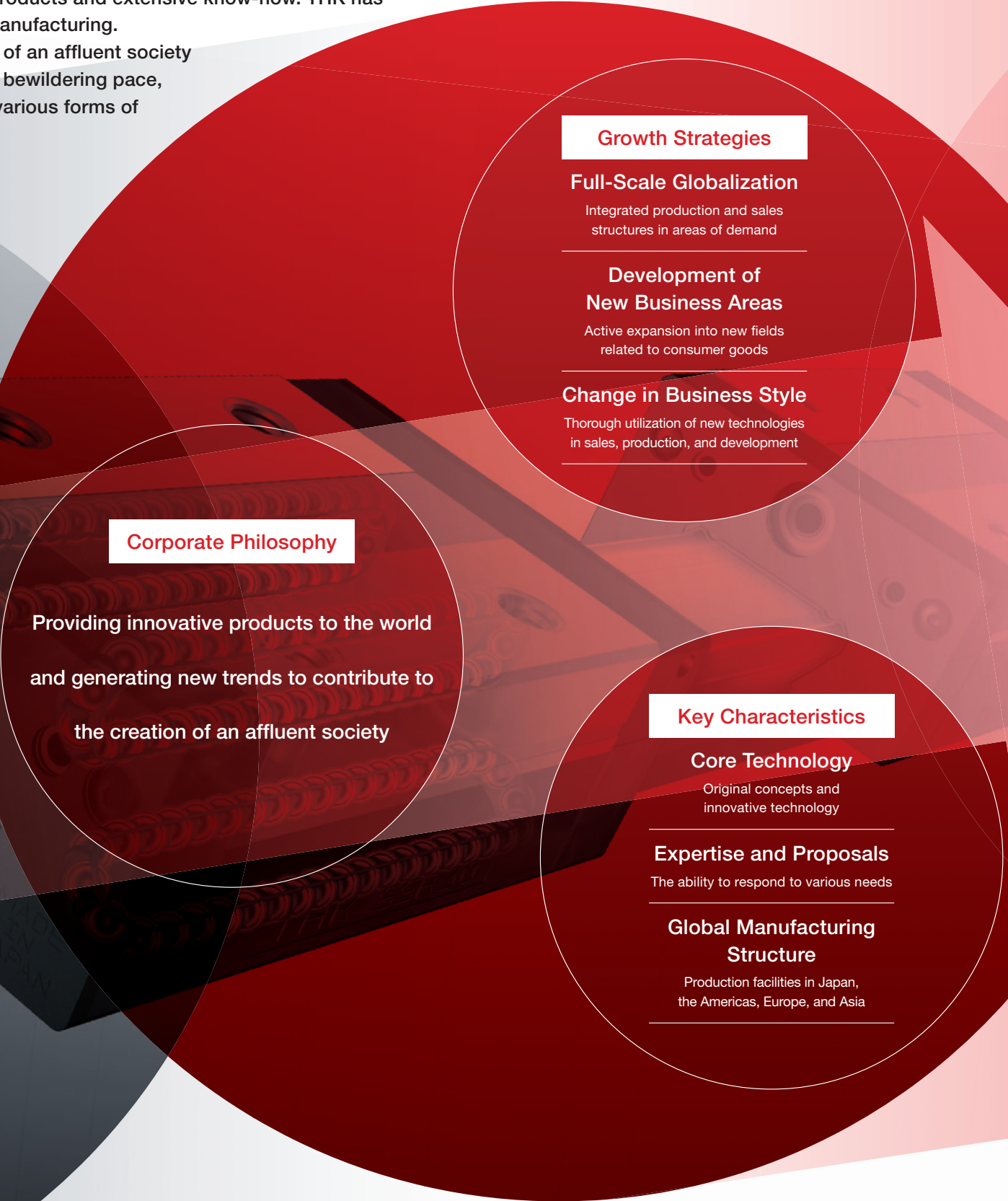


# Value Creation

THK stands for “Toughness,” “High Quality,” and “Know-how.” With solid capital supporting its manufacturing, sales, and R&D activities, THK has provided solutions to customers in the form of tough, durable, and high-quality products and extensive know-how. THK has grown rapidly as a result, contributing to society through manufacturing. To achieve long-term growth and contribute to the creation of an affluent society during a time when the business environment changes at a bewildering pace, THK will promote its growth strategies and strengthen the various forms of capital that support its business.

THK's Capital (2018 Fiscal Year)	
Net Worth	¥283.6 billion
Net Worth Ratio	61.2%
Employees	
Consolidated	13,478
Non-consolidated	3,773
Ratio of Female Employees	
Consolidated	22.1%
Non-consolidated	14.4%
Ratio of Group Employees Outside of Japan	60%
* Group employees outside of Japan include employees dispatched overseas from Japan.	
R&D Expenses	¥5.1 billion
R&D Facilities	3
Number of Registered Patents	
Japan	633
Outside of Japan	1,162
Production Facilities	
Japan	12
Outside of Japan	23



Company Performance (2018 Fiscal Year)	
Consolidated Net Sales	¥353.4 billion
Operating Margin	14.1%
Net Income Attributable to Shareholders of THK CO., LTD.	¥35.4 billion
ROE	12.8%
Payout Ratio	30.4%
Average Age of Employees (Non-consolidated)	39.8
Average Years of Service (Non-consolidated)	17.1
Average Years of Service of Female Employees (Non-consolidated)	13.8
CO <sub>2</sub> Emissions*	183,598 t-CO <sub>2</sub>
Total waste*	21,359 t
Recycled*	18,568 t
Number of ISO 14001-Certified Facilities	28
* This data was taken from the following production facilities: Twelve production facilities in Japan: Yamagata, Kofu, Gifu, Mie, Yamaguchi, THK NIIGATA, THK INTECHS (Sendai and Mishima), NIPPON SLIDE, and THK RHYTHM (Hamamatsu, Inasa, and Kyushu) Eight production facilities outside of Japan: TMA (USA), TME (France), TMI (Ireland), DALIAN THK (China), Wuxi (China), Liaoning (China), Changzhou (China), and TMV (Vietnam)	

Data from the 2017 fiscal year that ended December 31, 2017, includes data from January to March 2017.