

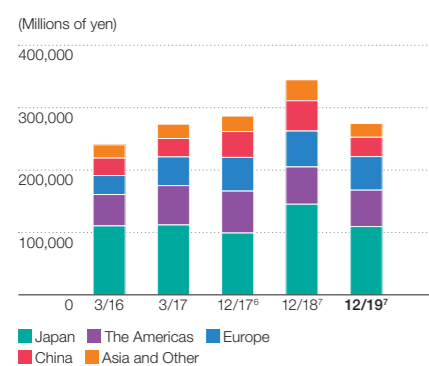
# Financial and Non-Financial Highlights

In an effort to better facilitate the global comparison of financial information in the capital market and to strengthen its global financial management by standardizing accounting processes, the THK Group decided to adopt the International Financial Reporting Standards (IFRS) beginning with the 2019 fiscal year. To facilitate comparison with the 2019 fiscal year, the results from the 2018 fiscal year are also noted in accordance with IFRS.

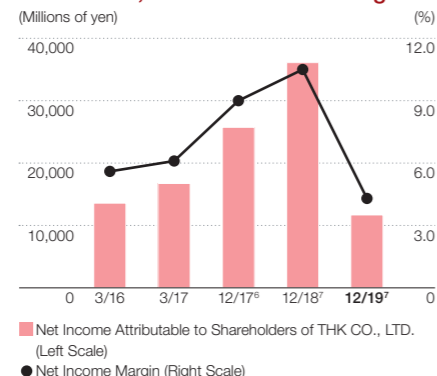
Please refer to THK's website for the Financial Section.  
<https://www.thk.com/eng/ir/annual/>

	Millions of yen				Millions of yen							Thousands of U.S. dollars <sup>5</sup>
	3/2010	3/2011	3/2012	3/2013	3/2014	3/2015	3/2016	3/2017	12/2017 <sup>6</sup>	12/2018 <sup>7</sup>	12/2019 <sup>7</sup>	12/2019 <sup>7</sup>
Net Sales <sup>1</sup>	¥ 115,330	¥ 190,661	¥ 196,866	¥ 168,366	¥ 185,466	¥ 217,678	¥ 240,478	¥ 273,577	¥ 286,603	¥ 344,718	¥ 274,599	\$2,526,674
Japan	70,295	117,304	117,900	101,443	101,052	113,361	110,498	112,061	99,099	145,238	109,424	1,006,845
The Americas	14,552	20,812	22,279	22,527	28,900	34,856	50,343	63,025	67,194	59,792	58,390	537,265
Europe	12,635	16,106	19,979	15,194	18,427	20,456	30,424	46,004	54,001	57,540	53,766	494,718
China <sup>2</sup>	—	13,219	17,087	13,203	19,351	28,302	27,967	29,513	41,410	48,554	30,996	285,204
Asia and Other <sup>2</sup>	17,846	23,218	19,620	15,996	17,734	20,700	21,243	22,971	24,896	33,592	22,021	202,622
Gross Profit	23,189	54,442	53,975	44,298	52,903	67,024	67,766	70,464	72,112	101,985	67,469	620,804
Operating Income (Loss)	(9,508)	21,844	19,745	11,692	17,370	28,388	23,169	24,653	29,279	52,848	18,277	168,172
Income (Loss) before Income Taxes and Minority Interests	(14,510)	21,612	18,520	14,737	24,004	33,501	19,612	23,057	31,034	52,262	18,168	167,169
Net Income (Loss) Attributable to Shareholders of THK CO., LTD. <sup>3</sup>	(14,300)	13,959	12,641	9,808	15,590	22,705	13,575	16,731	25,729	36,100	11,690	107,563
Total Assets	236,374	279,768	288,333	293,145	336,416	373,610	407,808	414,931	436,664	471,369	468,945	4,314,915
Net Assets	162,258	167,937	175,516	189,058	222,148	250,498	250,540	251,540	281,754	289,278	291,132	2,678,800
Per Share	Yen				Yen							U.S. dollars <sup>5</sup>
Net Income (Loss)—Basic	¥ (111.20)	¥ 108.55	¥ 98.31	¥ 76.96	¥ 123.16	¥ 179.36	¥ 107.24	¥ 132.18	¥ 203.28	¥ 285.23	¥ 92.37	\$ 0.84
Net Income (Loss)—Diluted	—	—	—	—	—	—	—	—	—	—	—	—
Net Assets	1,252.71	1,296.52	1,352.00	1,479.41	1,736.51	1,957.48	1,953.97	1,966.80	2,140.71	2,198.17	2,214.98	20.38
Cash Dividend	15	16	20	18	26	50	50	41	62	85	32	0.29
Overseas Sales Ratio (%)	39.0	38.5	40.1	39.7	45.5	47.9	54.1	59.0	65.4	57.9	60.2	
Operating Margin (%)	(8.2)	11.5	10.0	6.9	9.4	13.0	9.6	9.0	10.2	15.3	6.7	
Return on Equity (ROE) (%)	(8.5)	8.5	7.4	5.4	7.7	9.7	5.5	6.7	9.9	13.3	4.2	
Return on Assets (ROA) (%) <sup>4</sup>	(3.9)	8.6	7.1	4.2	5.7	8.2	6.1	6.1	7.0	11.2	4.1	
Net Worth Ratio (%)	68.2	59.6	60.3	63.9	65.3	66.3	60.7	60.0	62.0	59.0	59.8	
Asset Turnover Ratio (Times)	0.48	0.74	0.69	0.58	0.59	0.61	0.62	0.67	0.67	0.75	0.58	

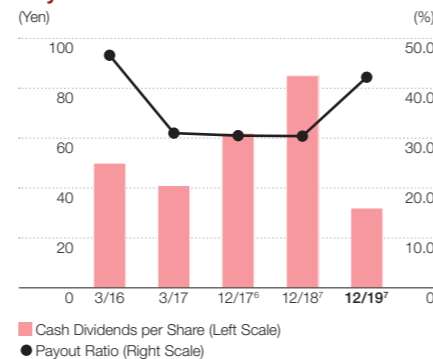
## Net Sales



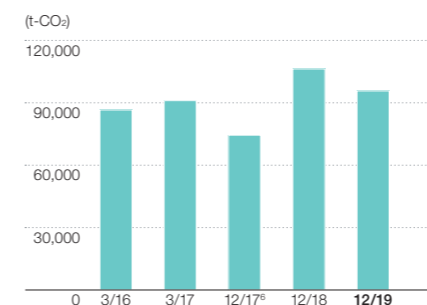
## Net Income Attributable to Shareholders of THK CO., LTD./Net Income Margin



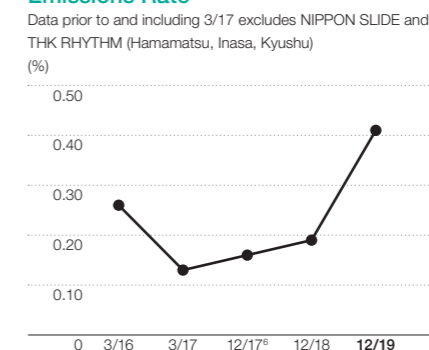
## Cash Dividends per Share/Payout Ratio



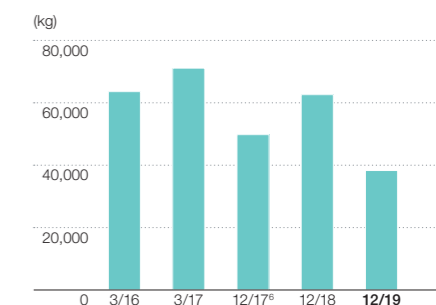
## CO<sub>2</sub> Emissions



## Emissions Rate

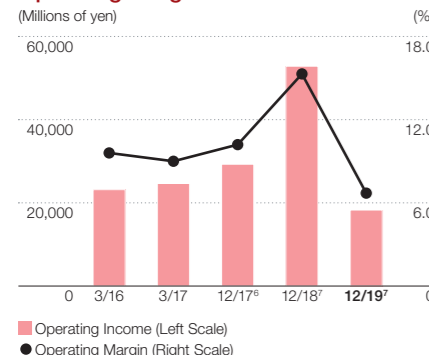


## PRTR-Designated Substances



This data was taken from the following 12 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)

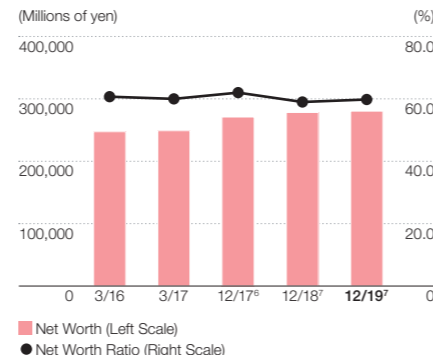
## Operating Income/Operating Margin



## Return on Assets (ROA)/Return on Equity (ROE)



## Net Worth/Net Worth Ratio



## HR Data (Parent Company)

	3/2016	3/2017	12/2017 <sup>6</sup>	12/2018	12/2019
Number of Employees (Consolidated)	11,754	11,738	13,364	13,478	13,260
Number of Employees	3,386	3,429	3,581	3,773	3,891
Average Years of Service	17.8	18.3	17.5	17.1	17.3
Ratio of Female Employees (%)	14.1	14.5	14.5	14.4	15.0
Individuals on Childcare Leave	23	21	41	46	52
Turnover Ratio (%)	1.7	1.5	1.6	1.8	1.5
Percentage of Employees with Disabilities (%)	2.21	2.17	2.20	2.12	2.30

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

<sup>1</sup> Segments are based on where THK's customers are located.  
<sup>2</sup> Prior to and including the fiscal year that ended March 2010, the net sales for China were included under "Asia and Other."  
<sup>3</sup> The Accounting Standards for Business Combinations (ASBJ Statement No. 21, published on September 13, 2013) and other standards have been applied, and from the first-quarter consolidated cumulative accounting period, "Net income" is stated as "Net income (loss) attributable to shareholders of THK CO., LTD."  
<sup>4</sup> Return on assets (ROA) represents operating income (loss) plus interest and dividend income as a percentage of average total assets.  
<sup>5</sup> U.S. dollar amounts are provided for reference only, converted from Japanese yen at the rate of ¥108.68 = U.S. \$1, the approximate rate of exchange prevailing in Tokyo on December 31, 2019.  
<sup>6</sup> 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.  
<sup>7</sup> The THK Group decided to adopt IFRS beginning with the 2019 fiscal year. For the purposes of comparison, the results for the 2018 fiscal year are also noted in accordance with IFRS.