

Strategies

THK is committed to developing its business through three growth strategies: expanding its geographical range through *full-scale globalization*; purposefully expanding its domains through the *development of new business areas*; and fully utilizing AI, robots, and other technologies in a variety of ways through a *change in business style*.

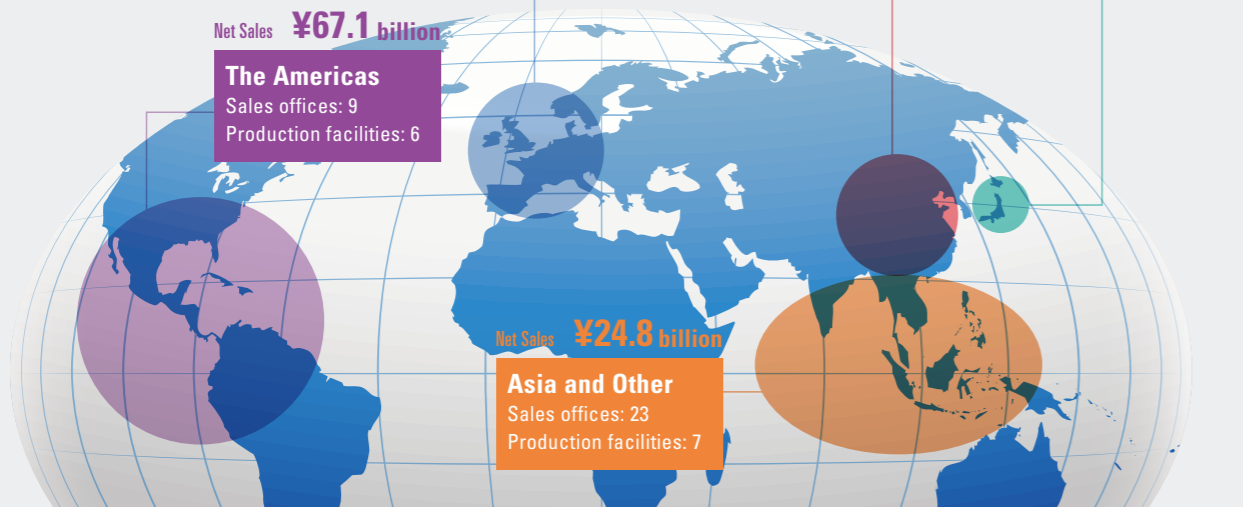


1

GLOBALIZATION

Full-Scale Globalization

THK has established an integrated production and sales structure with facilities and operations close to centers of demand in order to produce and sell locally in four regions: Japan, the Americas, Europe, and Asia. The Company is working to expand its sales networks and production capabilities in light of the mid- to-long term demand increases that were forecast for China and other emerging markets in recent years. In developed countries, THK is also working to expand its sales network in a bid to steadily capture demand amid expansion in its user base. Through these means, the Company is working diligently to promote substantial additional growth.



*This data reflects a modified reporting period that includes 9 months from consolidated companies whose fiscal years ended in March and 12 months from consolidated companies whose fiscal years ended in December.

2

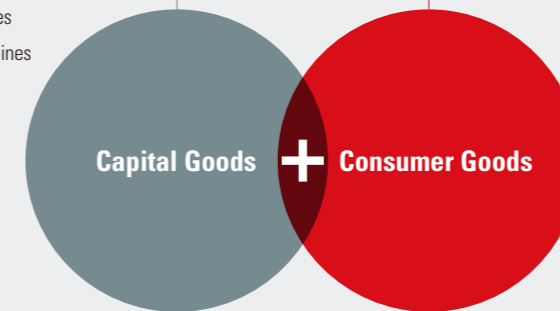
NEW BUSINESS

Development of New Business Areas

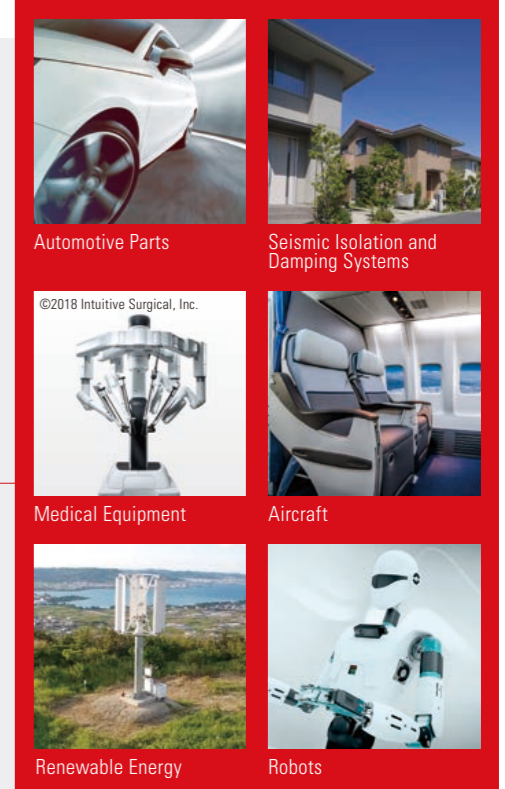
THK is accelerating its expansion into consumer goods-related fields such as automotive parts, seismic isolation and damping systems, medical equipment, aircraft, robotics, and renewable energy. In addition, THK has recognized the vast potential in other consumer goods-related fields, and it is honing its abundant expertise and the core linear motion system technology it has cultivated over time to accelerate the pace at which it develops new business areas.

Examples:

- Machine Tools
- Chip Mounting Machines
- Injection Molding Machines
- Industrial Robots
- Semiconductor Manufacturing Equipment
- FPD Manufacturing Equipment



Examples:



3

CHANGE

Change in Business Style

As it makes strides in the areas of full-scale globalization and the development of new business areas, the Company is also making efforts to further expand its business domains by ensuring the thorough use of new technologies such as AI and robotics in sales, production, and development. In this way, THK is working to transform the frameworks and methods by which it does business.

