

As I read this year's *CSR Report*, I had a vivid sense of THK's vitality, demonstrated in its vigorous pursuit of global expansion and forays into new fields of endeavor, such as robotic technology, and also of its enthusiastic determination to contribute to society, exemplified by its environmental management efforts and involvement with the communities where it does business. I went through previous editions of the *CSR Report* as well, and it seems to me there's been a consistent emphasis on people. THK has worked for many years to create a system that attracts highly capable people, educates them to respond to the expectations of customers, collaborators, and shareholders, and helps ensure that the company will grow together with the community. This, I believe, has spawned a culture that provides vitality and a passionate commitment to society.

The other day I had the opportunity tour THK's YAMAGUCHI Plant. I saw a double-arm robot being utilized on a production line, and I watched busy employees stop working long enough to doff their hats and offer a warm welcome to visitors. It felt as though I was observing the actual embodiment of THK's corporate philosophy.

This year's *CSR Report* begins with an essay by THK President Teramachi discussing the contributions THK makes to society through its products. It includes a feature section, an examination of the management system, a section on community involvement, and a section on environmental activities. All of these are concise and well organized. The feature section includes subsections on applications for THK products in devices used in medicine and healthcare, experimental wind turbines developed by THK, and hydroelectric power generation in Taiwan. Medical care and healthcare is an important issue not just for Japan but for the entire international community. Machine tools and FA mechanisms contribute indirectly to progress in medicine and healthcare, of course. The work of developing devices needed in this field and promptly adapting them to meet the customer's specific needs not only contributes to the betterment of society, it also helps encourage the

employees involved to continue this important work. While this field is a distinct departure from machine tools and FA devices, the convenience offered by **Seed Solutions** wireless controls, the strength and high quality of THK components, and THK's ability to quickly modify its products to suit specific needs are all praiseworthy aspects of the use of THK products in medicine and healthcare. I understand why they are in demand. I hope that, by adapting and customizing individual products, THK will be able to identify needs that extend across a variety of new fields and develop new products with a broad range of applications.

To assist in the effort to curtail global warming, THK is steadily improving the efficiency of the wind turbines it has developed. By actually using its turbines to provide power for lights at the SENDAI Plant, THK not only puts the results of these efforts to practical use, it also enables people to physically experience those results. This should encourage further efforts throughout the company to reduce energy consumption and curb global warming. As the discussion of improvement efforts at the YAMAGUCHI Plant shows, THK has created an environment conducive to new ideas and suggestions for improvements. I believe that THK's ability to accept and act on such suggestions and its willingness to evaluate the outcome of its efforts and report on them in the pages of the *CSR Report* and elsewhere provide the driving force for its forays into new fields.

The advance of globalization is giving rise to increasingly intense competition. Businesses have to respond to customer needs with both diligence and flexibility, and they must also be aware of global trends and come up with original new technology to quickly enter new areas that hold the promise of growth. I feel more action is needed to address customer needs and emphasize the special qualities and strengths of THK products and services. I hope THK will develop products that meet the world's highest standards for quality, thereby setting itself apart from competitors, and disseminate its proud culture of societal contributions throughout the world.



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Curriculum Vitae:

Awarded Bachelor of Science in Physics and Bachelor of Engineering in Mechanical Engineering from the University of Tokyo in 1979 and 1981, respectively. Awarded Doctor in Mechanical Engineering from the University of Tokyo in 1986; appointed Lecturer in the Department of Engineering Synthesis, School of Engineering, the University of Tokyo in the same year. Visiting researcher at the Fraunhofer Institute for Production Technique and Automation in Stuttgart, Germany, from 1987 to 1988. Appointed Associate Professor in the same department in 1989. Appointed Professor in the same department in 1999. Also attached to the Department of Bioengineering, the University of Tokyo, since 2006. Became Professor in the Department of Mechanical Engineering, School of Engineering, the University of Tokyo (because of a departmental reorganization) in 2009. Member of the University of Tokyo Education and Research Council since 2013. Appointed Dean of the School of Engineering, the University of Tokyo, in 2014.

Fields of research:

Biomedical robotics, including computer-integrated surgical systems; Production engineering, including bio-manufacturing and multi-sensor-integrated intelligent manufacturing systems.

Affiliations and awards:

Fellow, council member, and Chairman of the Machine Tool Division, International Academy for Production Engineering (CIRP); Fellow, Japan Society of Mechanical Engineering (JSME), and head of JSME Research Committee 266 Next-generation Machine Tools Section; Fellow, Robotics Society of Japan; Director, Japan Society of Computer Aided Surgery; recipient, JSME Manufacturing & Machine Tool Division Lifetime Achievement Award; recipient, JSME Robotics and Mechatronics Division Academic Achievement Award.

Postscript

It has been our pleasure to present this, the eighth annual *THK CSR Report*.

This year's report offers a look at some of the ways in which THK products are being used in the fields of medical care and healthcare, which are becoming increasingly important in light of the aging of Japan's population. The feature section, which includes interviews with customers concerning **Seed Solutions** products and the use of THK technology in new types of wheelchairs and medical instruments, illuminates the breadth and diversity of THK products. The feature section also includes articles on THK's role in reducing energy consumption through product applications that enable greater use of solar and wind power.

As in other years, the report examines THK's corporate governance system, support for personal and career development among employees, positive relationships with local communities, and efforts to alleviate global warming.

Once again, wherever possible we have included comments and testimony by people who are connected to THK in one way or another.

The entire THK Group will continue to take positive action to honor its corporate social responsibilities and takes pride in presenting the results to you, the reader. We're interested in your views and impressions of this report. Your comments will provide valuable feedback to guide our future CSR efforts and help us in preparing our next report. Please take the time to fill out the enclosed questionnaire.

Thank you.

CSR Report Project Secretariat

P.S. Our next report is scheduled for September 2015.