

Financial Results Briefing for the Full Year of 2024 (Ended December 31, 2024)

<Securities code: 6440>

February 13, 2025

JUKI CORPORATION

Building Sustainable JUKI

1. FY2024 Actual	...P.2
2. FY2025 Forecast	...P.15
3. 5-year Medium-Term Management Plan “Building Sustainable JUKI”	...P.17
4. Reference Materials	...P.38

1. FY2024 Actual

FY2024 Results

(Million yen)

	FY2023 1Q-3Q	FY2024 1Q-3Q	FY2023 4Q	FY2024 4Q	FY2023	FY2024
Net sales	67,546	67,435	27,204	27,750	94,750	95,185
Gross profit [Gross profit margin]	17,428 [25.8%]	18,260 [27.1%]	6,332 [23.3%]	7,463 [26.9%]	23,760 [25.1%]	25,723 [27.0%]
Operating income [Operating margin]	△2,870 [-]	△ 1,869 [-]	171 [0.6%]	907 [3.3%]	△2,699 [-]	△ 962 [-]
Ordinary income [Ordinary income margin]	△3,116 [-]	△ 4,444 [-]	△568 [-]	1,117 [4.0%]	△3,684 [-]	△ 3,327 [-]
Net income [Net income margin]	△4,063 [-]	△ 4,550 [-]	△2,972 [-]	1,315 [4.7%]	△7,035 [-]	△ 3,235 [-]
USD Average exchange rate for the year	JPY139	JPY151	JPY147	JPY151	JPY141	JPY151
Euro Average exchange rate for the year	JPY150	JPY164	JPY159	JPY163	JPY152	JPY164

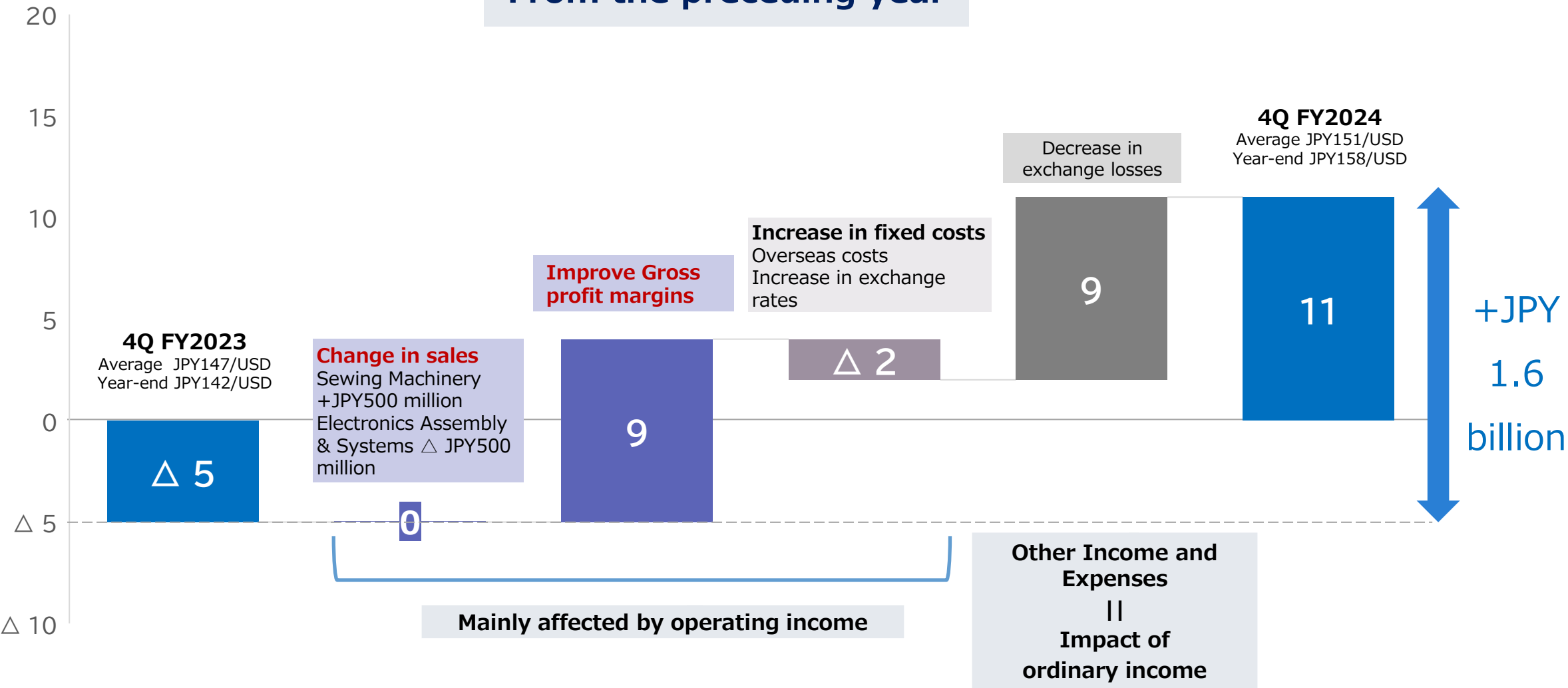
*Average exchange rate affecting operating income

- 1 Due to improvements in the gross profit margin of industrial sewing machinery, and the effects of reducing sales costs through sales leveling measures, operating income, ordinary income, and net income achieved profitability in 4Q 2024.
- 2 Demand for Sewing Machinery is increasing in Asia (mainly west of India) and China. On the other hand, growth in Japan and Europe is sluggish. Electronics Assembly & Systems is sluggish in China, a key market.
- 3 Working to improve our financial position by reducing fixed costs through cost structure reforms and reducing inventory at a cost.

Factors behind Changes in Ordinary Income for the 4Q FY2023 to the 4Q FY2024

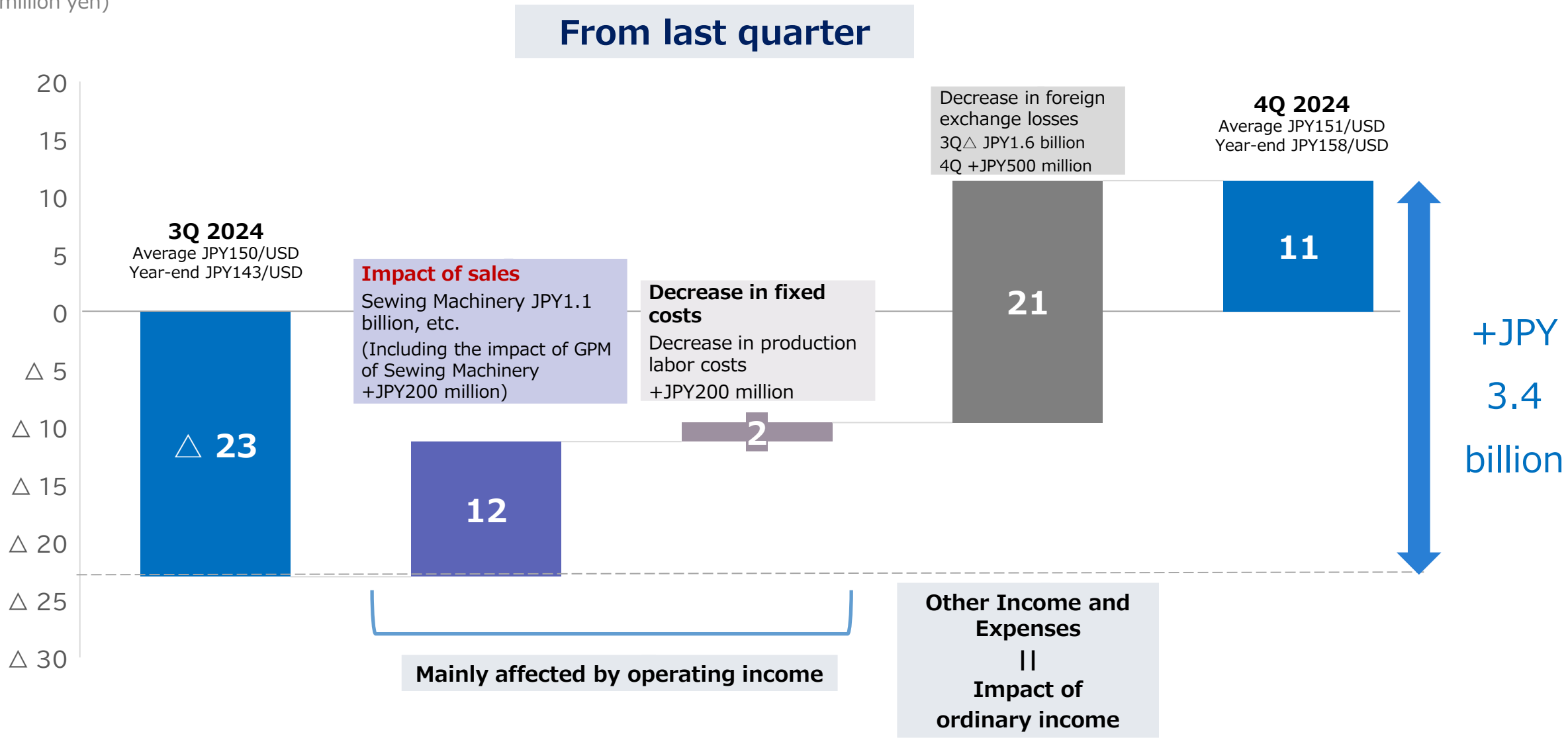
(100 million yen)

From the preceding year



Factors behind Changes in Ordinary Income for the 3Q to the 4Q FY2024

(100 million yen)






FY2024 Quarterly Net Sales/Operating Income (Excluding Special Factors)

(Million yen)

	1Q	2Q	3Q	4Q	FY2024
Net sales	23,237	22,644	21,553	27,750	95,185
Operating income	△ 145	△ 1,283	△ 441	907	△ 962
Special factor (Inventory reductions・ Unrealized Gains)	+700	△ 900	△ 500	0	△ 700
Operating income excluding special factors	△ 845	➡ △ 383	➡ 59	➡ 907	△ 262

FY2024 Quarterly Net Sales/Ordinary Income (Excluding Special Factors)

(Million yen)

	1Q	2Q	3Q	4Q	FY2024
Net sales	23,237	22,644	21,553	27,750	95,185
Ordinary income	△ 581	△ 1,538	△ 2,325	1,117	△ 3,327
Special factor (Inventory reductions, unrealized gains and Non-operating foreign exchange gains and losses)	+700	△ 900	△ 2,200	+500	△ 1,900
Ordinary income excluding special factors	△ 1,281	 △ 638	 △ 125	 617	△ 1,427

Performance by Segment

(Million yen)

Net sales	FY2023 1Q-3Q	FY2024 1Q-3Q	FY2023 4Q	FY2024 4Q	FY2023	FY2024
Sewing Machinery and Systems	42,081	44,307	16,123	18,189	58,204	62,496
(IoT of Sewing Machinery)	(4,328)	(4,738)	(1,730)	(1,957)	(6,059)	(6,696)
Industrial Equipment and Systems	25,217	22,901	11,014	9,484	36,231	32,385
Others	245	226	69	78	314	304
Total	67,545	67,435	27,204	27,750	94,750	95,185

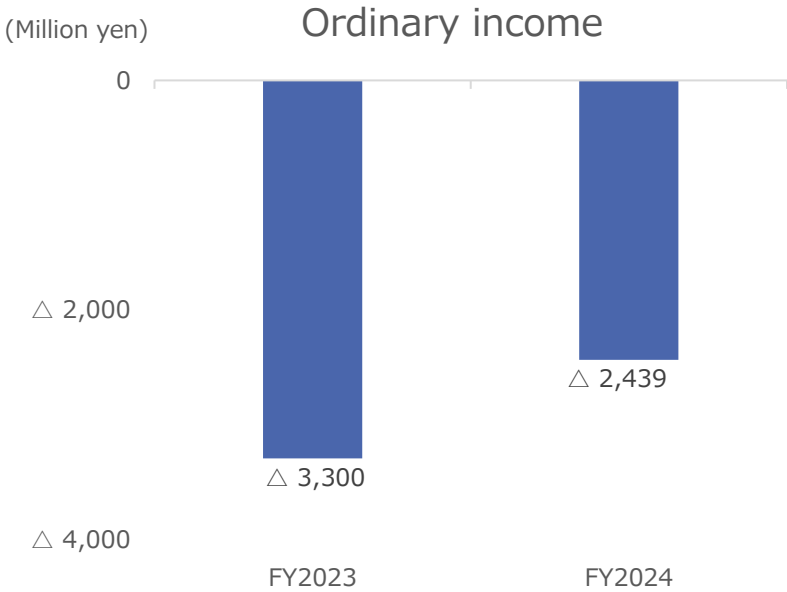
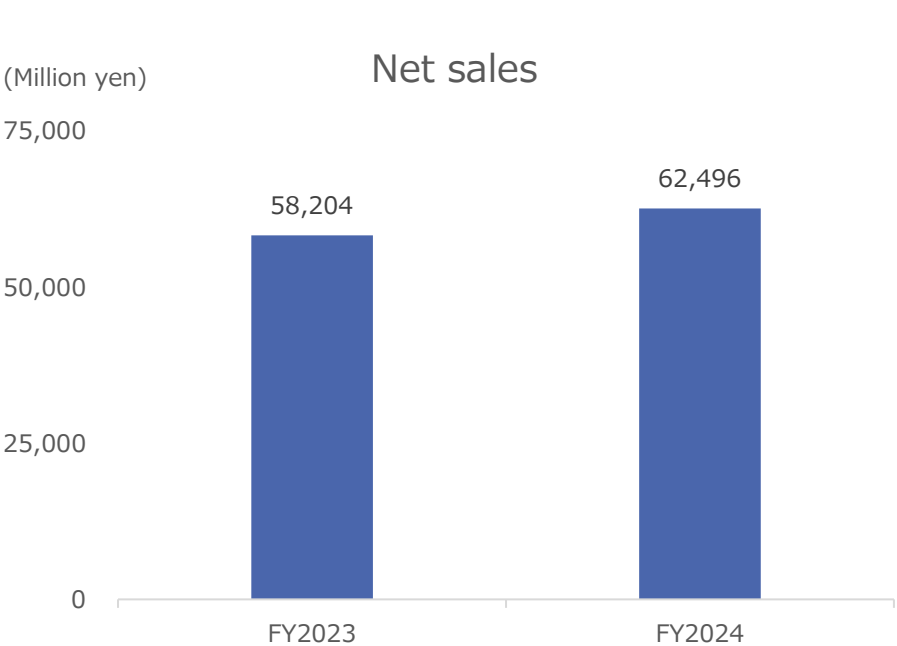
Ordinary income	FY2023 1Q-3Q	FY2024 1Q-3Q	FY2023 4Q	FY2024 4Q	FY2023	FY2024
Sewing Machinery and Systems [Ordinary income margin]	△2,930 [-]	△ 2,242 [-]	△370 [-]	△197 [-]	△3,300 [-]	△2,439 [-]
(IoT of Sewing Machinery)	(1,173)	(1,530)	(487)	(633)	(1,660)	(2,163)
Industrial Equipment and Systems [Ordinary income margin]	△361 [-]	△257 [-]	754 [6.8%]	1,014 [10.7%]	392 [1.1%]	757 [2.3%]
Others	57	4	25	△6	82	△2
Adjusted amount	118	△ 1,949	△976	306	△858	△1,643
Total [Ordinary income margin]	△3,116 [-]	△ 4,444 [-]	△568 [-]	1,117 [4.0%]	△3,684 [-]	△3,327 [-]

Segment Overview-Sewing Machinery and Systems-

- Sales grew 7% year on year due to growth in market demand, mainly in Asia and China, since mid-year.
- Profits also improved by about JPY900 million due to the success of sales leveling measures, the improvement in gross profit, and the reduction in selling expenses.

(Million yen)

	FY2023 1Q-3Q	FY2024 1Q-3Q	FY2023 4Q	FY2024 4Q	FY2023	FY2024
Net sales	42,081	44,307	16,123	18,189	58,204	62,496
Ordinary income [Ordinary income margin]	△2,930 [-]	△ 2,242 [-]	△370 [-]	△197 [-]	△3,300 [-]	△2,439 [-]

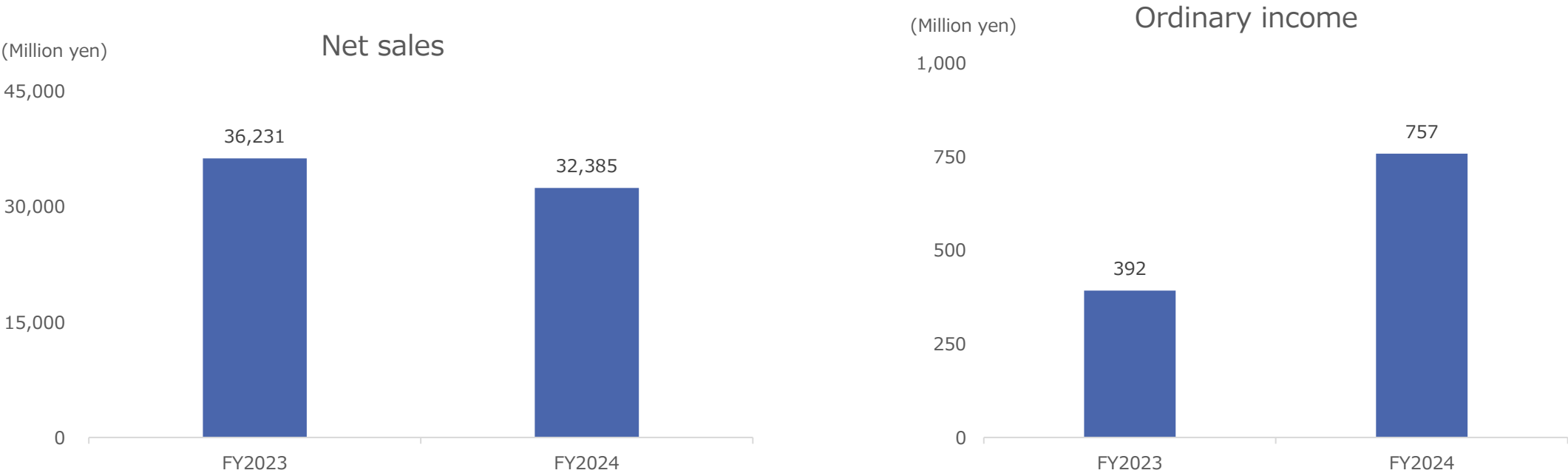


Segment Overview-Industrial Equipment and Systems-

- Despite sluggish sales mainly in China, operating income increased by JPY370 million year on year, due in part to higher sales related to IoT and cost-cutting measures resulting from sales leveling.

(Million yen)

	FY2023 1Q-3Q	FY2024 1Q-3Q	FY2023 4Q	FY2024 4Q	FY2023	FY2024
Net sales	25,217	22,901	11,014	9,484	36,231	32,385
Ordinary income [Ordinary income margin]	△361 [-]	△257 [-]	754 [6.8%]	1,014 [10.7%]	392 [1.1%]	757 [2.3%]



Major Financial Items

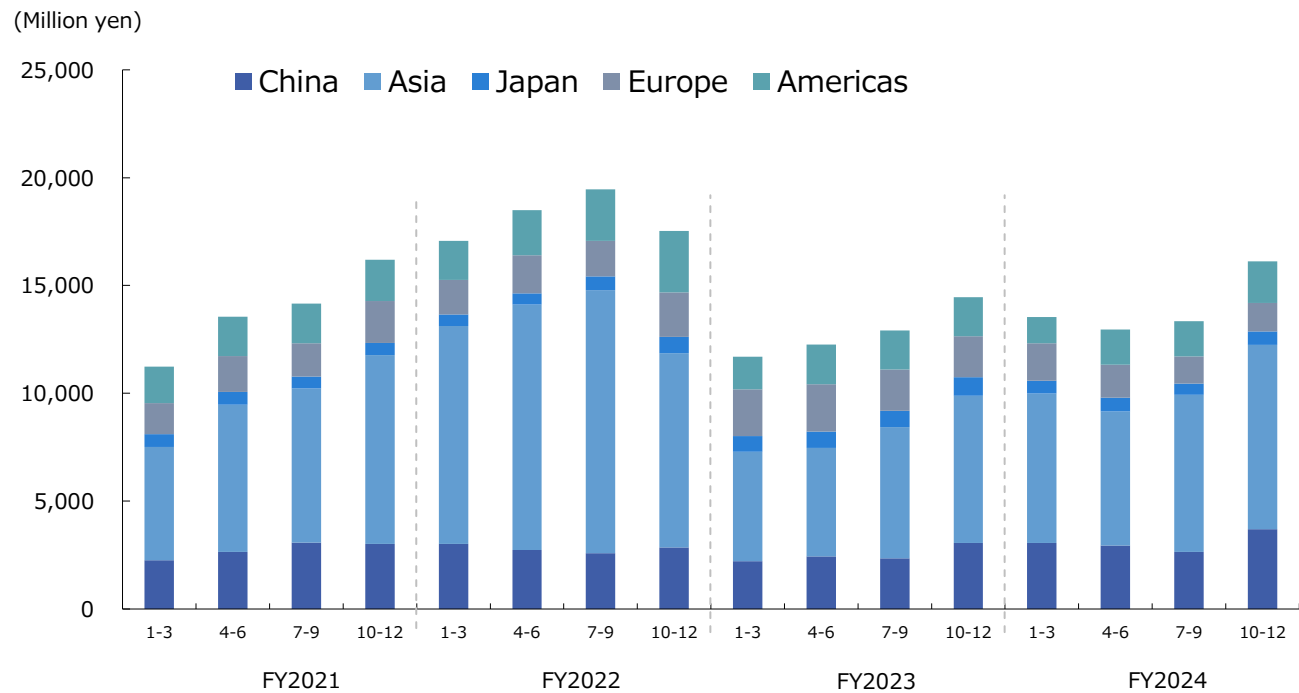
- The claim turnover period was reduced from 4.6 months to 4.0 months, partly due to the effects of debt collection in China and Asia. Inventories also swelled due to higher sales in 4Q, but excluding the impact of exchange rates, they fell by JPY2.5 billion year on year.

(Million yen)				(Million yen)			
	FY2023 End of December	FY2024 End of December	Change	Statements of cash flows	FY2023	FY2024	Change
Total assets	139,304	142,219	2,915	Cash flow from operations	2,254	9,371	7,117
Net assets	32,370	32,234	△136	Cash flow from investments	△ 2,751	△2	2,749
Equity ratio	22.7%	21.9%	△0.7%	Cash flow from financing	2,456	△4,147	△6,603
Trade receivables [Rotation period]	36,169 [4.6 months]	31,562 [4.0 months]	△4,607	excluding exchange impact: JPY△7 billion			
Inventory [Rotation period]	56,924 [7.2 months]	58,297 [7.3 months]	1,372				
Trade payables [Rotation period]	8,810 [1.1 months]	12,172 [1.5 months]	3,361	excluding exchange impact: JPY△2.5 billion			
Interest-bearing debt	84,004	82,728	△ 1,276	JPY69.5 billion on a net cash and deposits basis			
Cash and deposits	7,199	13,170	5,970				
USD Year-end rate	JPY142	JPY158	+JPY16				
Euro Year-end rate	JPY157	JPY165	+JPY8				

Net Sales by Region-Industrial Sewing Machines-

- Sales rose 9% year on year due to a marked increase in demand in Vietnam and other parts of Asia and China, as well as growth in sales in India, a growing market.

Industrial sewing machines Sales Trends by Region
(Monthly Aggregate Base)



Industrial sewing machines Sales by Region YoY

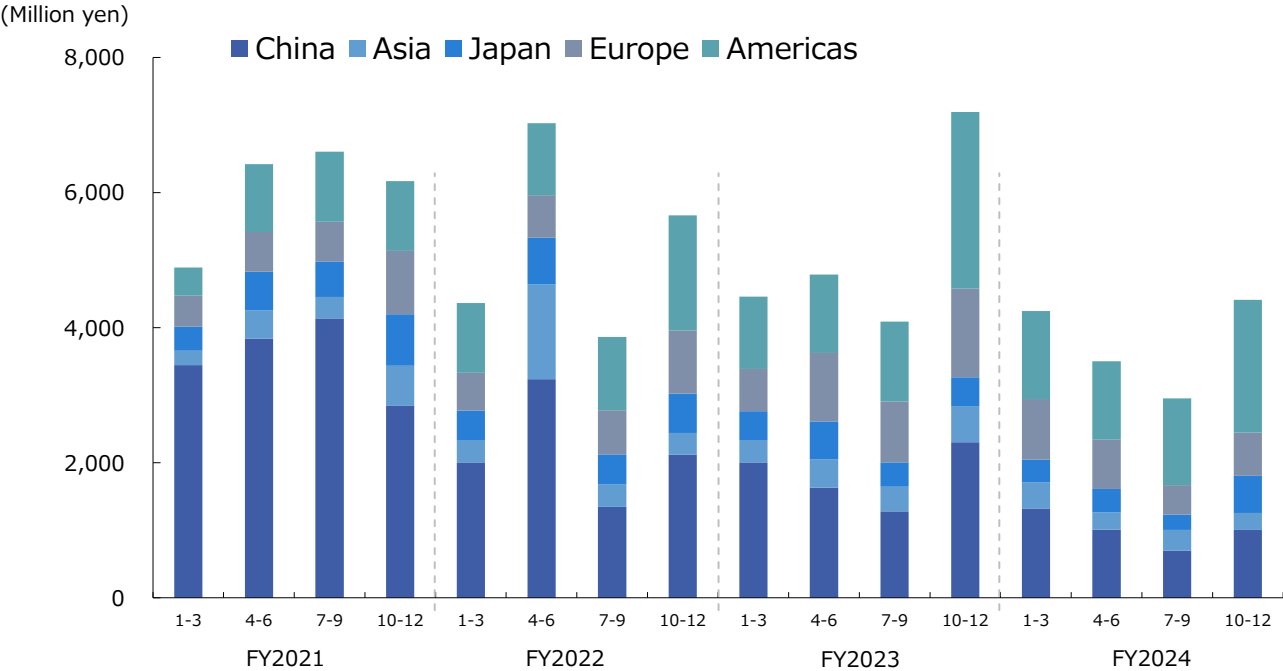
(100 million yen)

	FY2023 Jan-Dec	FY2024 Jan-Dec	Change	Rate of change
China	101	124	23	23%
Asia	230	290	60	26%
China + Asia	331	413	83	25%
Japan	31	24	△7	△23%
Europe	82	58	△23	△29%
Americas	70	64	△6	△8%
Total	513	560	46	9%

Net Sales by Region-Electronics Assembly & Systems-

- Sales in the Americas, where profitability is high, were strong, but sales were sluggish, particularly in China, resulting in a year on year decrease in sales.

Electronics Assembly & Systems Sales Trends by Region (Monthly Aggregate Base)
(including parts and services)



Electronics Assembly & Systems Sales by Region YoY

(100 million yen)

	FY2023 Jan-Dec	FY2024 Jan-Dec	Change	Rate of change
China	72	40	△32	△44%
Asia	17	12	△5	△27%
China + Asia	89	52	△36	△41%
Japan	18	15	△3	△18%
Europe	38	27	△11	△30%
Americas	60	57	△3	△5%
Total	205	151	△54	△26%

2.FY2025 Forecast

FY2025 Full-Year Forecast

(100 million yen)

	FY2024 (Jan-Dec) Actual	FY2025 (Jan-Dec) Earnings forecast	YoY Change	YoY Rate of change	(Reference)	
					FY2027	FY2029
Net sales	952	1,050	+98	10%	1,310	1,560
Operating income	△10	20	+30	-	60	160
Ordinary income	△33	10	+43	-	50	150
Net Income	△32	10	+42	-	30	100
Dividends	-	JPY10 per share	+JPY10 per share	-	-	-
USD Average exchange rate during the period	JPY151	JPY145	△ JPY6	-	JPY145	JPY145

3. 5-year Medium-Term Management Plan “Building Sustainable JUKI”

1. Background and Policies of Medium-Term Management Plan Revisions

Background of the Revision

- Needs to drastically change the core business model to reflect the changing environment.
- Needs to rebuild the management base to respond to the drastically changing business environment, such as responding to sustainability issues.

Revision policies

- **Develop measures based on JUKI's unique characteristics.**
- In the first three years (by 2027), we will **shift to growth areas** and establish a new business model.
In the following two years (by 2029), we will deepen this model **to achieve sustainable growth.**

Business Environment Awareness

2-1. Business Environment Awareness and Company Challenges

In addition to emphasizing **management center on ESG** due to the increasing importance of sustainability, **it is important to introduce high-value-added products/services that leverage JUKI's strengths** to target markets based on global economic conditions, including **the growth of Global South and the stagnation of the Chinese economy**.

	Business Environment	In-house issues
Society	<ul style="list-style-type: none">• Growing Needs for Sustainability De-Carbon Society/Environmental Impact Reduction/ Human Resource Flow/Quality and Safety/ Automation/Corporate Governance	<ul style="list-style-type: none">• Promote management center on ESG
Politics/ Economy	<ul style="list-style-type: none">• Segmentation of the supply chain due to geopolitical risks• Slowdown in the Chinese economy/Moves toward global South expansion	<ul style="list-style-type: none">• To realize a sustainable supply chain• Prioritize investment of management resources in growth markets
Technology	<ul style="list-style-type: none">• Paradigm shift through AI/ robotics /IoT, etc.	<ul style="list-style-type: none">• Improvement added value of products and operations by utilizing advanced technologies

2-2. Business Environment Changes

Increasing customer needs for automation/systemization and reduction of environmental impact.
In addition, price competition with competitors intensifies.

	Sewing Machinery	Industrial Equipment
Custo mer	<ul style="list-style-type: none">Needs for labor-saving, automation, smart factories, and reduction of environmental impact (CO2 reduction)Global South market expansion/ Sewing Machinery plants shift from China to the Asian region	<ul style="list-style-type: none">Needs for labor-saving and automation of semiconductor-related manufacturing processes in generalNeeds for MI (Odds-shaped components Insertion machines), which is our strengthAutomated warehouse market expansion
Comp etitor	<ul style="list-style-type: none">Emergence of cheap sewing machine manufacturers in China and elsewhere	<ul style="list-style-type: none">Intensifying price competition for mountersAdvantage in performance and price for peripheral equipment such as MI (Odds-shaped components Insertion machines) and automated warehouse

Outline of the Medium-Term Management Plan

3.New Management Policy

Reason for existence (raison d'être)

Building on its achievements in sewing technology, the JUKI Group will continue to be a company that supports the sustainability of the garment industry and other sectors of society.

Vision

Innovation for your Sustainable Future

Creating a sustainable future together with society,
centered on smart factory and automation technology

Our shared values

JUKI = 重機

*
重

- ① なる信頼
Enduring Trust
- ② みのある責任
Strength in Commitment
- ③ 厚なつながり
Solid Foundations
- ④ みのあるイノベーション
Innovation with Substance
- ⑤ 圧に負けない力
Strength to Endure Challenges
- ⑥ 厚な生産技術基盤
Strong Manufacturing Foundation
- ⑦ 視するサステナブル
Focusing on Sustainability
- ⑧ く響く感動
Profound Impact & Emotion

*Our shared values are based on the Japanese power word "重" from the origins of heavy equipment manufacturing.

Mid-Term Management Plan

Building Sustainable JUKI

4. Vision and Basic Policies of the Medium-Term Management Plan

Vision

3 years from now (2027)

Strategic Partner with a Sense of Presence by Demonstrating "JUKI's Unique Characteristics"

Building a new business model by shifting to growth fields

5 years from now (2029)

Unique Solution Partner Supporting the Future of Apparel and Society

Further deepening the business model nurtured over 3 years and achieve sustainable growth

Basic Policies

● Growth based on two core businesses

- Integration of Sewing and IoT platform businesses
- Shift from moulder to peripheral business

● Strengthening of financial discipline

- Improvement of key financial items

● Implementation of ESG management

- Carbon neutral initiatives
- Implementation of Grand Design for human resources
- Strengthening of governance
- Thorough quality management

Growth Based on Two Core Businesses

Sewing Machinery

- **Build an earnings base by strengthening and expanding the "Selling experiences" business, which is integrated with IoT.**
- **Develop proposal-based solution businesses for high-end and growth companies.**

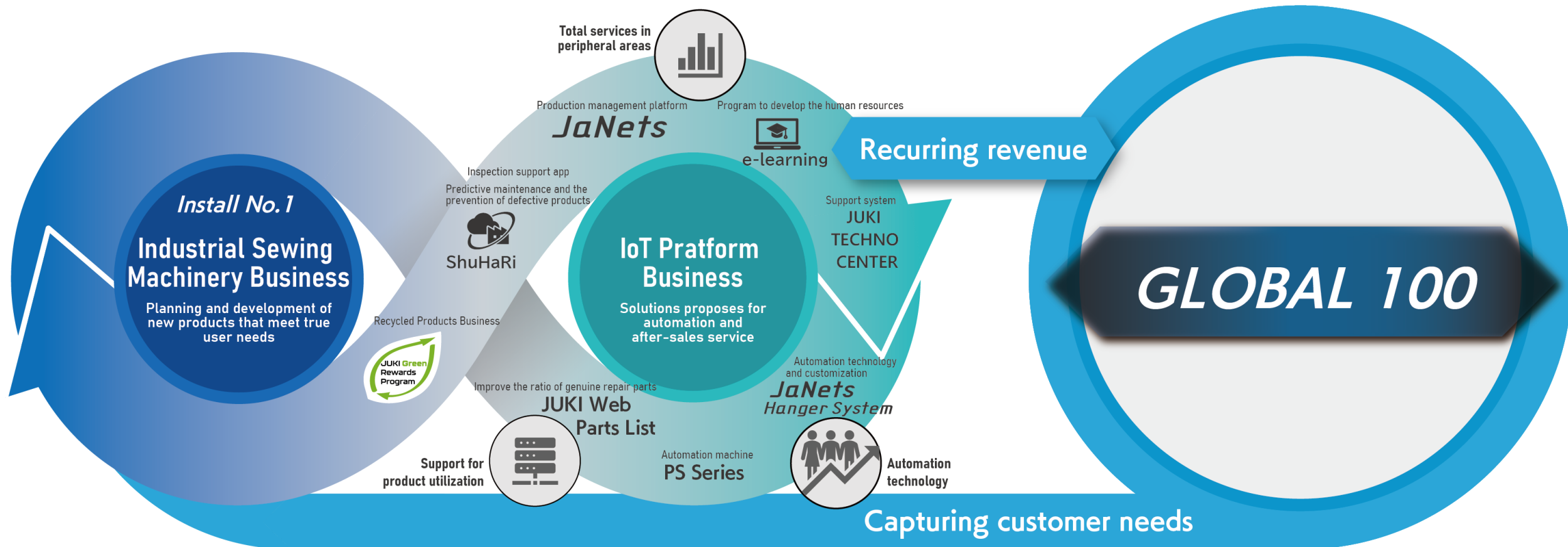
Industrial Equipment

- **Build a solid business foundation by shifting from mounter to peripheral equipment field, such as MI (Odd-shaped Component Insertion Machines) and automated warehouses, which are highly profitable fields.**

5-2. Business Strategy-Sewing Machinery Business-

Integrate Industrial Sewing Machinery Business/IoT Platform Business to strengthen solution proposals to excellent customers GLOBAL 100.

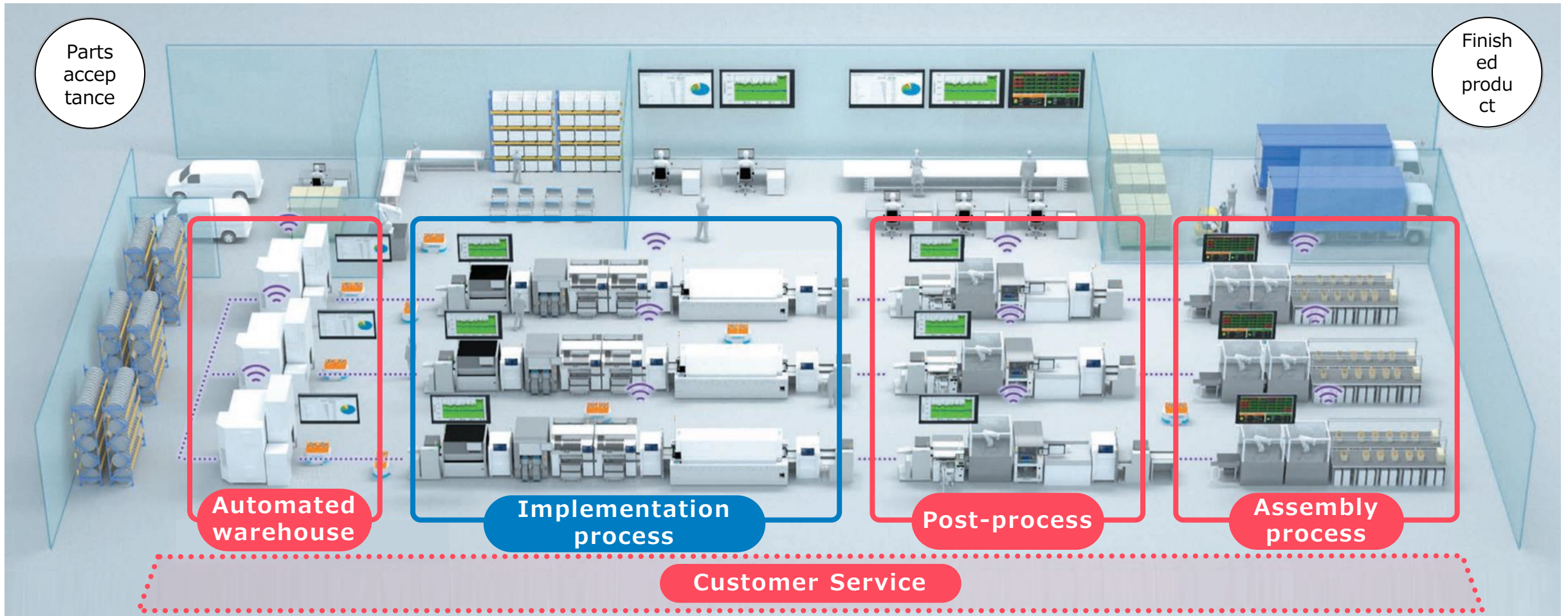
→ **As a platform provider of total support for Sewing Machinery factory manufacturing lines**



5-3. Business Strategy-Industrial Equipment Business-

Expand peripheral equipment fields, such as highly profitable MI and automated warehouse, from mounter businesses.

→ **Expand business domains to the entire electronic equipment manufacturing plant, which plays a role in the semiconductor industry**



Strengthening of Financial Discipline

6. Strengthening of Financial Discipline

Strengthen financial discipline to both strengthen the earnings base and ensure financial soundness.

Key Initiatives

Improving cash flow

- **Inventory reduction/Promote collection of trade receivables.**

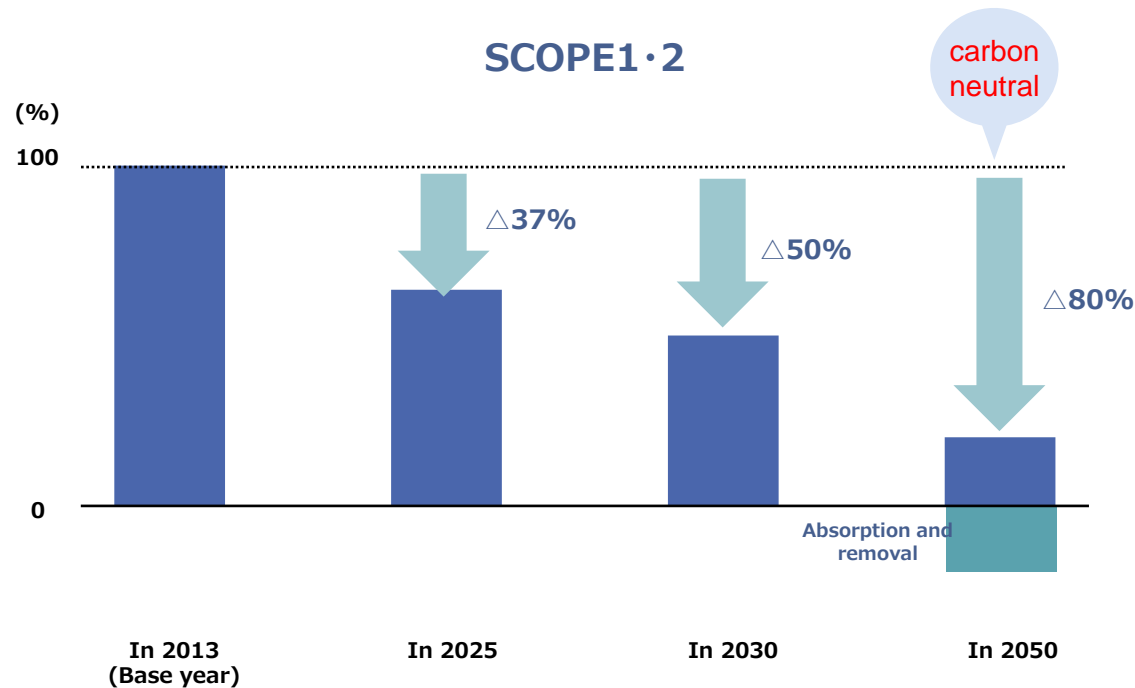
Optimizing operating assets

- **Sale of stocks/real estate/other assets.**

Implementation of ESG Management

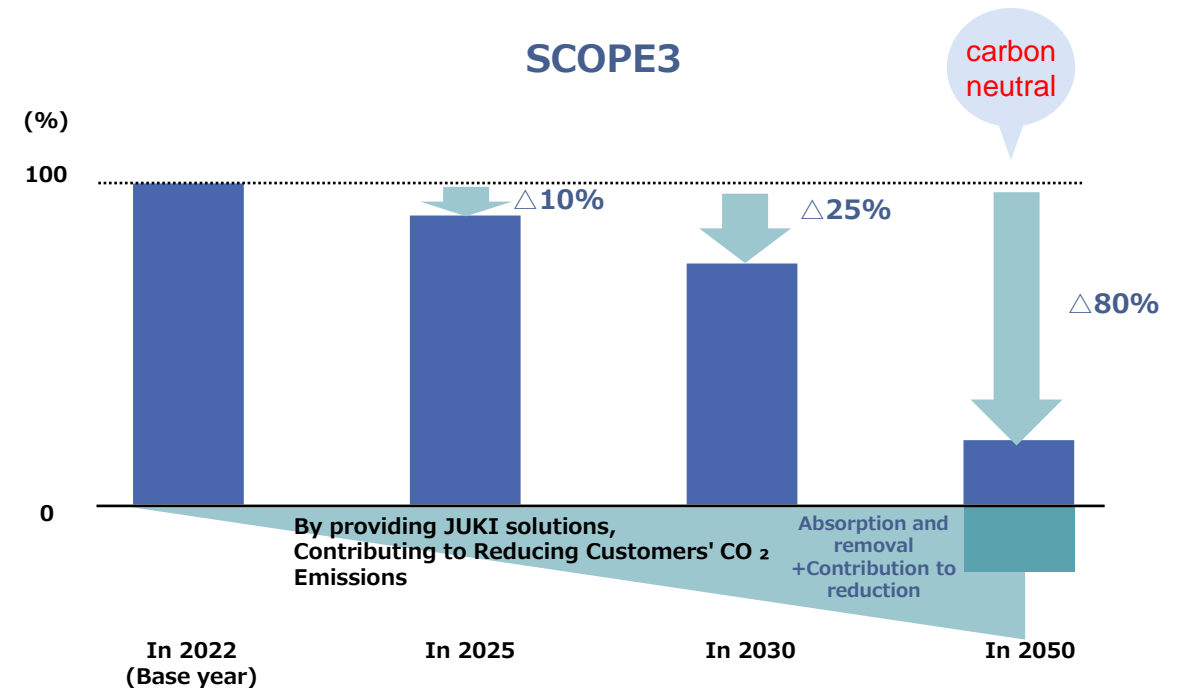
7. Carbon Neutral Initiatives

Working to reduce SCOPE1·2·3 to achieve a Carbon-free Society.



Reduction measures

- Promotion of energy conservation in production processes
- Upgrading to high-efficiency facilities and equipment
- Switching to renewable energy
- Use of non fossil certificate (If self-help efforts do not yield results)

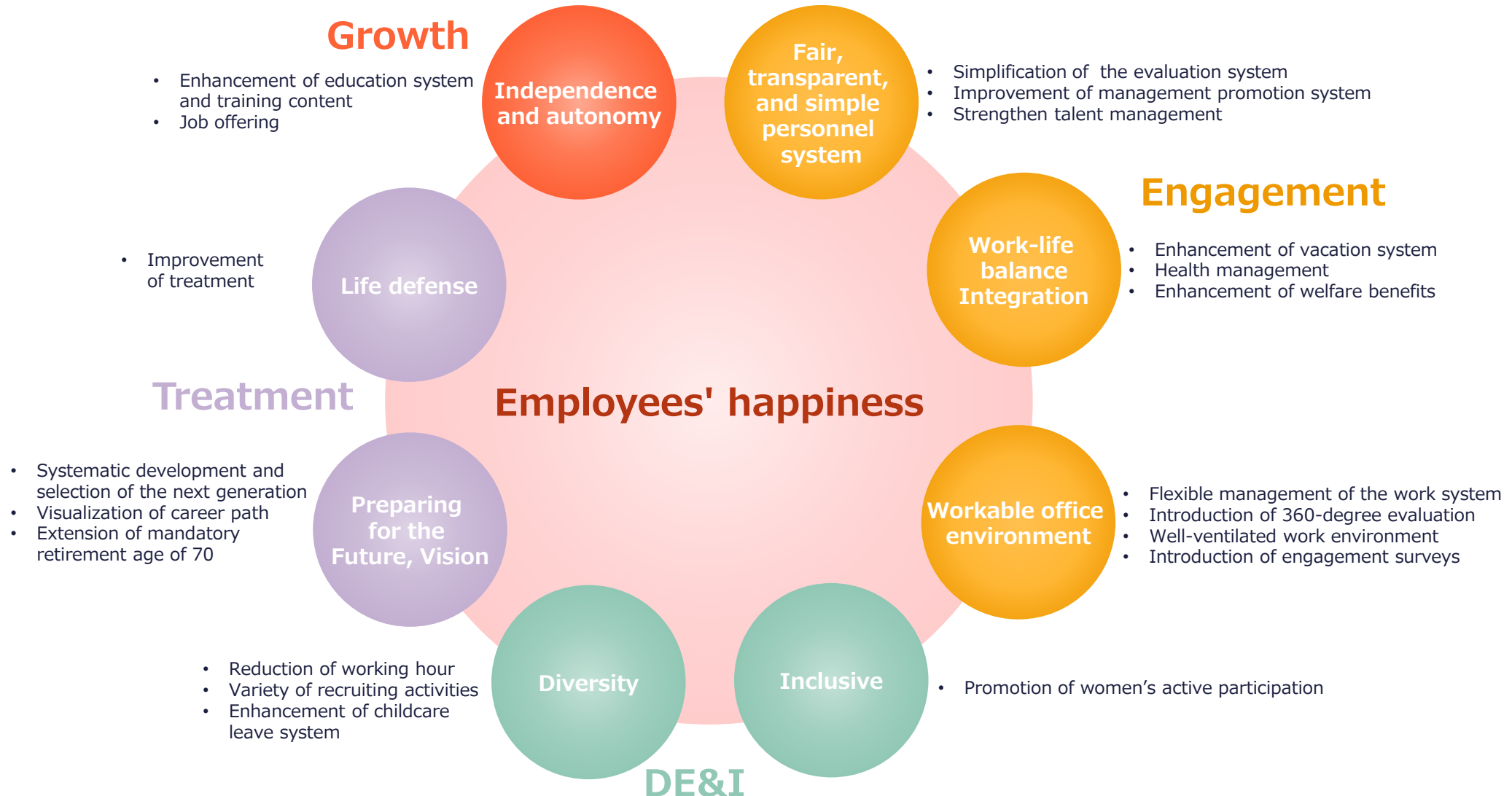


Reduction measures

- Switching to products with low environmental impact
- Develop products with lower environmental impact and develop solutions
- Increasing the use of renewable materials
- Reduction of product weight
- Promote refurbished products business

8. Implementation of Grand Design for Human Resources

Utilize the opinions of employees from a wide range of age groups and organizations to formulating and implementing a grand design centered on the "Employees' happiness"



9. Strengthening of Governance

-Risk Management/Compliance-

In order to minimize risks in the business environment and respond appropriately to legal regulations and social demands, we will promote further strengthening of the system for strengthening risk management and compliance.

Strengthening risk management

Prepare a risk map and build an organizational structure that can carry out appropriate controls.

... Strengthen risk management (prevent the occurrence) on the first line and clarify the roles and functions of the second line to support it.

- Clarify rules to be observed on the first line (front office department) and develop a system to enable self-inspections.
- Rule formulation and support on the second line (headquarters management division) and periodic monitoring.

Thorough compliance

Improve the effectiveness of the employee consultation desk.

(Maintaining and improving information gathering ability and strengthening response ability)

... Also consider unifying the consultation desk.

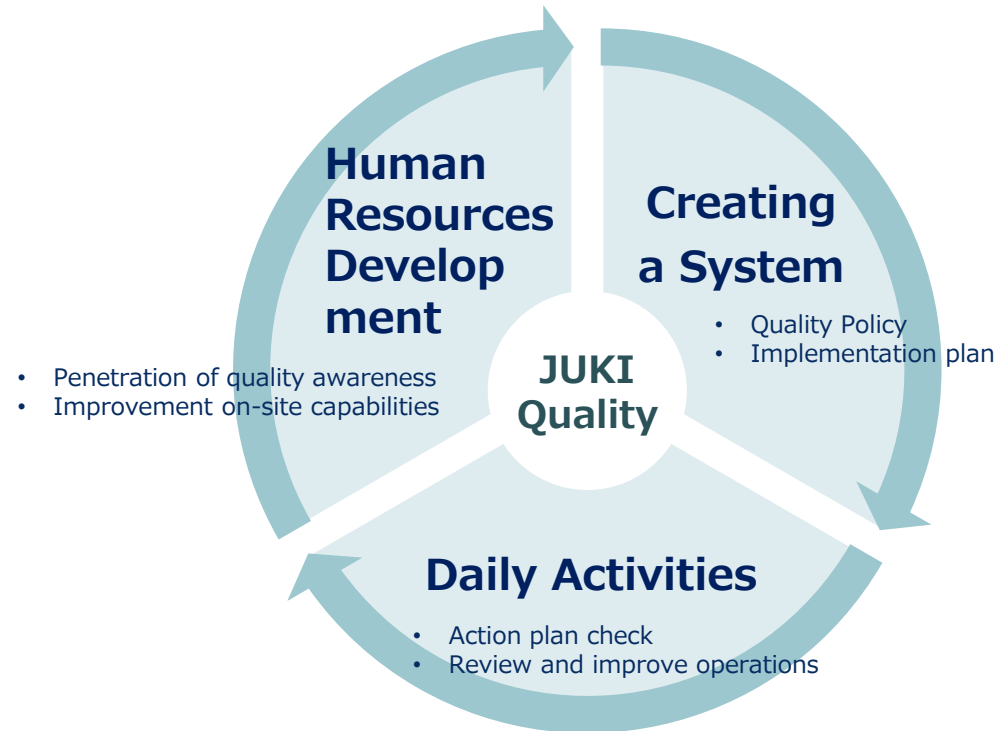
- Informing employee about the employee consultation desk.
- Ensuring "ease of consultation" to the consultation desk.

Established the "Compliance Committee" to unify the investigation and solve of cases.

- Building a system for compliance with laws, regulations, and industry standards.

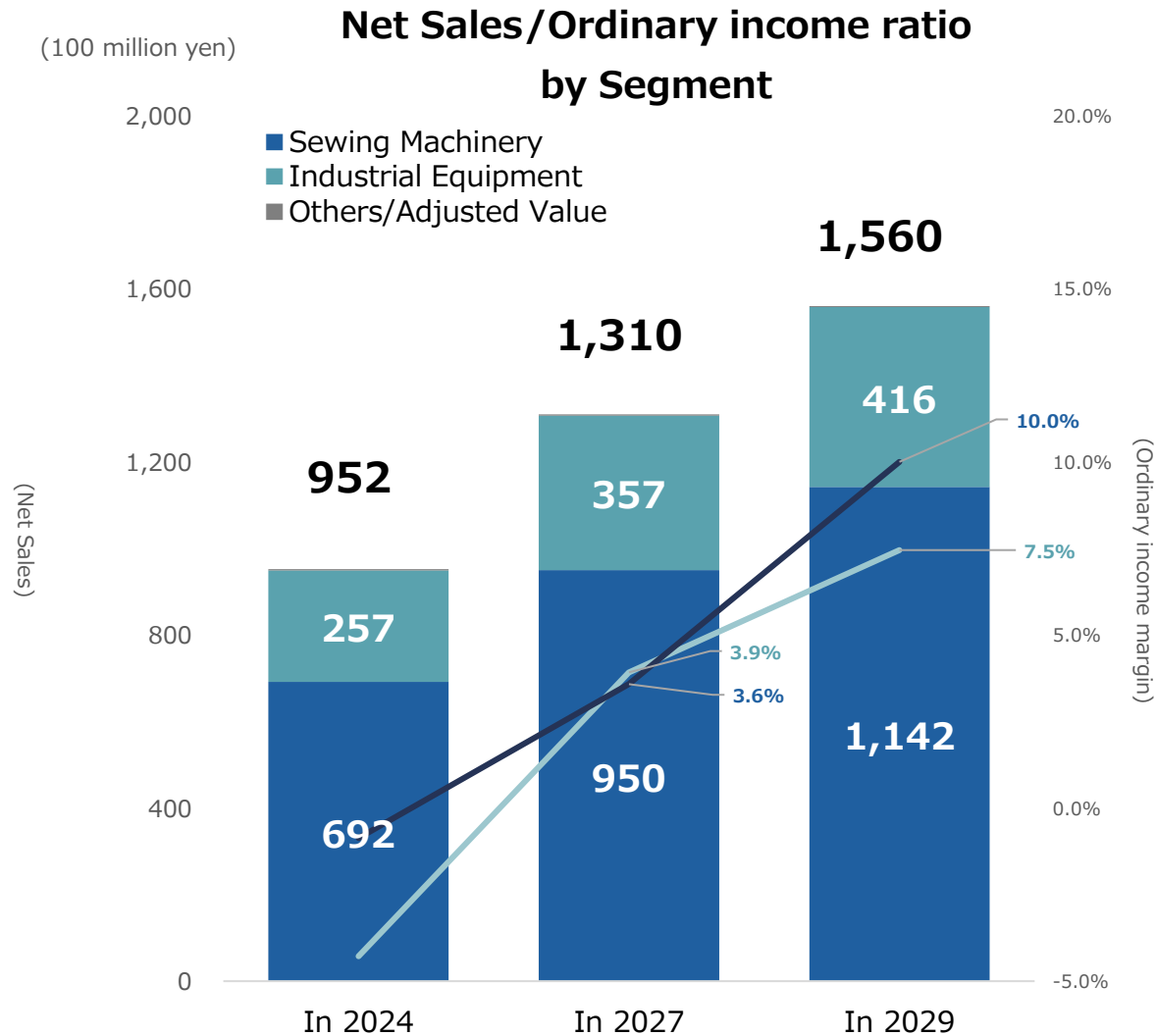
10. Thorough Quality Management

Safety and trust in JUKI quality is the very essence of brand power.
Established a "Quality Policy" **to improve quality awareness throughout the company.**
⇒ Build a system that **improving product and service quality by improving business quality.**



Financial Targets

11. Target Value



Major financial items

	2024	2027	2029
Inventory	7.3 months	5.0 months	5.0 months
Interest-bearing debt	10.4 months	6.0 months	4.7 months
Equity ratio	21.9%	24%	31%
ROE	△10%	11%	25%

※New Segment Standards (Transferred automation departments to Sewing Machinery Segment that previously included in Industrial Equipment from 2025)

4. Reference Materials

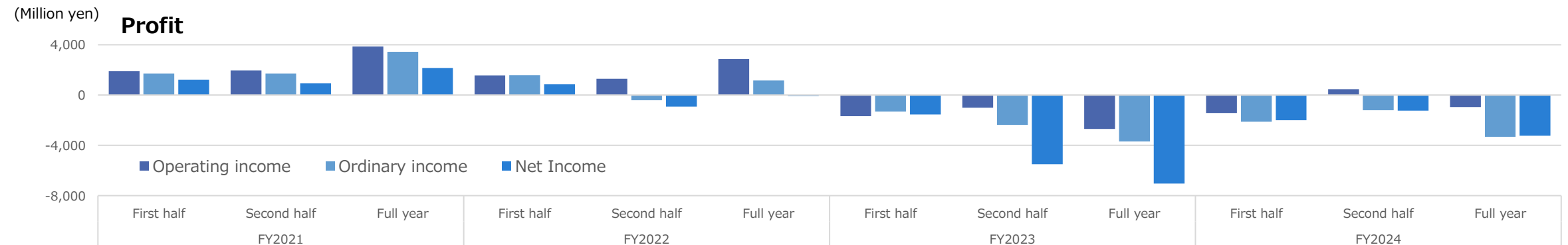
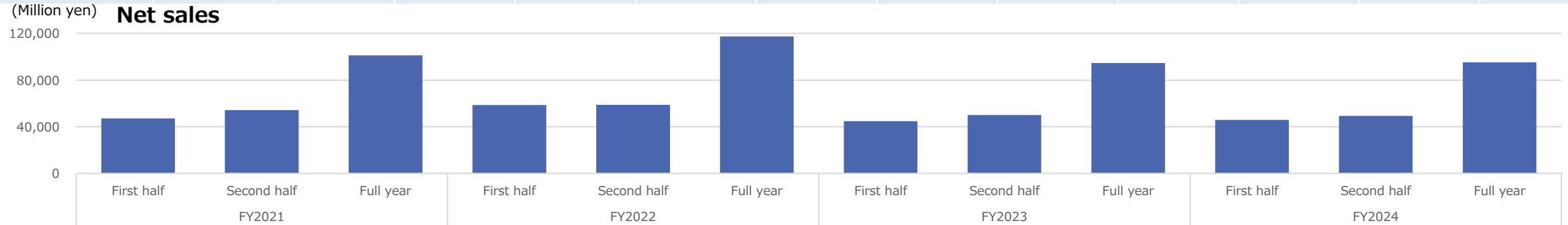
■ Corporate Slogan: Mind & Technology

Trade Name	JUKI CORPORATION
Established	December 15, 1938
Representative	Atsushi Narikawa, President and Representative Director
Paid-in capital	18,044 million yen
Main offices	Head Office: 2-11-1 Tsurumaki, Tama-shi, Tokyo 206-8551, Japan Otawara Plant: 1863, Kita-Kanemaru, Otawara-shi, Tochigi-ken, 324-0011, Japan
Business Activities	Industrial sewing machines/Electronics Assembly & Systems/Household sewing machines, etc.
Employees	4,621 (consolidated), 795 (non-consolidated) *As of December 31, 2024
Consolidated subsidiaries	24 companies
Listed on	Prime Market of the Tokyo Stock Exchange (From April 4, 2022)
Fiscal year end	December 31

Segment	Business	Business Activities	Main Products and Services
Sewing Machinery Unit	Industrial Sewing Machinery Business	With Industrial sewing machines as the world's leading supplier, this business combines automation equipment, IT systems, and various solution services to help create an optimal sewing machinery factory.	<ul style="list-style-type: none"> •For apparel (fabrics) sewing machines •Automatic machine  <ul style="list-style-type: none"> •For apparel (knit) sewing machines •For non-apparel (leather and thick fabrics) sewing machines   <ul style="list-style-type: none"> •Parts supply •Repair & Maintenance •Educational support •Software •Automation equipment   
	Household Sewing Machinery Business	This business supports comfortable saw life with a reliable product ability that incorporates the performance of Industrial sewing machines.	<ul style="list-style-type: none"> •Home-use sewing machines •Small overlock sewing machines •Professional-use sewing machines   
Industrial Equipment Unit	Electronics Assembly & Systems Businesses	This business supports the smartization of the plant through the provision equipment and systems for producing “substrates”, peripheral equipment including automated warehouse systems for receiving components and managing inventories.	<ul style="list-style-type: none"> •Mounter for PCB production •Visual inspection machines for PCBs  <ul style="list-style-type: none"> •Odd-shaped components Insertion machines •Automated warehouse systems  
	Contract Business	This business undertake contract development, manufacturing, processing, etc. of various products by utilizing the know-how in development, design, production, and production management that JUKI Group companies have cultivated while producing their main products.	<ul style="list-style-type: none"> •Contract manufacturing (Material / Parts processing / Assembly) •Development/ Design/Engineering  <ul style="list-style-type: none"> •Inspection and measurement machines •Semiconductor equipment 

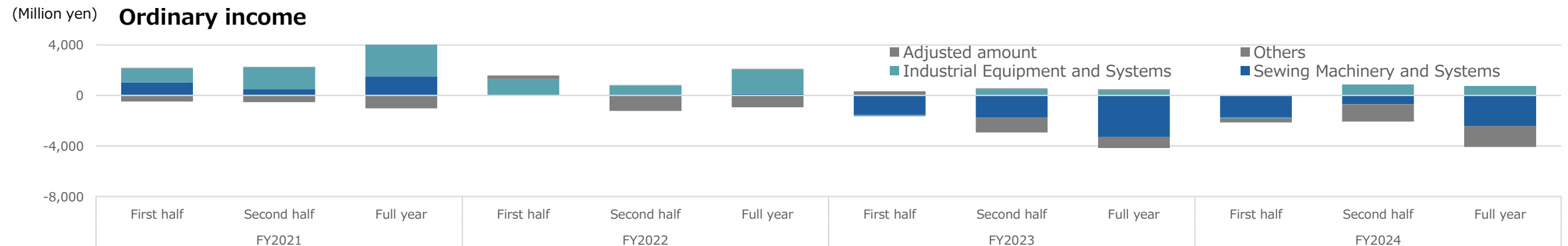
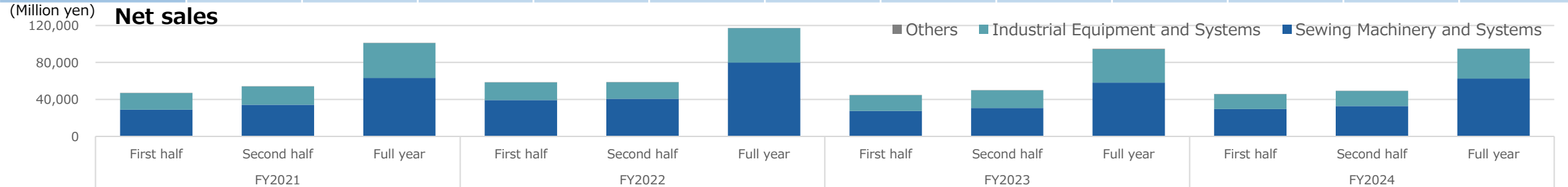
Half-Year and Full-Year Performance

(Million yen)	FY2021			FY2022			FY2023			FY2024		
	First half	Second half	Full year	First half	Second half	Full year	First half	Second half	Full year	First half	Second half	Full year
Net sales	47,098	54,194	101,292	58,577	58,877	117,454	44,770	49,980	94,750	45,882	49,303	95,185
Operating income	1,908	1,960	3,868	1,558	1,300	2,858	△1,689	△1,010	△2,699	△1,428	466	△ 962
Ordinary income	1,716	1,723	3,439	1,581	△418	1,163	△1,317	△2,367	△3,684	△2,119	△ 1,208	△ 3,327
Net Income	1,221	933	2,154	846	△924	△78	△1,541	△5,494	△7,035	△1,999	△ 1,236	△ 3,235
Operating income margin	4.1%	3.6%	3.8%	2.7%	2.2%	2.4%	-	-	-	-	1.2%	-
Ordinary income ratio	3.6%	3.2%	3.4%	2.7%	-	1.0%	-	-	-	-	-	-
Net income margin	2.6%	1.7%	2.1%	1.4%	-	-	-	-	-	-	-	-



Half-Year and Full-Year Performance by Segment

(Million yen)	FY2021			FY2022			FY2023			FY2024		
Net sales	First half	Second half	Full year	First half	Second half	Full year	First half	Second half	Full year	First half	Second half	Full year
Sewing Machinery and Systems	29,005	34,208	63,213	39,350	40,587	79,937	27,448	30,756	58,204	29,727	32,769	62,496
Industrial Equipment and Systems	17,979	19,855	37,834	19,097	18,156	37,253	17,150	19,081	36,231	15,992	16,393	32,385
Others	113	131	244	130	133	263	171	143	314	162	142	304
Total	47,098	54,194	101,292	58,577	58,877	117,454	44,770	49,980	94,750	45,882	49,303	95,185
Ordinary income												
Sewing Machinery and Systems	1,028	489	1,517	25	94	119	△1,530	△1,770	△3,300	△1,730	△ 709	△ 2,439
Industrial Equipment and Systems	1,131	1,734	2,865	1,246	696	1,942	△125	517	392	△106	863	757
Others	37	38	75	19	26	45	34	48	82	19	△ 21	△ 2
Adjusted amount	△481	△537	△1,018	289	△1,232	△943	302	△1,160	△858	△302	△ 1,341	△ 1,643
Total	1,716	1,723	3,439	1,581	△418	1,163	△1,317	△2,367	△3,684	△2,119	△ 1,208	△ 3,327

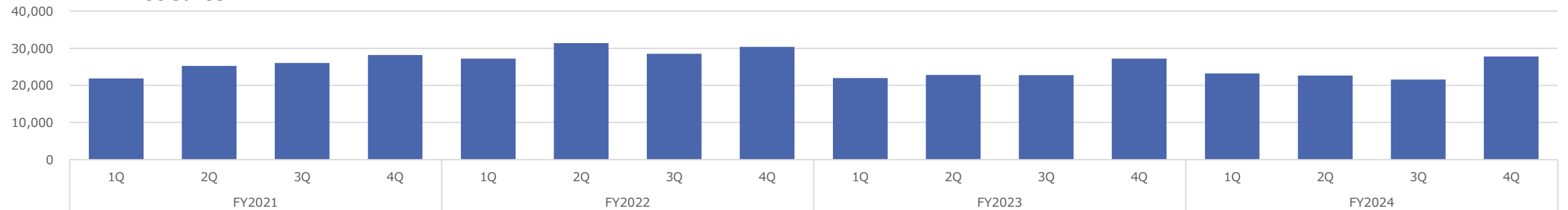


Quarterly Performance

	FY2021				FY2022				FY2023				FY2024			
(Million yen)	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net sales	21,883	25,215	26,024	28,170	27,218	31,359	28,510	30,367	21,959	22,811	22,776	27,204	23,237	22,645	21,553	27,750
Operating income	326	1,582	1,096	864	764	794	929	371	△1,190	△499	△1,181	171	△145	△1,283	△441	907
Ordinary income	205	1,511	1,032	691	703	878	454	△872	△1,496	179	△1,799	△568	△581	△1,538	△2,325	1,117
Net Income	141	1,080	436	497	516	330	165	△1,089	△1,385	△156	△2,522	△2,972	△833	△1,166	△2,551	1,315
Operating income margin	1.5%	6.3%	4.2%	3.1%	2.8%	2.5%	3.3%	1.2%	-	-	-	0.6%	-	-	-	3.3%
Ordinary income ratio	0.9%	6.0%	4.0%	2.5%	2.6%	2.8%	1.6%	-	-	0.8%	-	-	-	-	-	4.0%
Net income margin	0.6%	4.3%	1.7%	1.8%	1.9%	1.1%	0.6%	-	-	-	-	-	-	-	-	4.7%

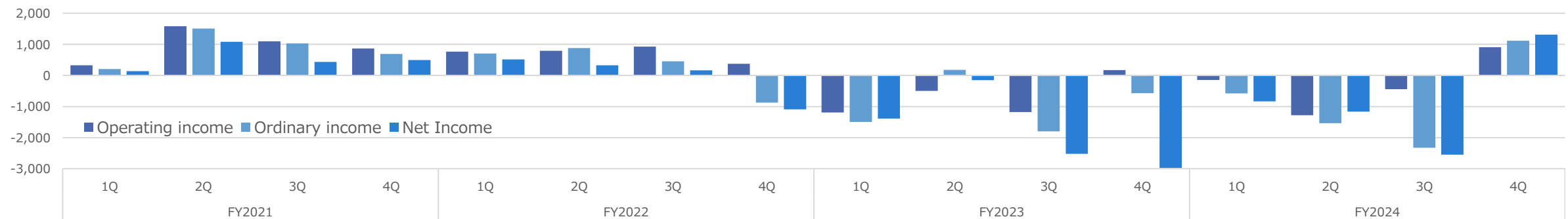
(Million yen)

Net sales



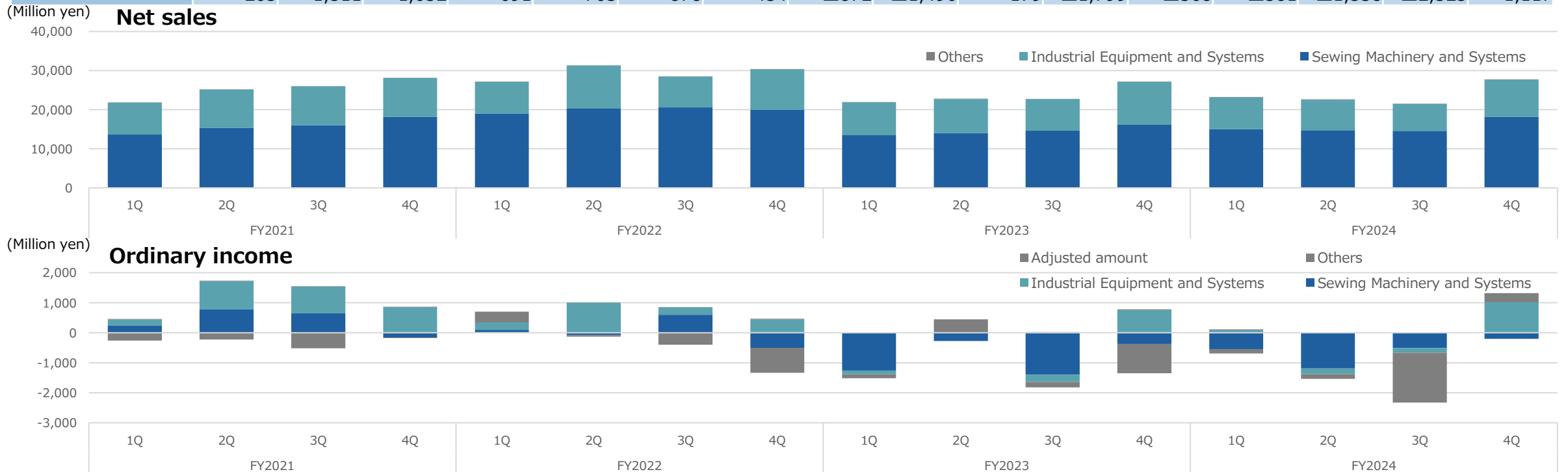
(Million yen)

Profit



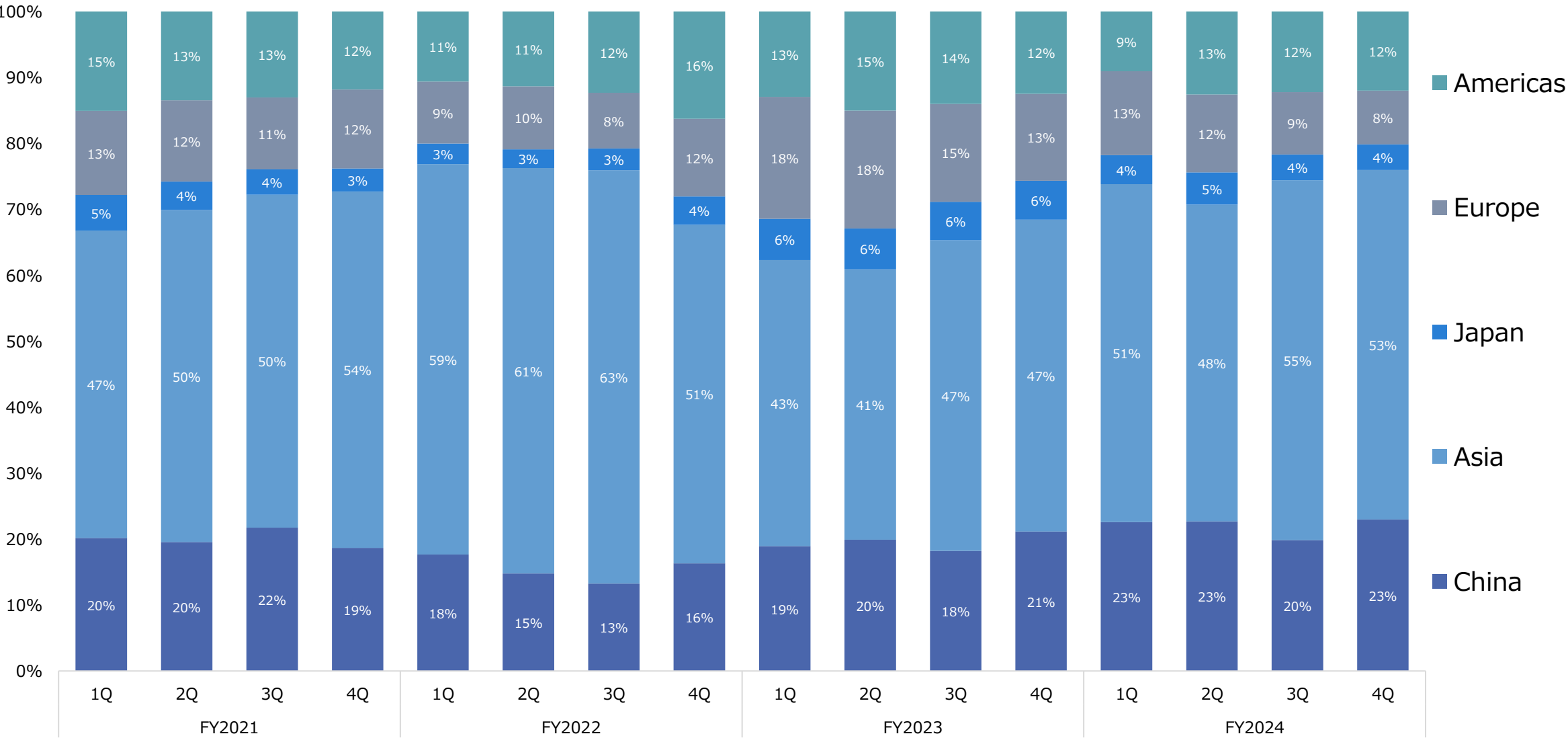
Quarterly Performance by Segment

(Million yen)	FY2021				FY2022				FY2023				FY2024			
Net sales	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Sewing Machinery and Systems	13,621	15,384	16,021	18,187	18,990	20,360	20,588	19,999	13,465	13,983	14,633	16,123	15,008	14,719	14,580	18,189
Industrial Equipment and Systems	8,208	9,771	9,937	9,918	8,159	10,938	7,860	10,296	8,400	8,750	8,067	11,014	8,146	7,846	6,909	9,484
Others	54	59	66	65	68	62	61	72	92	79	74	69	82	80	64	78
Total	21,883	25,215	26,024	28,170	27,218	31,359	28,510	30,367	21,959	22,811	22,776	27,204	23,237	22,645	21,553	27,750
Ordinary income																
Sewing Machinery and Systems	247	781	647	△158	101	△76	600	△506	△1,259	△271	△1,400	△370	△542	△1,188	△512	△197
Industrial Equipment and Systems	197	934	886	848	245	1,001	252	444	△127	2	△237	754	84	△190	△151	1,014
Others	17	20	19	19	16	3	4	22	16	18	23	25	27	△8	△15	△6
Adjusted amount	△257	△224	△519	△18	339	△50	△401	△831	△126	428	△184	△976	△150	△152	△1,647	306
Total	205	1,511	1,032	691	703	878	454	△872	△1,496	179	△1,799	△568	△581	△1,538	△2,325	1,117



Quarterly Sales by Region -Industrial sewing machines-

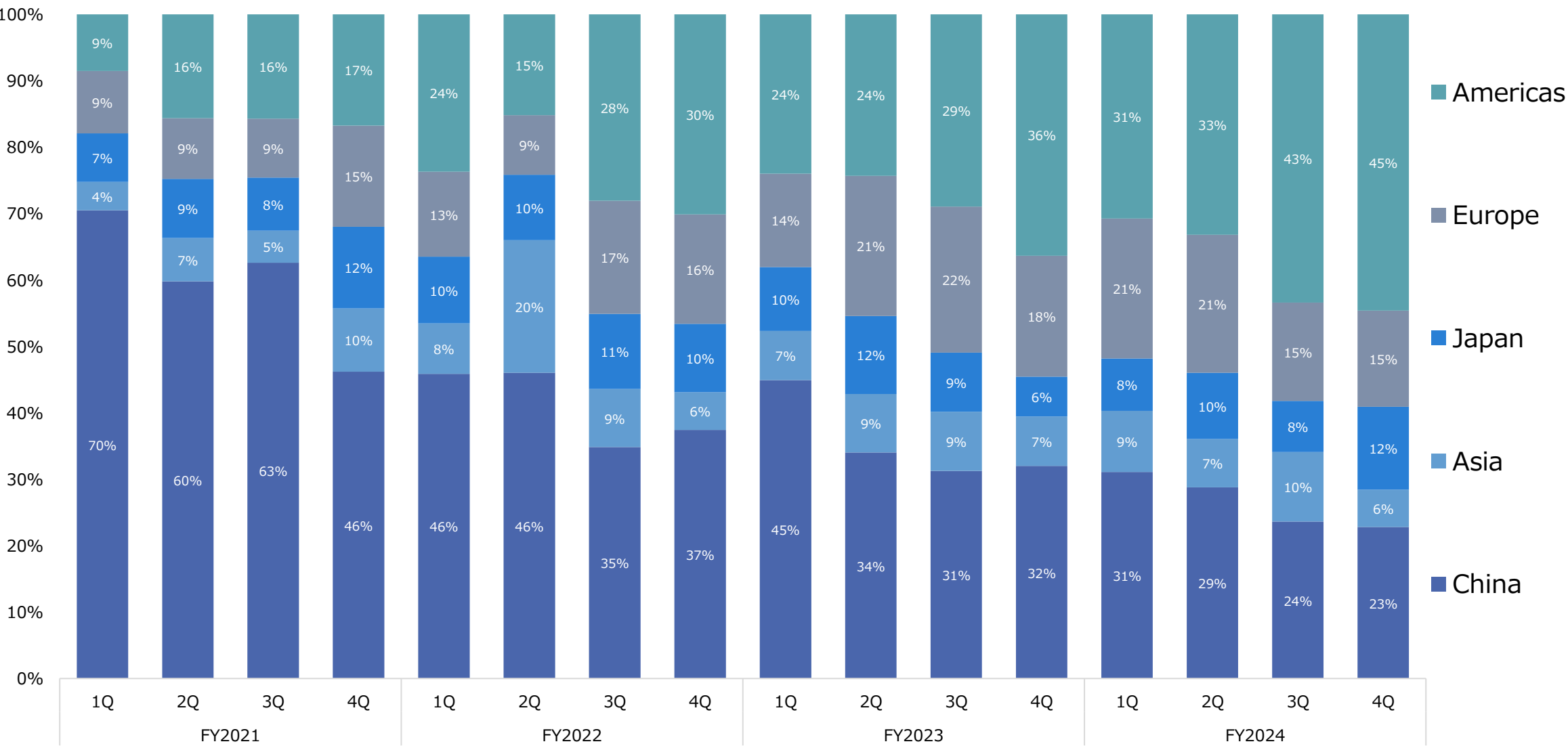
Industrial sewing machines Sales Breakdown by Region



Quarterly Sales by Region –Electronics Assembly & Systems–



Electronics Assembly & Systems Sales Breakdown by Region



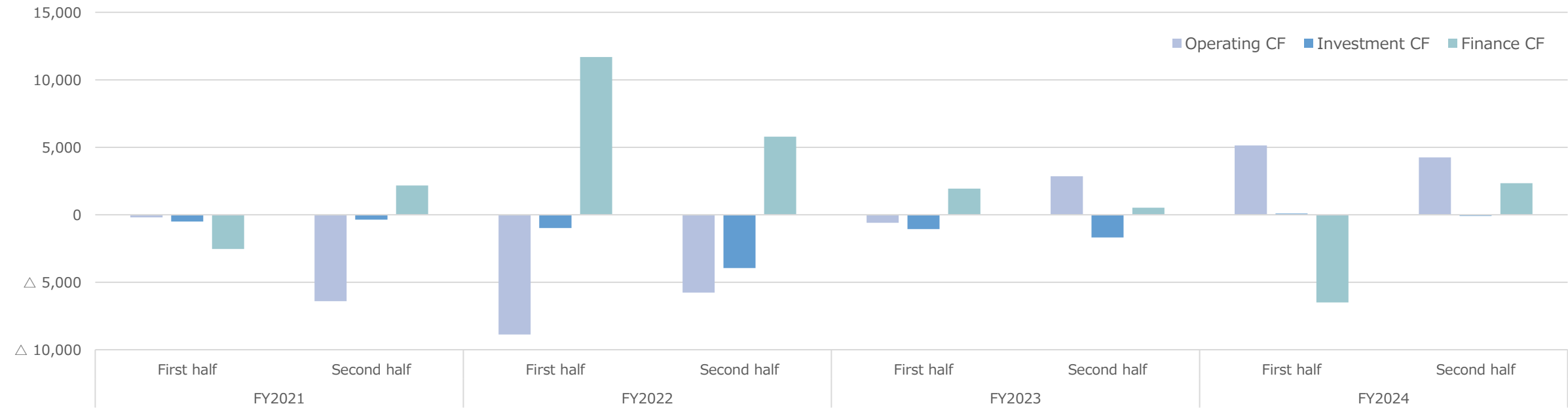
Quarterly Balance Sheets

Balance Sheet (Million yen)		FY2021				FY2022				FY2023				FY2024			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Current assets		79,030	83,989	85,722	94,806	106,129	116,439	117,410	107,677	106,338	110,140	109,750	102,779	103,984	104,900	92,707	105,384
	Cash and deposits	11,602	11,134	6,537	6,594	8,412	9,264	6,013	4,931	5,409	5,706	5,824	7,199	8,134	6,623	5,350	13,170
	Notes, accounts receivable and contract assets	25,232	27,926	31,087	34,099	36,620	40,890	39,493	37,537	34,466	34,470	35,044	36,169	37,151	36,957	28,451	31,562
	Inventories	40,029	42,391	45,414	51,089	58,230	63,003	68,755	62,429	63,662	67,294	66,135	56,924	56,103	58,732	56,624	58,297
	Others	2,168	2,537	2,684	3,022	2,865	3,282	3,148	2,778	2,800	2,669	2,746	2,487	2,595	2,588	2,281	2,355
Fixed assets		34,733	34,514	34,109	34,308	35,029	35,711	38,354	37,492	37,839	38,365	38,076	36,524	37,567	38,160	36,660	36,835
	Tangible fixed assets	23,316	23,011	22,684	22,770	23,067	23,661	23,927	23,525	23,351	23,705	23,341	22,505	22,645	22,570	22,195	22,596
	Intangible fixed assets	1,945	1,943	1,897	1,889	1,971	2,046	2,279	2,316	2,275	2,379	2,648	3,107	3,412	3,418	3,589	4,023
	Investments and other assets	9,470	9,559	9,528	9,649	9,991	10,002	12,147	11,649	12,212	12,281	12,086	10,911	11,509	12,171	10,875	10,215
Total assets		113,764	118,503	119,831	129,114	141,159	152,151	155,765	145,169	144,178	148,506	147,826	139,304	141,551	143,061	129,368	142,219
Current liabilities		53,930	57,311	59,133	67,120	78,880	86,207	89,337	81,791	82,598	84,529	85,813	80,854	82,406	81,859	76,592	86,352
	Accounts payable	13,568	15,538	17,027	19,830	20,168	20,155	16,569	13,258	11,670	10,924	10,515	8,810	9,072	11,367	10,648	12,172
	Short-term loan	33,379	34,307	34,014	38,287	48,465	52,367	59,476	58,807	62,187	62,724	64,800	63,321	63,612	59,182	57,300	64,611
	Others	6,983	7,466	8,092	9,003	10,247	13,685	13,292	9,723	8,741	10,879	10,498	8,723	9,722	11,310	8,641	9,569
Long-term liabilities		27,401	27,421	26,312	26,322	25,273	26,246	25,617	25,896	25,625	26,093	25,876	26,079	26,131	26,831	24,393	23,632
	Long-term loan	20,711	20,666	19,513	19,386	18,578	19,481	18,657	18,851	18,699	19,085	18,923	19,123	18,969	19,479	17,390	15,858
	Liabilities for retirement benefits	5,287	5,289	5,315	5,273	5,193	5,159	5,209	5,113	5,062	5,053	5,060	5,034	5,023	5,046	4,982	4,868
	Others	1,402	1,464	1,482	1,661	1,501	1,604	1,749	1,931	1,863	1,953	1,892	1,919	2,138	2,306	2,019	2,906
Net assets		32,431	33,771	34,385	35,672	37,004	39,696	40,809	37,482	35,953	37,883	36,137	32,370	33,014	34,370	28,382	32,234
	Shareholders' equity	34,057	35,137	35,573	36,070	35,714	36,107	36,386	35,306	33,334	33,285	30,764	27,791	26,547	25,484	22,933	24,248
	Other accumulated comprehensive income	△1,959	△1,724	△1,584	△824	864	3,097	3,697	1,431	1,875	3,829	4,580	3,805	5,716	7,904	4,473	6,965
	Non-controlling shareholders' equity	332	358	396	426	426	491	725	743	744	767	792	773	750	982	976	1,020
Total liabilities and net assets		113,764	118,503	119,831	129,114	141,159	152,151	155,765	145,169	144,178	148,506	147,826	139,304	141,551	143,061	129,368	142,219

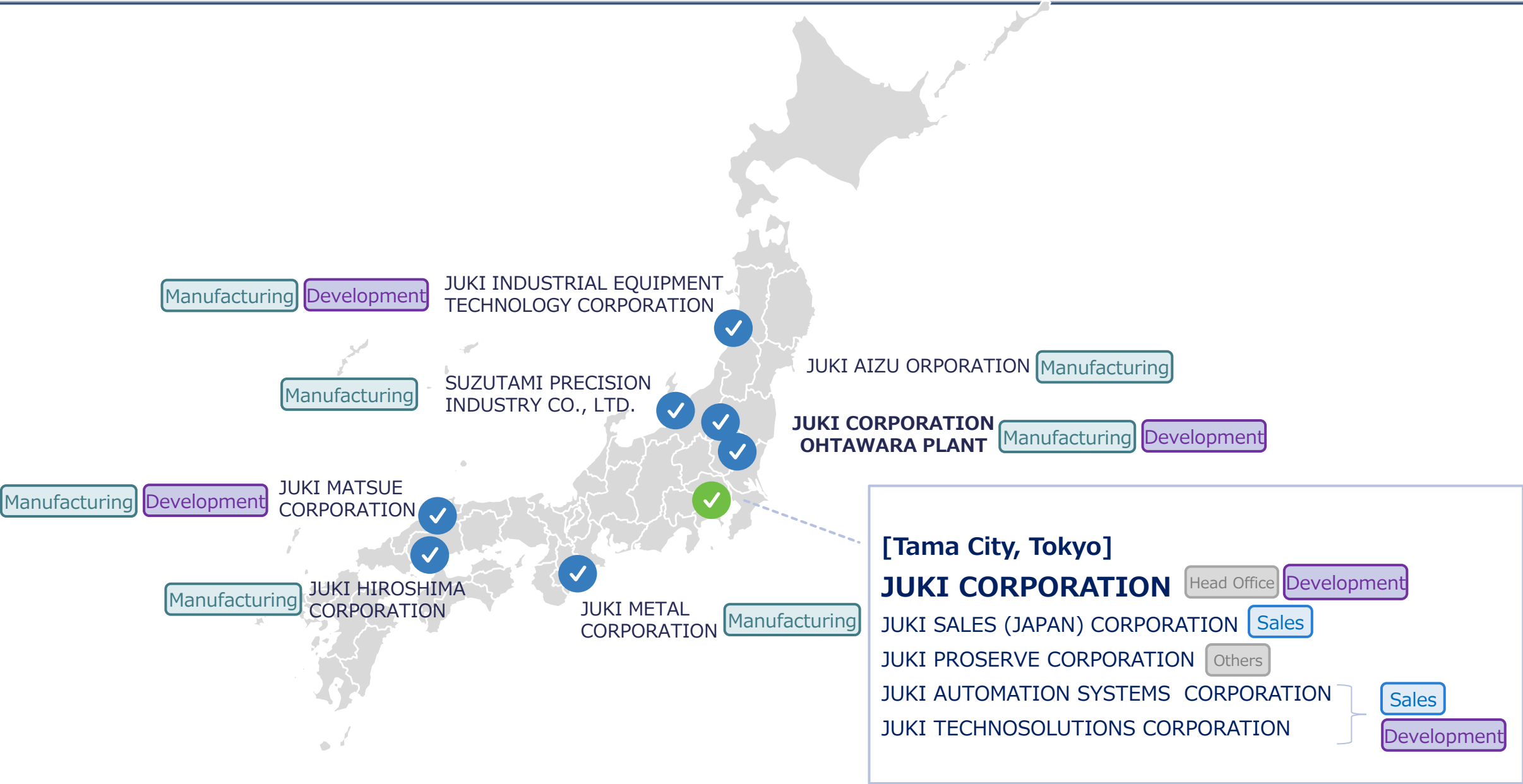
Half-Year and Full-Year Cash Flow Statements

Statements of cash flows
(Million yen)

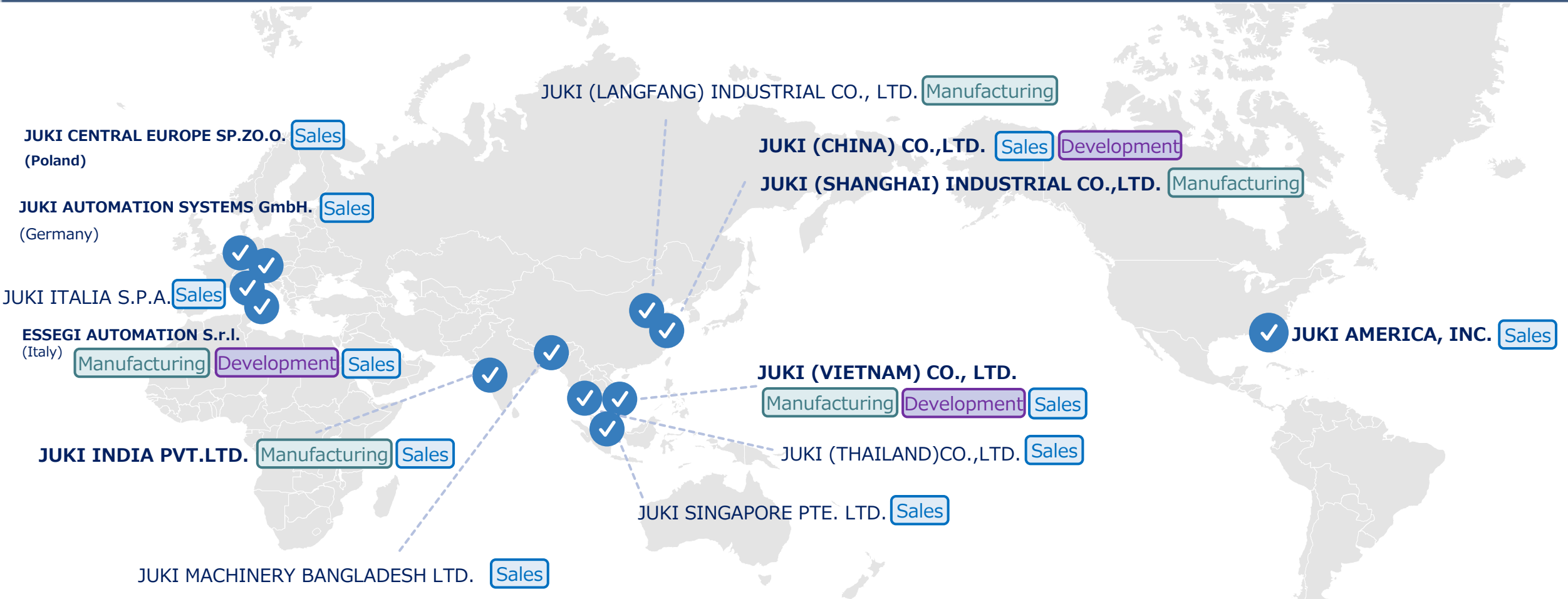
	FY2021			FY2022			FY2023			FY2024		
	First half	Second half	Full year	First half	Second half	Full year	First half	Second half	Full year	First half	Second half	Full year
Cash flow from operations	△ 193	△ 6,395	△ 6,589	△ 8,879	△ 5,762	△ 14,641	△ 599	2,854	2,254	5,127	4,244	9,371
Cash flow from investments	△ 499	△ 357	△ 856	△ 977	△ 3,953	△ 4,930	△ 1,067	△ 1,684	△ 2,751	82	△84	△2
Cash flow from financing	△ 2,536	2,166	△ 369	11,693	5,791	17,484	1,929	526	2,456	△6,489	2,342	△4,147



JUKI's Domestic Bases



JUKI's Global Bases



[Other bases]

- Asia: Hong Kong, Indonesia, Cambodia, Myanmar
- Middle East: Dubai, Pakistan, Ethiopia, Jordan
- Europe: Turkey, Russia, Belarus
- Americas: Mexico, Peru, Colombia

This material contains forward-looking statements concerning future plans, strategies and assumptions in light of the economic, financial and other data currently available. Furthermore, they are subject to a number of risks and uncertainties. JUKI therefore wishes to caution readers that actual results may differ materially from those projected in such forward-looking statements.

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