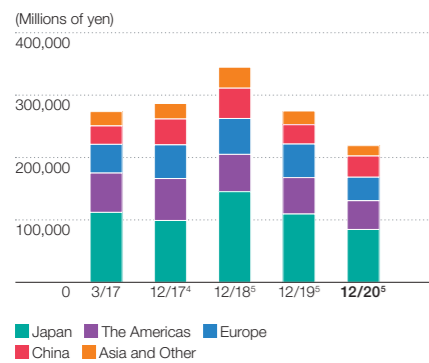


Financial and Non-Financial Highlights

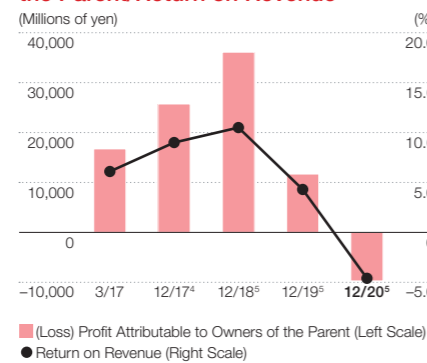
In an effort to better facilitate the global comparison of financial information in the capital market and to strengthen its global financial management by standardizing accounting processes, the THK Group decided to adopt the International Financial Reporting Standards (IFRS) beginning with the 2019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

	Millions of yen				Millions of yen						Thousands of U.S. dollars ³	
	3/2011	3/2012	3/2013	3/2014	3/2015	3/2016	3/2017	12/2017 ⁴	12/2018 ⁵	12/2019 ⁵	12/2020 ⁵	12/2020
Revenue ¹	¥ 190,661	¥ 196,866	¥ 168,366	¥ 185,466	¥ 217,678	¥ 240,478	¥ 273,577	¥ 286,603	¥ 344,718	¥ 274,599	¥ 218,998	\$2,121,046
Japan	117,304	117,900	101,443	101,052	113,361	110,498	112,061	99,099	145,238	109,424	84,675	820,096
The Americas	20,812	22,279	22,527	28,900	34,856	50,343	63,025	67,194	59,792	58,390	46,097	446,460
Europe	16,106	19,979	15,194	18,427	20,456	30,424	46,004	54,001	57,540	53,766	37,625	364,406
China	13,219	17,087	13,203	19,351	28,302	27,967	29,513	41,410	48,554	30,996	34,006	329,355
Asia and Other	23,218	19,620	15,996	17,734	20,700	21,243	22,971	24,896	33,592	22,021	16,594	160,716
Gross Profit	54,442	53,975	44,298	52,903	67,024	67,766	70,464	72,112	101,985	67,469	46,430	449,685
Operating (Loss) Profit	21,844	19,745	11,692	17,370	28,388	23,169	24,653	29,279	52,848	18,277	(8,499)	(82,314)
(Loss) Profit before Income Taxes	21,612	18,520	14,737	24,004	33,501	19,612	23,057	31,034	52,262	18,168	(9,725)	(94,188)
(Loss) Profit Attributable to Owners of the Parent	13,959	12,641	9,808	15,590	22,705	13,575	16,731	25,729	36,100	11,690	(9,992)	(96,774)
Total Assets	279,768	288,333	293,145	336,416	373,610	407,808	414,931	436,664	471,369	468,945	460,173	4,456,881
Total Equity	167,937	175,516	189,058	222,148	250,498	250,540	251,540	281,754	289,278	291,132	275,148	2,664,871
Per Share	Yen				Yen						U.S. dollars ³	
(Loss) Earnings Attributable to Owners of the Parent—Basic	¥ 108.55	¥ 98.31	¥ 76.96	¥ 123.16	¥ 179.36	¥ 107.24	¥ 132.18	¥ 203.28	¥ 285.23	¥ 92.37	¥ (78.95)	\$ (0.76)
(Loss) Earnings Attributable to Owners of the Parent—Diluted	—	—	—	—	—	—	—	—	—	—	—	—
Equity Attributable to Owners of the Parent	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	2,105.54	20.39
Cash Dividend	16	20	18	26	50	50	41	62	85	32	15	0.14
Overseas Revenue Ratio (%)	38.5	40.1	39.7	45.5	47.9	54.1	59.0	65.4	57.9	60.2	61.3	
Operating Margin (%)	11.5	10.0	6.9	9.4	13.0	9.6	9.0	10.2	15.3	6.7	(3.9)	
Ratio of Profit to Equity Attributable to Owners of the Parent (ROE) (%)	8.5	7.4	5.4	7.7	9.7	5.5	6.7	9.9	13.3	4.2	(3.7)	
Return on Assets (ROA) (%) ²	8.6	7.1	4.2	5.7	8.2	6.1	6.1	7.0	11.2	4.1	(1.7)	
Ratio of Equity Attributable to Owners of the Parent (%)	59.6	60.3	63.9	65.3	66.3	60.7	60.0	62.0	59.0	59.8	57.9	
Asset Turnover Ratio (Times)	0.74	0.69	0.58	0.59	0.61	0.62	0.67	0.67	0.75	0.58	0.47	

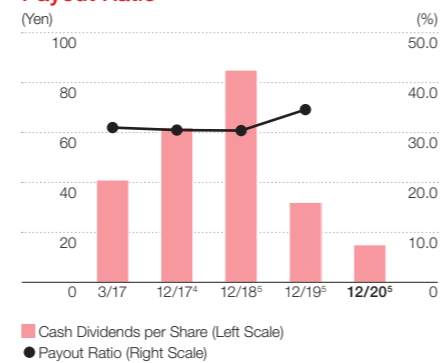
Revenue



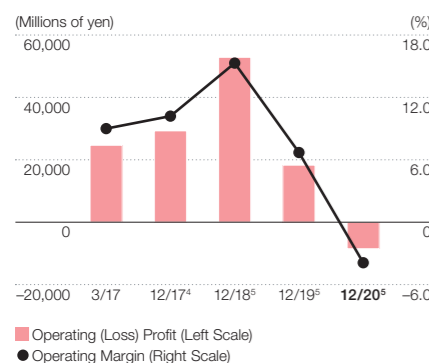
(Loss) Profit Attributable to Owners of the Parent/Return on Revenue



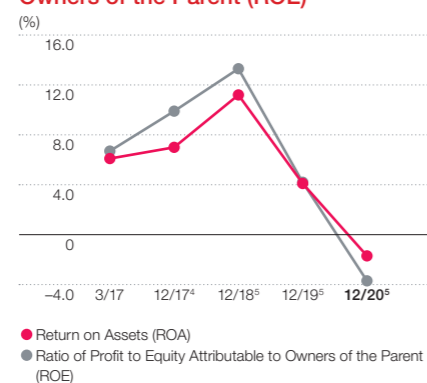
Cash Dividends per Share/Payout Ratio



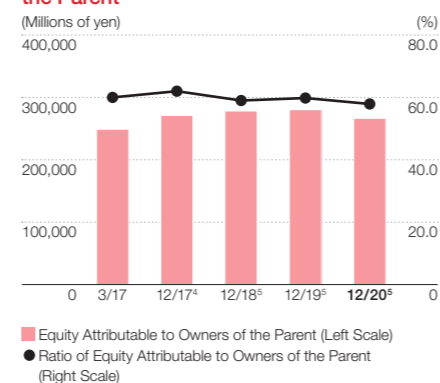
Operating (Loss) Profit/Operating Margin



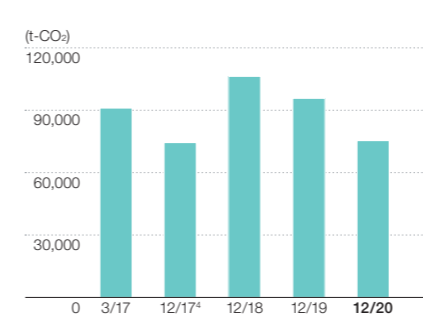
Return on Assets (ROA)/Ratio of Profit to Equity Attributable to Owners of the Parent (ROE)



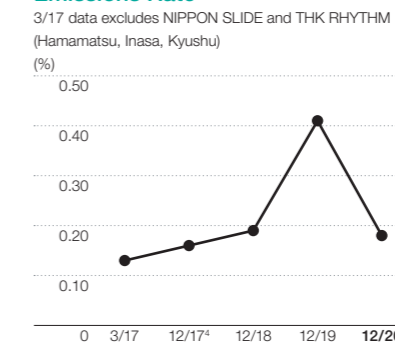
Equity Attributable to Owners of the Parent/Ratio of Equity Attributable to Owners of the Parent



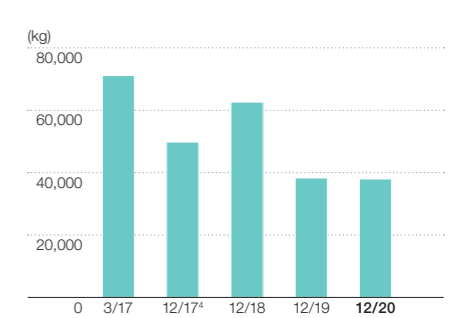
CO₂ Emissions



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)

HR Data (Parent Company)

	3/2017	12/2017 ⁴	12/2018	12/2019	12/2020
Number of Employees (Consolidated)	11,738	13,364	13,478	13,260	12,914
Number of Employees	3,429	3,581	3,773	3,891	3,957
Average Years of Service	18.3	17.5	17.1	17.3	17.6
Ratio of Female Employees (%)	14.5	14.5	14.4	15.0	15.1
Individuals on Childcare Leave	21	41	46	52	56
Turnover Ratio (%)	1.5	1.6	1.8	1.5	1.2
Percentage of Employees with Disabilities (%)	2.17	2.20	2.12	2.30	2.32

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

¹ Segments are based on where THK's customers are located.
² Return on assets (ROA) represents operating (loss) profit plus interest and dividend income as a percentage of average total assets.
³ U.S. dollar amounts are provided for reference only, converted from Japanese yen at the rate of ¥103.25 = U.S. \$1, the approximate rate of exchange prevailing in Tokyo on December 31, 2020.
⁴ 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.
⁵ 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.