

Corporate Overview

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Mind & Technology

JUKI
Mind & Technology

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Note1: Our Fiscal Year (FY) begins on 1 April and ends on 31 March of the following year.

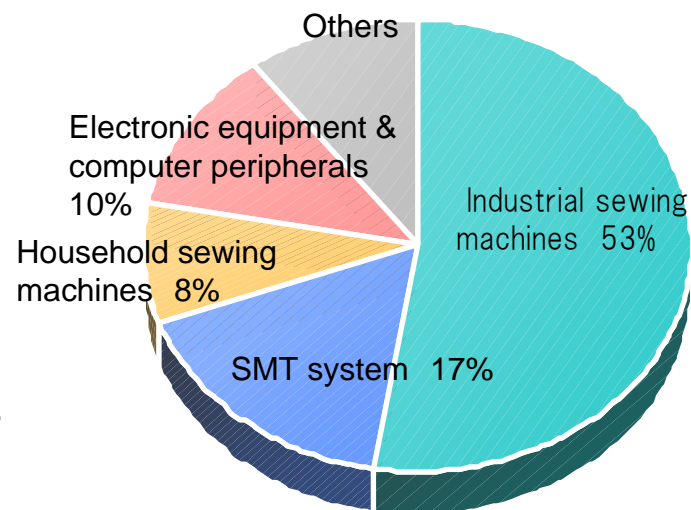
Note2: The Unit “Billion” yens means 1,000 million yen in this leaflet.

Corporate Overview

MECHATRONICS COMPANY THAT LEAPS FORWARD ON THE GLOBAL STAGE WITH ITS HIGH-SPEED, HIGH-PRECISION, AND HIGH-QUALITY PRODUCTS

- **Founded:** 15 December 1938 as "Tokyo Juki Manufacturers Association"
- **Capital:** 15,950.26 million yen (as of the end of March 2006)
- **Aggregate number of issued shares:** 129,370 thousand shares (as of the end of March 2006)
- **Business segments:** Industrial sewing machines, SMT (Surface Mount Technology) system, Household sewing machines, Electronic equipment & computer peripherals, etc.
- **Headquarter:** 8-2-1 Kokuryo-cho, Chofu-shi, Tokyo
- **No. of consolidated subsidiary companies:** 43 (as of the end of March 2006)
- **No. of consolidated employees:** 7,937 (as of the end of March 2006, including 982 sales staffs)

Consolidated sales: 124.8 billion yen (as of the end of March 2006)



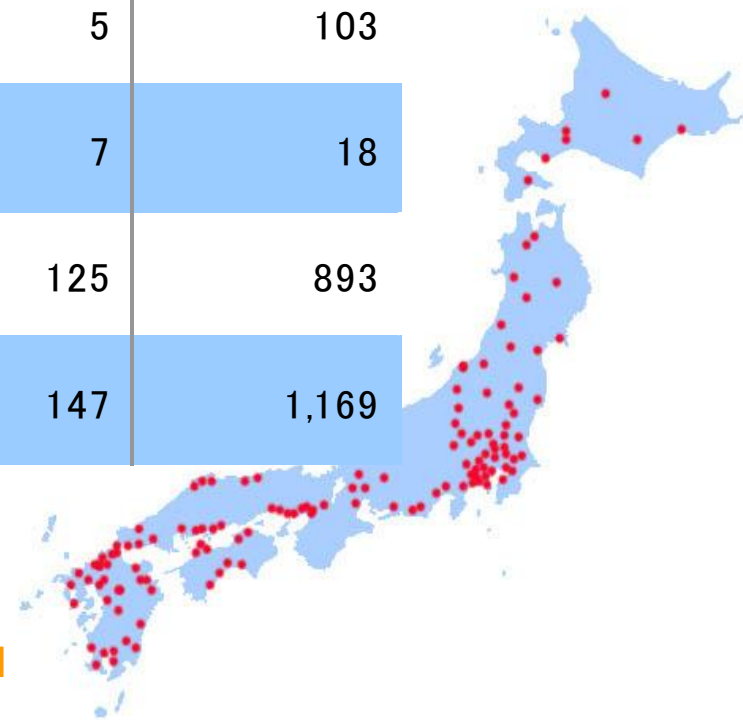
Overseas sales ratio 60.7%

Group Overview ① (Domestic sales & service bases)

SALES SERVICE NETWORK THROUGHOUT JAPAN

Business fields	No. of bases	No. of personnel
Industrial sewing machines [Juki Sales (Japan) Corporation]	10	155
SMT system	5	103
Household sewing machines (Agent sales division)	7	18
Household sewing machines (Door-to-door sales division)	125	893
Total	147	1,169

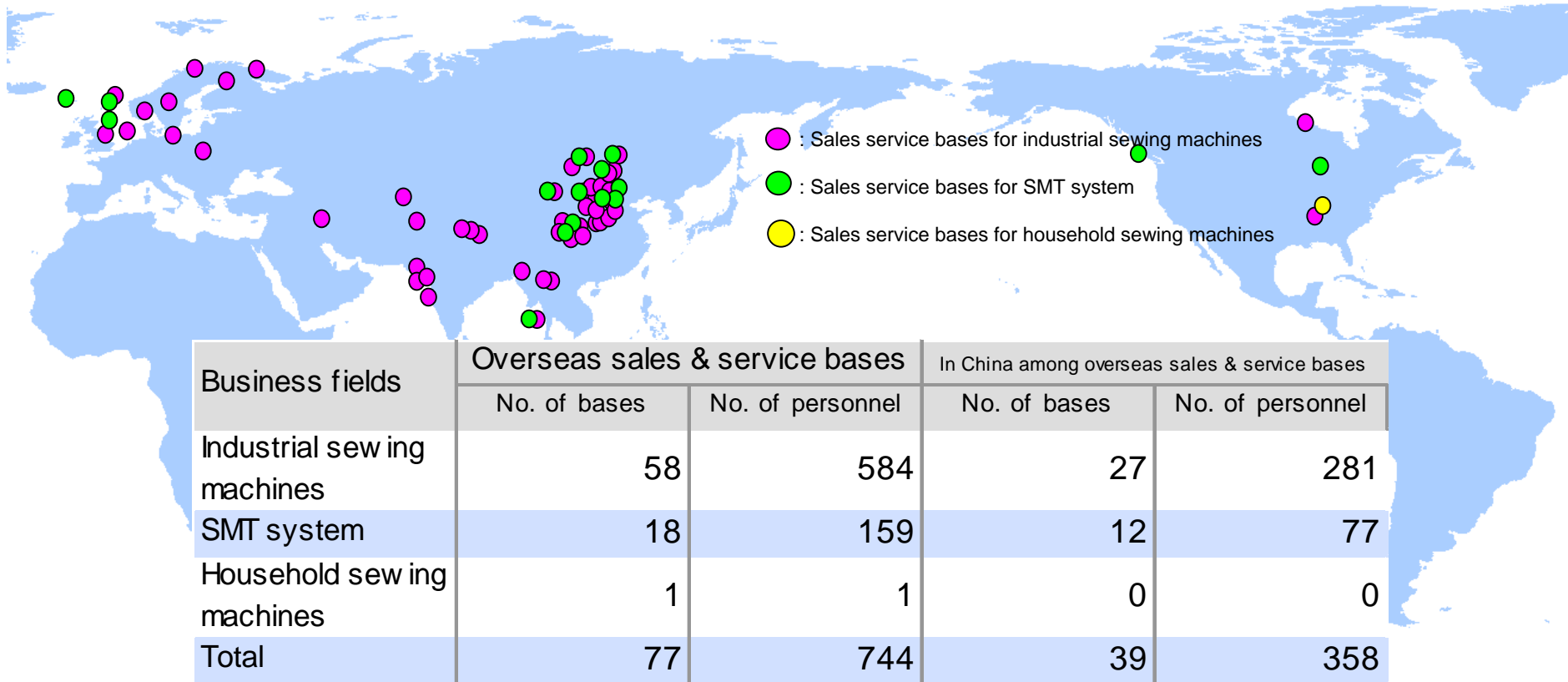
(As of the end of March 2006. The number of personnel includes part-time workers and temporary employees.)



No. of domestic sales service companies: 1

Group Overview ② (Overseas sales & service bases)

SALES SERVICE NETWORK TO REACH CUSTOMERS IN APPROXIMATELY 170 COUNTRIES WORLDWIDE



(As of the end of March 2006. The number of personnel includes part-time workers and temporary employees.)

No. of overseas sales service companies: 11

Group Overview ③ (Domestic manufacturing bases)

DOMESTIC MANUFACTURING SYSTEM FOR THE SUPPORT OF HIGH PRODUCT QUALITY

13 bases **2,981 personnel**

(As of the end of March 2006. The number of personnel includes part-time workers and temporary employees.)

No. of domestic manufacturing companies: 12

JDK Corporation
("SMT system" & "Electronic equipment & computer peripherals")



Juki Seimitsu Co., Ltd.
(Electronic equipment & computer peripherals)



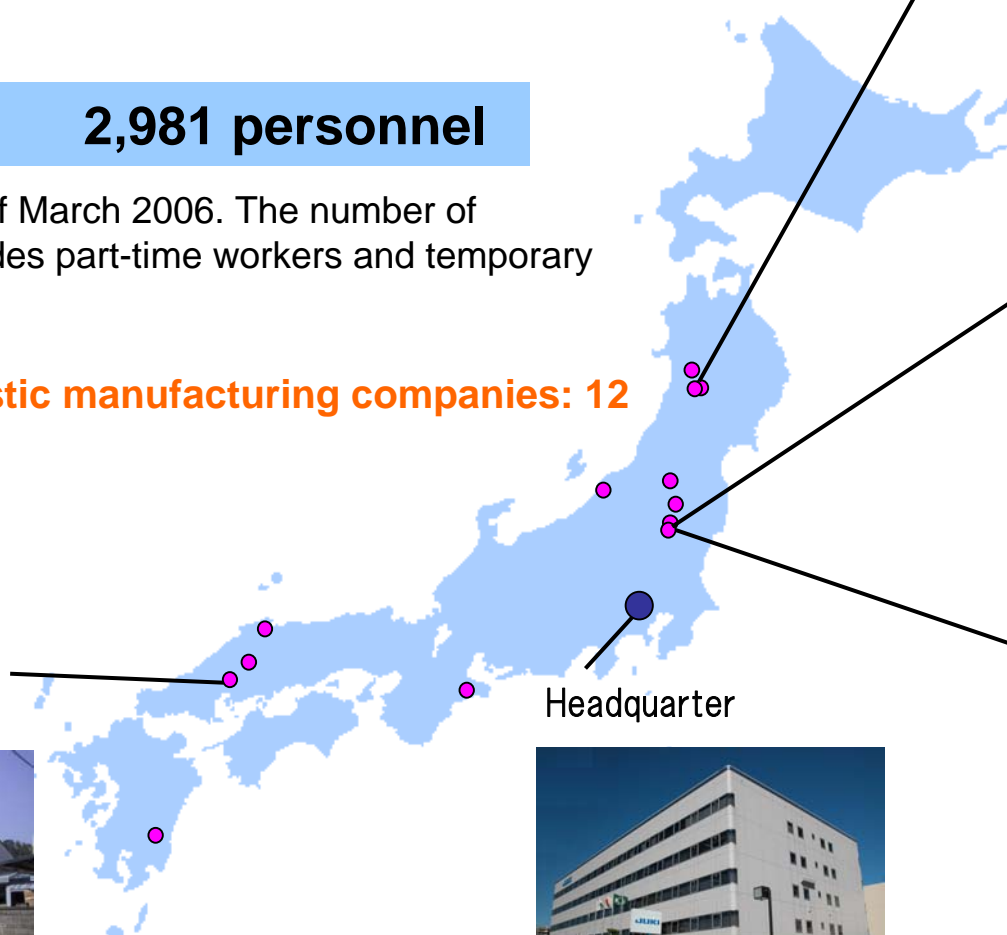
Ohtawara plant
(Industrial sewing machines)



Headquarter



Juki Hiroshima Corporation
(Household sewing machines)

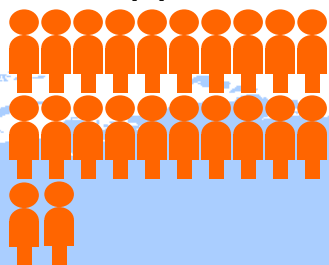


Group Overview ④ (Overseas manufacturing bases)

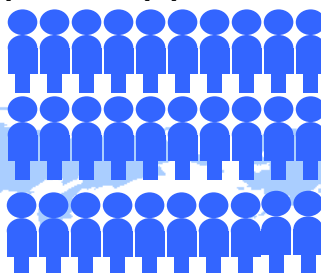
PRODUCTION IN CHINA AND VIETNAM IS INCREASING

 100 persons

China: Approx. 2,200



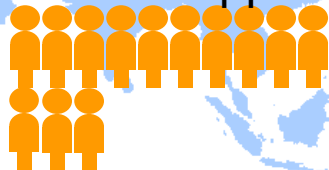
Japan: Approx. 3,000



USA : Approx. 200



Vietnam : Approx. 1,300



Country	Bases	Personnel
China	7	2,219
Vietnam	1	1,318
USA	1	224
Total	9	3,761

(As of the end of March 2006. The number of personnel includes part-time workers and temporary employees.)

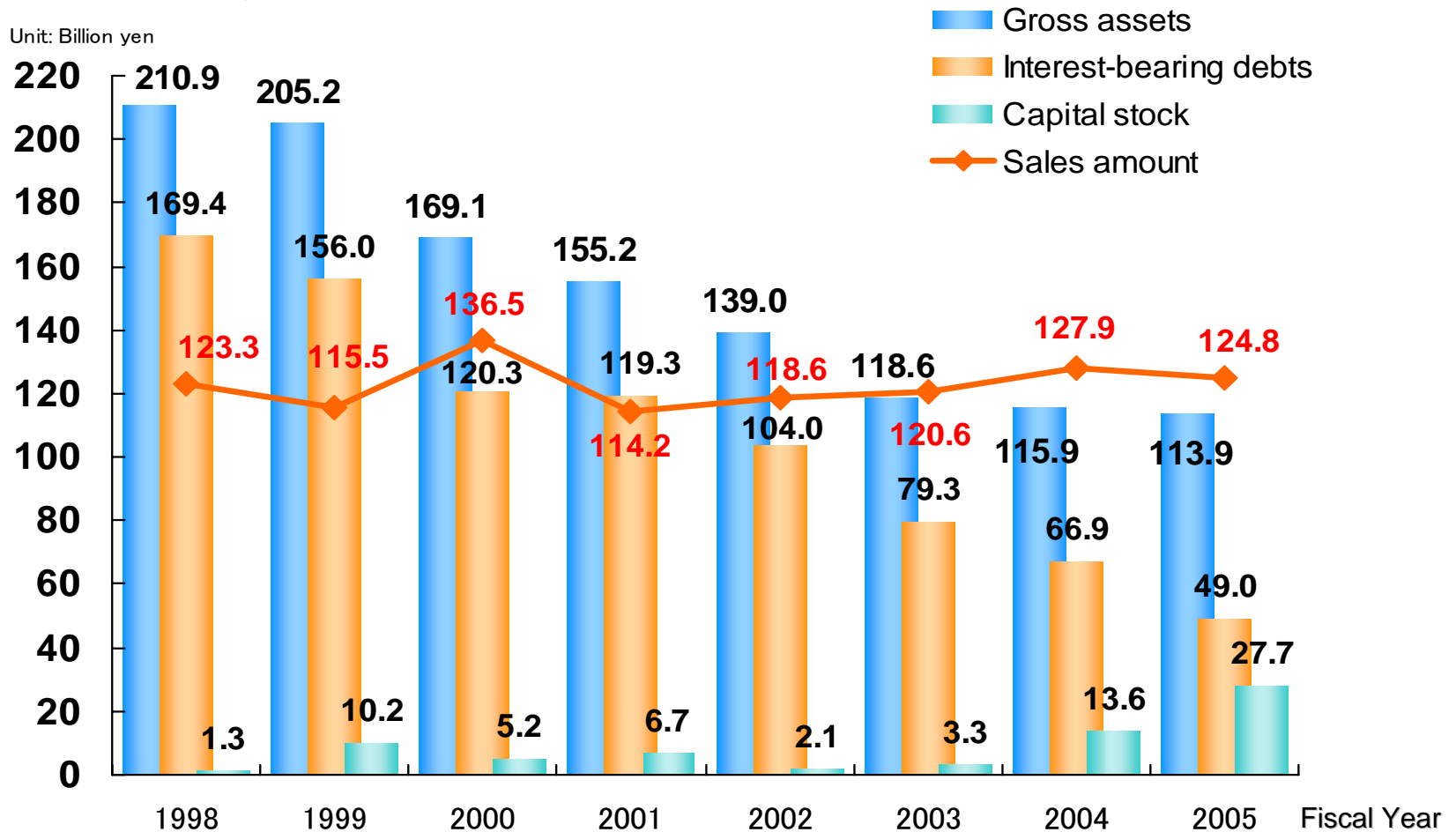
No. of overseas manufacturing companies: 9

Change in Business Results ①

Gross assets, Interest-bearing debts, and Capital stock

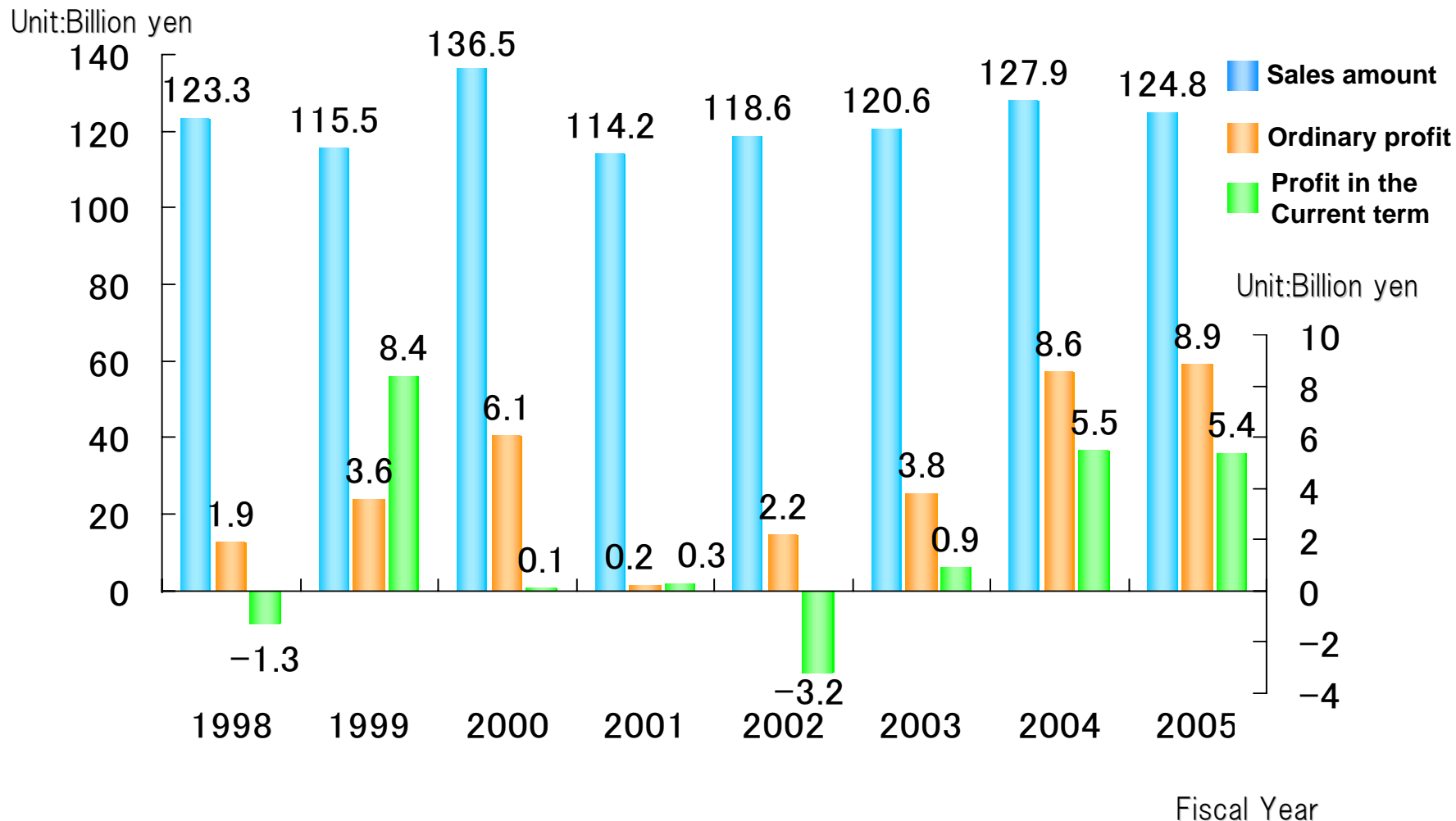
The reduction in interest-bearing debts and boosting of capital stock have improved JUKI's financial strength.

Interest-bearing debts have been reduced by more than 120 billion yen from the peak level.



Change in Business Results ② Sales amount, Ordinary profit, and Profit in the current term

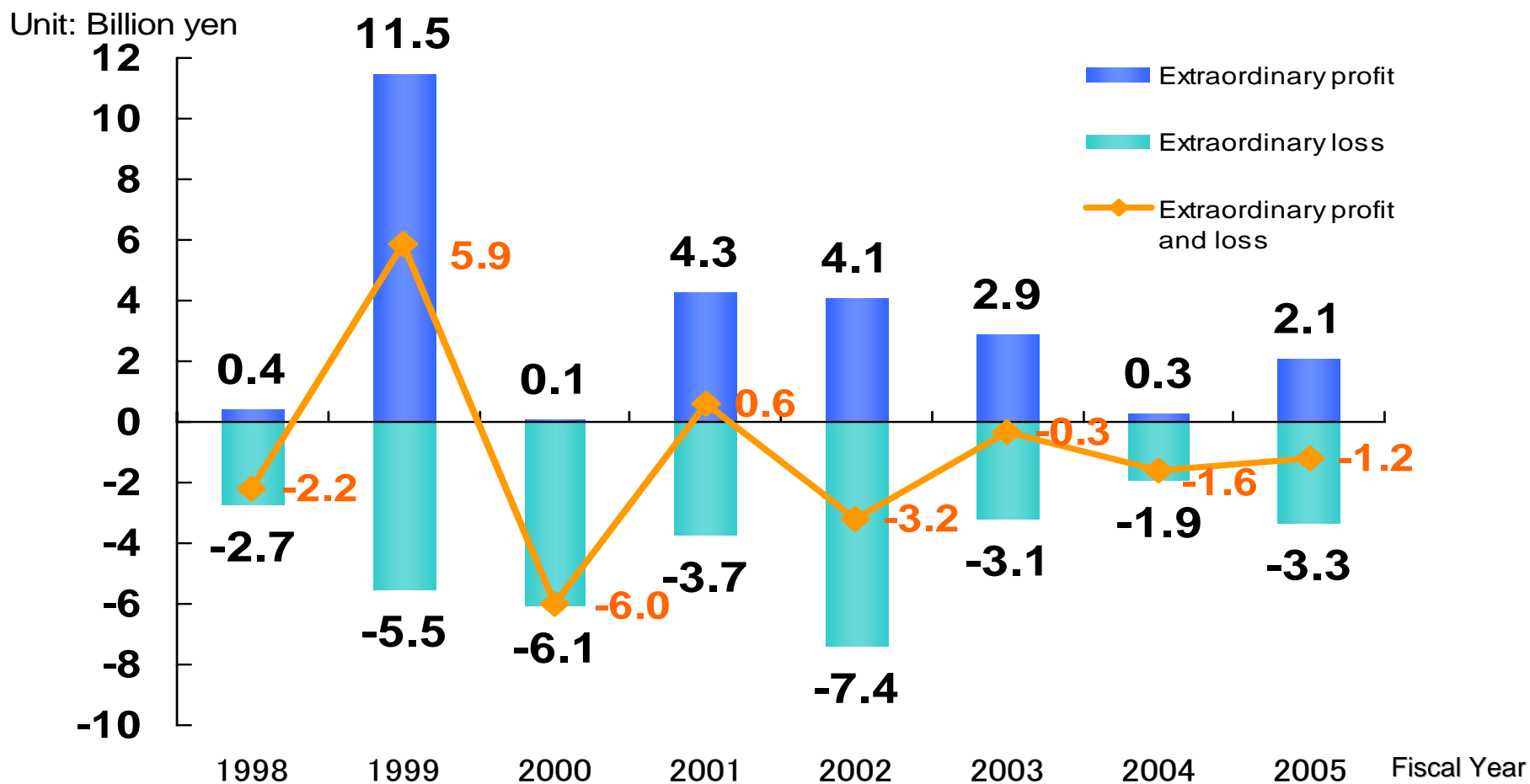
A profitable business system has taken root. JUKI has earned record-high profits for two straight years.



Change in Business Results ③

Extraordinary profit and Extraordinary loss

For FY2005, JUKI sold off risk assets (negotiable instruments) to post an extraordinary profit.

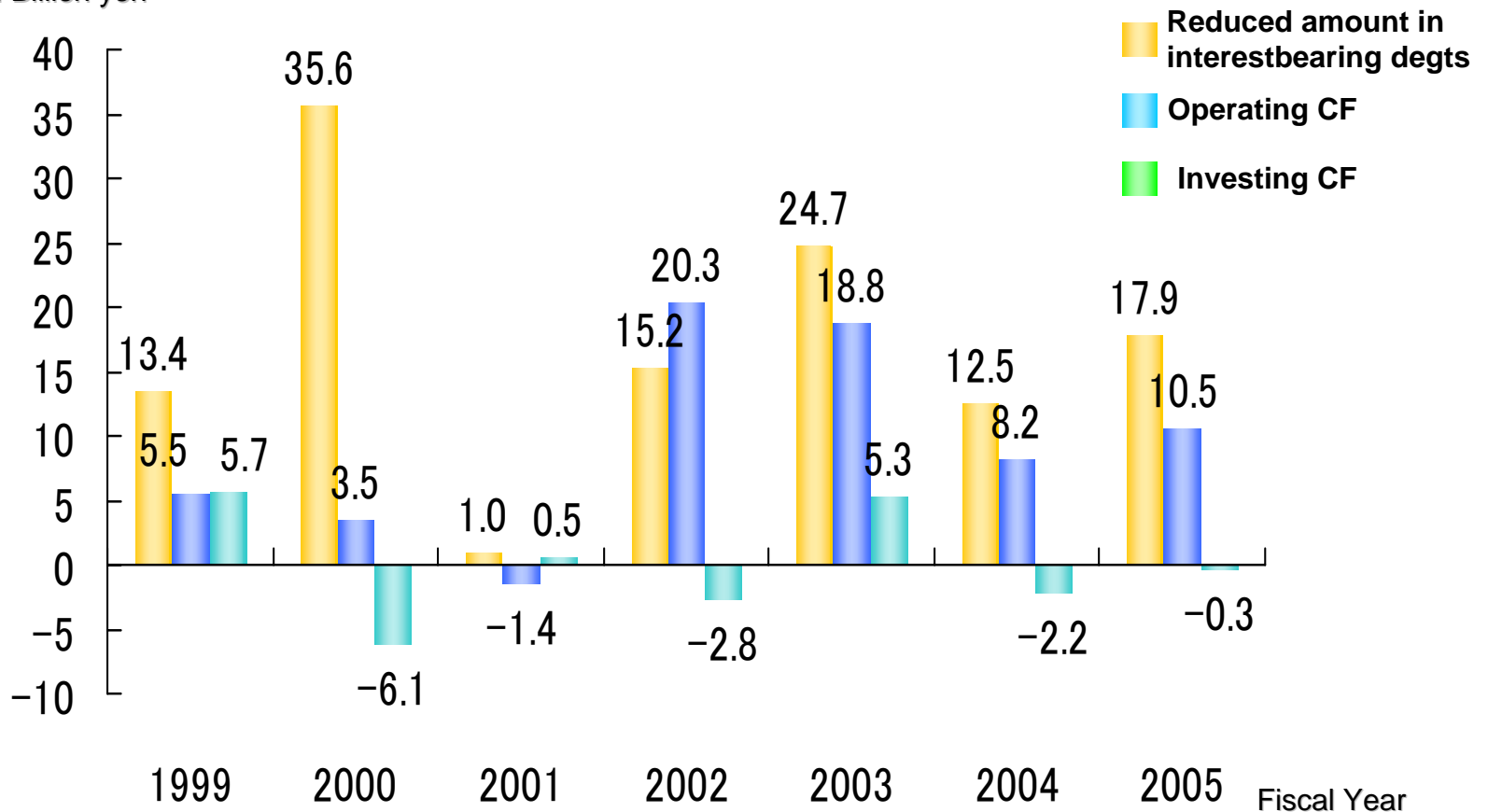


Change in Business Results ④ Reduction in interest-bearing debts, Operating CF, and Investing CF

REDUCTION BY SELL-OFF OF BUSINESSES AND ASSETS

REDUCTION BY THE OPERATING CASH FLOW

Unit: Billion yen



Settlement of accounts for FY2006 ①

1. Consolidated financial statement

(1) Change in business results

[Unit: Million yen; Rounded-down to the nearest million]

Accounting term Item	Result								Increase/decrease and rate of increase		Prospect	
	FY2003		FY2004		FY2005		FY2006		March 2006 - March 2005		FY2007	
Sales amount	118,556	100%	120,625	100%	127,949	100%	124,788	100%	-3,161	-2.5%	129,000	100%
Operating profit	6,165	5.2%	7,711	6.4%	10,441	8.1%	11,266	9.0%	825	7.9%	7,900	6.1%
Ordinary profit	2,171	1.8%	3,815	3.2%	8,646	6.7%	8,890	7.1%	244	2.8%	7,600	5.9%
Extraordinary item	-3,229	-2.7%	-311	-0.3%	-1,572	-1.2%	-1,227	-1.0%	345	—	-	-
Profit of the term before tax	-1,057	-0.9%	3,504	2.9%	7,074	5.5%	7,663	6.1%	589	8.3%	-	-
Profit of the term	-3,230	-2.7%	866	0.7%	5,523	4.3%	5,369	4.3%	-154	-2.8%	4,500	3.5%
Exchange rate	To US\$	¥124.83		¥115.73		¥108.07		¥110.95				¥110.00
	To Euro	¥118.29		¥131.68		¥134.41		¥137.31				¥132.00
Interest-bearing debts	104,034	74.8%	79,336	66.9%	66,877	57.7%	48,979	43.0%	-17,898	-26.8%		
Capital	9,941	7.2%	9,941	8.4%	12,441	10.7%	15,950	14.0%	3,509	28.2%		
Accumulated profit	-10,088	-7.3%	-9,229	-7.8%	183	0.2%	5,035	4.4%	4,852	—		
Capital stock	2,113	1.5%	3,259	2.7%	13,566	11.7%	27,745	24.4%	14,179	104.5%		
Gross assets	139,011	100%	118,562	100%	115,916	100%	113,923	100%	-1,993	-1.7%		

Settlement of accounts for FY2006 ②

Sales and operating profit by business segment

[Unit: Million yen; Rounded-down to the nearest million]

Accounting term Item	Result								Increase/decrease and rate of increase		Prospect	
	FY2003		FY2004		FY2005		FY2006		March 2006 - March 2005		FY2007	
Industrial sewing machine												
Sales amount	67,445	100%	59,607	100%	62,343	100%	65,475	100%	3,132	5.0%	68,800	100%
Operating profit	9,958	14.8%	6,018	10.1%	6,394	10.3%	9,549	14.6%	3,155	49.3%	8,000	11.6%
SMT system												
Sales amount	11,204	100%	17,592	100%	22,568	100%	21,290	100%	-1,278	-5.7%	24,100	100%
Operating profit	-4,734	-42.3%	-1,126	-6.4%	1,096	4.9%	1,011	4.7%	-85	-7.8%	1,400	5.8%
Household sewing machine												
Sales amount	14,098	100%	13,591	100%	12,545	100%	10,510	100%	-2,035	-16.2%	8,300	100%
Operating profit	1,279	9.1%	1,587	11.7%	665	5.3%	-76	-0.7%	-741	-111.4%	-2,100	-25.3%
Electronic equipment & computer peripherals												
Sales amount			12,851	100%	14,712	100%	14,799	100%	87	0.6%	15,600	100%
Operating profit			1,802	14.0%	1,734	11.8%	1,732	11.7%	-2	-0.1%	1,400	9.0%
Others												
Sales amount	25,808	100%	16,982	100%	15,779	100%	12,711	100%	-3,068	-19.4%	12,200	100%
Operating profit	1,994	7.7%	1,052	6.2%	1,393	8.8%	242	1.9%	-1,151	-82.6%	-800	-6.6%
Total sales	118,556		120,625		127,949		124,788		-3,161		129,000	
Elimination of profit	-2,332		-1,622		-842		-1,193					
Total operating profit	6,165		7,711		10,441		11,266		825	7.9%	7,900	

The sales amount and operating profit in the "Electronic equipment & computer peripherals" business segments are included in the "Others" business segment in 2003.

Settlement of accounts for FY2006 ③

Accounting term Item	Result				Increase/decrease and rate of increase		Prospect
	FY2003	FY2004	FY2005	FY2006	March 2006 – March 2005		FY2007
Capital investment	4,865	2,838	4,041	4,299	258	6.4%	5,600
(Capital lease included)	(1,354)	(772)	(820)	(958)	(138)	6.2%	(2,100)
Depreciation charge	4,033	3,389	3,260	3,364	104	3.2%	3,300
R&D cost	5,030	4,664	4,849	5,495	646	13.3%	7,000
R&D cost (on expenditure basis)		5,935	5,788	6,151	363	6.3%	7,700

Settlement of accounts for FY2006 ④

2. Non-consolidated financial statement

(1) Change in business results

[Unit: Million yen; Rounded-down to the nearest million]

Accounting term Item	Result								Increase/decrease and rate of increase		Prospect	
	FY2003		FY2004		FY2005		FY2006		March 2006 - March 2005		FY2007	
Sales amount	72,438	100%	71,077	100%	75,221	100%	78,177	100%	2,956	3.9%	75,000	100%
Operating profit	2,312	3.2%	2,534	3.5%	3,319	4.4%	5,494	7.0%	2,175	65.5%	3,300	4.4%
Ordinary profit	1,111	1.5%	2,009	2.8%	4,570	6.1%	5,858	7.5%	1,288	28.2%	4,400	5.9%
Extraordinary item	-2,695	-3.7%	-6,183	-8.7%	-1,714	-2.3%	-2,194	-2.8%	-480	-	-	-
Profit of the term before tax	-1,583	-2.2%	-4,174	-5.9%	2,856	3.8%	3,663	4.7%	807	-	-	-
Profit of the term	-1,210	-1.7%	-5,957	-8.4%	2,812	3.7%	2,652	3.4%	-160	-	2,800	3.7%
Exchange rate	To US\$	¥120.20		¥111.76		¥106.60		¥112.93				¥110
	To Euro	¥119.98		¥131.15		¥134.23		¥136.63				¥132
Interest-bearing debts	73,033	64.8%	54,049	59.1%	45,218	50.1%	30,581	35.4%	-14,637	-32.4%		
Capital	9,941	8.8%	9,941	10.9%	12,441	13.8%	15,950	18.5%	15,950	128.2%		
Accumulated profit	2,333	2.1%	-3,592	-3.9%	3,112	3.4%	5,261	6.1%	5,261	-		
Capital stock	18,106	16.1%	13,546	14.8%	21,606	23.9%	31,273	36.2%	31,273	144.7%		
Gross assets	112,619	100%	91,377	100%	90,262	100%	86,350	100%	86,350	95.7%		

(2) Capital investment, depreciation charge, and R&D cost

[Unit: Million yen; Rounded-down to the nearest million]

Accounting term Item	Result								Increase/decrease and rate of increase		Prospect	
	FY2003		FY2004		FY2005		FY2006		March 2006 - March 2005		FY2007	
Capital investment	2,049		1,539		1,166		1,529		363	31.1%	2,300	
Depreciation charge	1,516		1,548		1,489		1,379		-110	-7.4%	1,300	
R&D cost	4,641		4,227		4,410		5,129		719	16.3%	6,500	

The prospective future results described in this document are only forecasts determined based on the currently available information. Potential risks and uncertain factors are not included in the forecast. Accordingly, please take a note that the actual results in the future may differ from the results herein forecasted.

JUKI CORPORATION

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