

Consolidated Performance Overview

Years ended March 31

	2003	2004	2005	2006	2007
Net Sales*	¥ 94,600	¥119,254	¥147,158	¥158,413	¥174,711
Japan	65,280	85,344	105,555	112,245	119,513
The Americas	10,775	10,436	12,888	14,108	16,650
Europe	10,780	12,739	15,340	16,199	19,345
Asia and Other	7,765	10,735	13,375	15,861	19,203
Gross Profit	27,953	41,322	53,607	57,922	65,142
Operating Income (Loss)	4,893	16,232	25,974	27,080	31,816
Income (Loss) before Income Taxes and Minority Interests	3,597	15,521	26,845	30,566	34,524
Net Income (Loss)	1,892	8,584	17,348	18,584	21,038
Total Assets	193,197	191,105	220,008	244,385	263,281
Net Assets (Note 2)	102,788	109,539	128,606	169,792	189,040

* Segments are based on where our customers are located.

Per Share

Net Income (Loss) per Share—Basic	¥ 15.65	¥ 72.27	¥ 145.31	¥ 148.42	¥ 158.36
Net Income (Loss) per Share—Diluted	15.12	63.69	130.05	137.97	157.22
Book Value per Share (Note 3)	860.80	923.35	1,067.42	1,266.39	1,407.84
Cash Dividend per Share	15	15	18	25	33

Overseas Sales Ratio (%)	31.0	28.4	28.3	29.1	31.6
Operating Margin (%)	5.2	13.6	17.7	17.1	18.2
Return on Equity (ROE) (%) (Note 3)	1.8	8.1	14.7	12.6	11.8
Return on Assets (ROA) (%) (Note 4)	2.7	8.5	12.8	11.8	12.8
Equity Ratio (%) (Note 3)	53.0	57.1	58.0	68.9	71.1
Asset Turnover Ratio (Times)	0.51	0.62	0.72	0.68	0.69

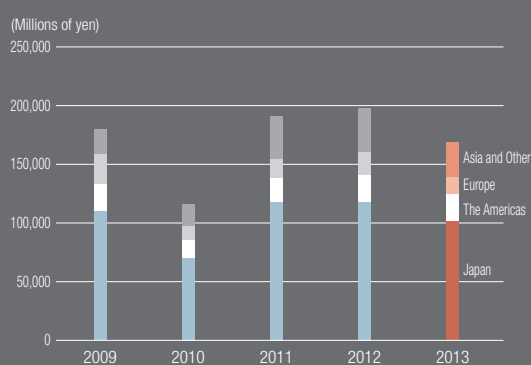
Notes: 1. U.S. dollar amounts represent translation of Japanese yen, for convenience only, at the rate of ¥93.99 = U.S.\$1, the approximate rate of exchange prevailing in Tokyo on March 29, 2013.

2. Prior period figures have been reclassified to conform to the current year. Minority Interests is included in Net Assets.

3. Calculated on the basis of Net Assets less Minority Interests.

4. Operating Income (Loss) plus Interest and Dividend Income as a percentage of average Total Assets.

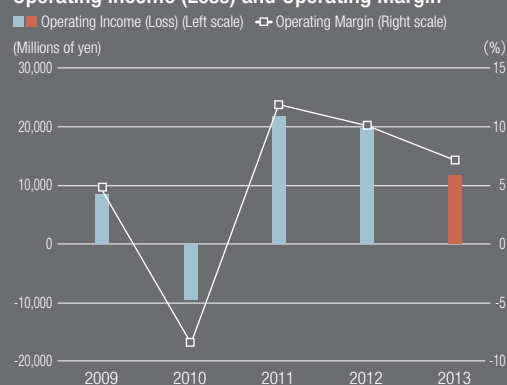
Net Sales



In fiscal 2012, ended March 31, 2013, net sales decreased 14.5% year on year, to ¥168.3 billion.

In Japan and Asia, demand mainly in the electronics-related fields was strong, driven by investments in such areas as smartphones and tablet computers at the beginning of the period. From the summer months, however, this demand fell substantially. In North America, amid robust trends in automobile production, product sales to the general machinery and transportation equipment sectors were firm. Meanwhile, signs of weakness began to emerge in such countries as Germany, which had to date served to drive the European economy forward. Against this backdrop, and harnessing the business structure that the Company has worked so diligently to strengthen, THK channeled considerable energies toward expanding sales. Despite these endeavors, revenues declined owing mainly to overall weak demand, with the exception of North America.

Operating Income (Loss) and Operating Margin



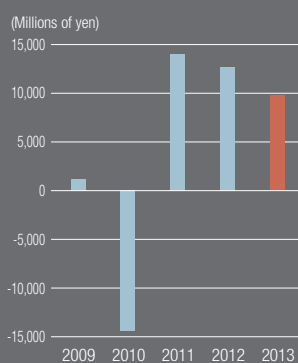
Operating income fell 40.8% year on year, to ¥11.6 billion.

Operating income declined owing mainly to the substantial drop in net sales and the effects of fluctuations in foreign currency exchange rates. However, owing to various endeavors including the P25 Project—a cross-sectional initiative aimed at strengthening the Company's earnings base—THK was able to lower its break-even point. As a result, the depth of its operating income decline narrowed.

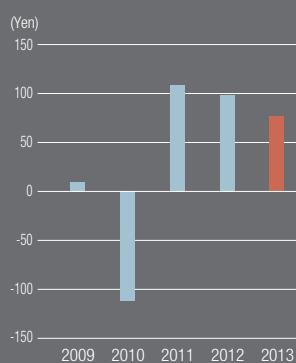
2008	2009	2010	2011	2012	Millions of yen 2013	Thousands of U. S. dollars (Note 1) 2013
¥208,709	¥179,269	¥115,330	¥190,662	¥196,867	¥168,366	\$1,791,321
136,322	109,566	70,296	117,305	117,900	101,444	1,079,302
26,000	23,266	14,552	20,812	22,279	22,527	239,679
25,237	24,916	12,636	16,107	19,979	15,194	161,660
21,150	21,521	17,846	36,438	36,709	29,201	310,680
68,053	48,341	23,189	54,443	53,976	44,299	471,314
26,938	8,523	(9,509)	21,844	19,746	11,693	124,405
26,701	6,284	(14,511)	21,613	18,520	14,737	156,796
18,323	1,204	(14,301)	13,960	12,642	9,809	104,357
264,229	240,351	236,375	279,769	288,333	293,146	3,118,905
192,953	177,713	162,259	167,937	175,517	189,058	2,011,471

Yen	U. S. dollars (Note 1)
¥ 139.53	\$ 0.82
138.74	—
1,484.78	15.74
36	0.19
34.7	39.7
12.9	6.9
9.7	5.4
10.5	4.2
72.3	63.9
0.79	0.58

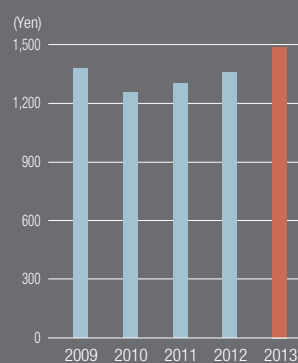
Net Income (Loss)



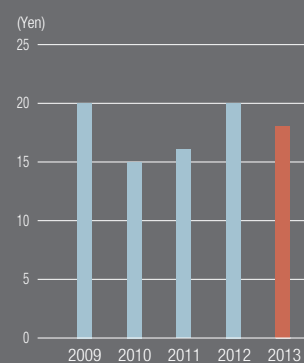
Net Income (Loss) per Share



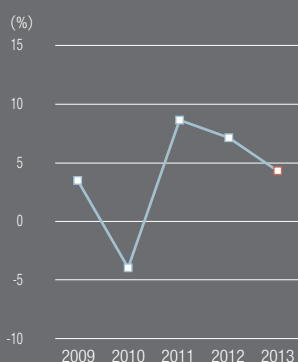
Book Value per Share



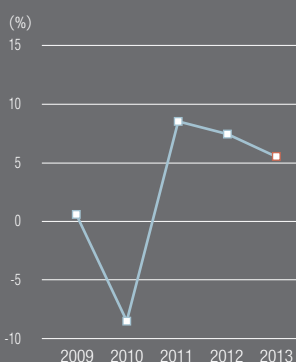
Cash Dividend per Share



Return on Assets (ROA)



Return on Equity (ROE)



Asset Turnover Ratio



Equity Ratio

