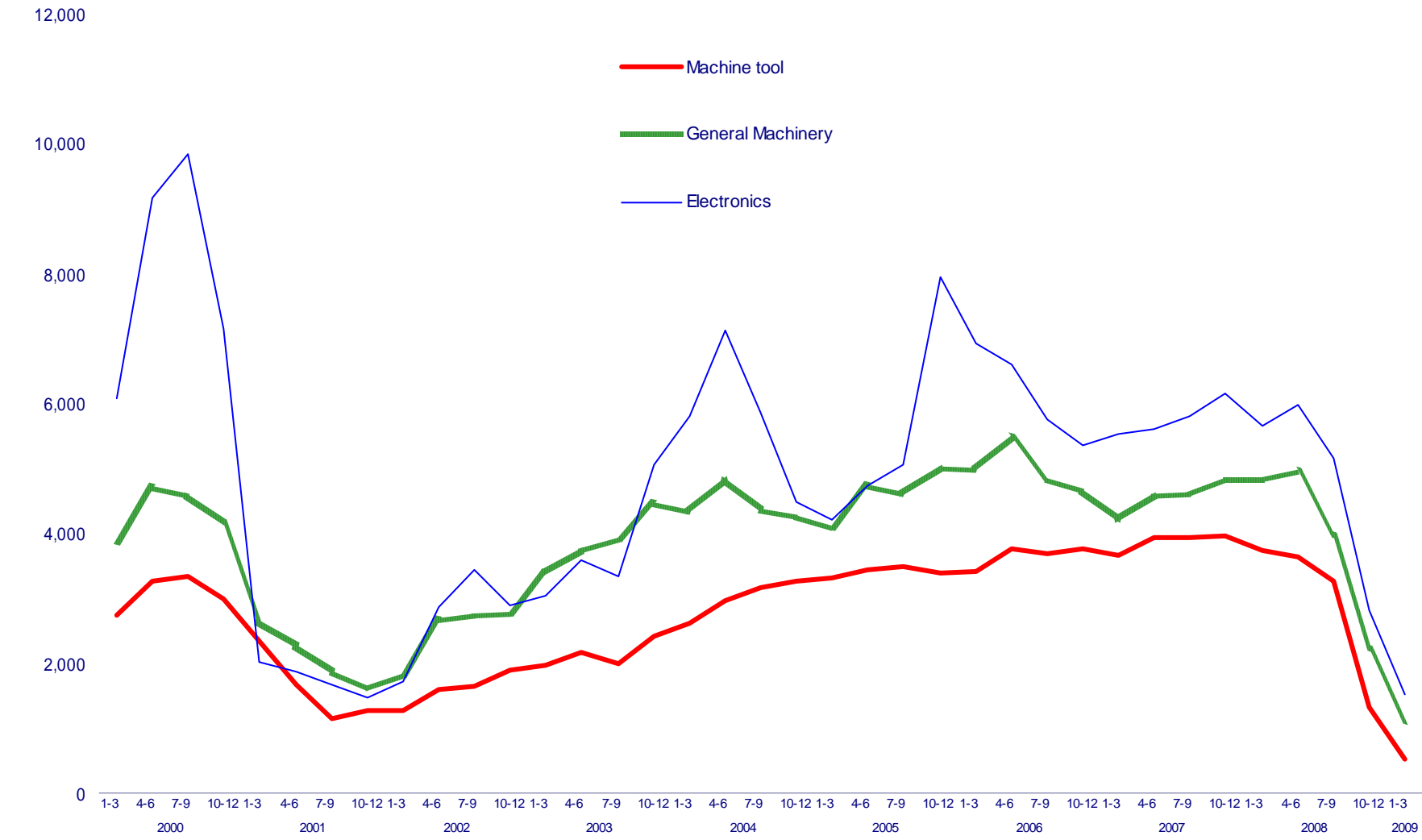


	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009																											
Order	22,676	28,329	28,857	23,933	14,226	12,411	10,619	9,986	10,594	13,709	15,204	14,678	16,358	17,695	17,985	21,394	23,645	26,668	24,637	22,435	21,885	24,383	25,017	28,370	27,721	28,466	26,370	26,099	24,907	25,067	25,371	27,509	27,201	27,794	23,950	14,913	7,809
Sales	19,744	21,823	23,986	25,427	23,007	16,895	13,416	11,043	11,298	12,745	14,651	15,007	15,960	17,532	17,885	19,507	22,138	24,747	25,845	22,375	22,192	23,582	24,318	25,986	27,760	28,077	27,176	27,116	25,988	24,923	24,320	27,077	27,081	26,048	25,524	19,834	11,718
Backlog	12,775	19,280	24,151	22,658	13,877	9,393	6,595	5,538	4,834	5,797	6,350	6,021	6,420	6,587	6,691	8,578	10,084	12,005	10,797	10,857	10,551	11,352	12,052	14,436	14,398	14,787	13,981	12,964	11,883	12,027	13,078	13,511	13,631	15,378	13,804	8,883	4,974

Support Statement –Trends in Order Classified by Business Segment (Domestic·Non-consolidated)–



(¥1million)



	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3
Machine tool	2,727	3,268	3,330	2,997	2,335	1,674	1,135	1,273	1,263	1,589	1,651	1,892	1,978	2,164	1,994	2,421	2,624	2,956	3,157	3,252	3,304	3,435	3,493	3,376	3,409	3,757	3,685	3,769	3,658	3,926	3,925	3,965	3,727	3,635	3,263	1,319	527
General Machinery	3,868	4,699	4,569	4,150	2,641	2,261	1,872	1,626	1,819	2,655	2,745	2,758	3,377	3,723	3,898	4,461	4,340	4,818	4,353	4,267	4,085	4,735	4,598	4,997	4,970	5,486	4,825	4,664	4,217	4,581	4,603	4,833	4,835	4,942	3,969	2,219	1,091
Electronics	6,076	9,168	9,827	7,154	2,010	1,876	1,677	1,458	1,725	2,857	3,428	2,893	3,047	3,596	3,346	5,048	5,803	7,113	5,862	4,483	4,198	4,730	5,059	7,947	6,916	6,593	5,745	5,351	5,515	5,600	5,812	6,149	5,657	5,984	5,159	2,809	1,514

Millions of yen