

Financial Results Briefing for the 3Q of FY2025

<Securities code: 6440>

November 13, 2025
JUKI CORPORATION

Building Sustainable JUKI

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1. FY2025 3Q Results

FY2025 3Q Results

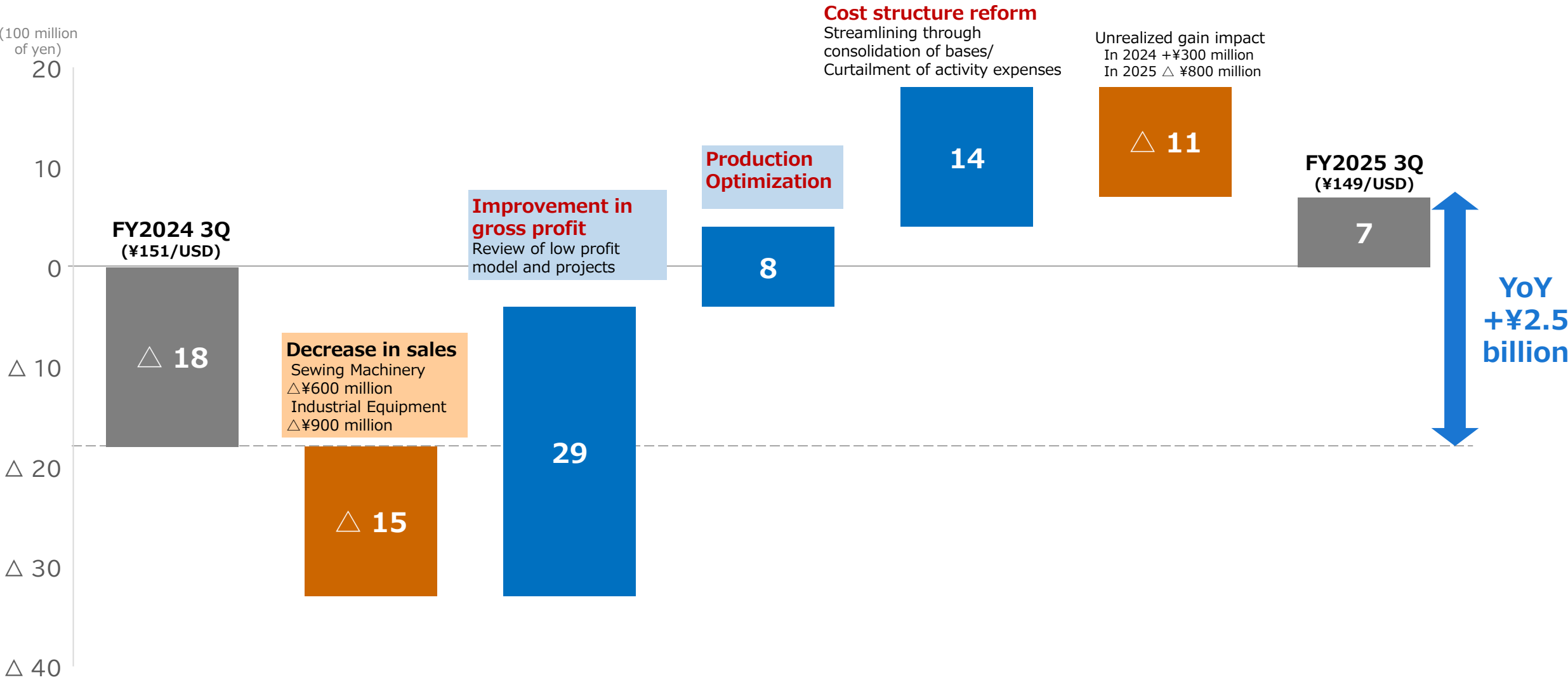
(Millions of yen)	FY2025				FY2024 3Q Cumulative	YoY Change
	1Q	2Q	3Q	3Q Cumulative		
Net sales	22,957	21,415	19,832	64,204	67,435	△3,230
Operating income [Operating margin]	△332 [△1.4%]	425 [2.0%]	582 [2.9%]	674 [1.1%]	△1,869 [△2.8%]	+2,544
Ordinary income [Ordinary income margin]	△1,035 [△4.5%]	20 [0.1%]	243 [1.2%]	△ 771 [△1.2%]	△4,444 [△6.6%]	+3,673
Net Income [Net income margin]	49 [0.2%]	90 [0.4%]	△ 64 [△0.4%]	75 [0.1%]	△4,550 [△6.6%]	+4,625
USD Average exchange rate for the year	¥153	¥144	¥148	¥149	¥151	△ ¥2
Euro Average exchange rate for the year	¥161	¥165	¥172	¥166	¥164	+¥2

*Average exchange rate affecting operating income

- 1 Sewing Machinery faced cautious capital investment in Asia due to U.S. tariffs, but demand from western India and China stayed strong. Automotive-related business in the Americas rebounded in the second half of 3Q, and demand is expected to rise by year-end.
- 2 Industrial Equipment remained weak under U.S. tariffs. Although China began recovering mid-year, overall sales fell 12% year-on-year, partly due to a slump in the Americas.
- 3 Operating profit rose 2.5 billion yen year-on-year, driven by a shift to high-end Sewing Machinery markets and production optimization through model reduction.
- 4 Non-consolidated net income declined by 60 million yen in 3Q, mainly due to extraordinary losses from production optimization and the Next Career Program.

FY2025 3Q Operating Income Change [YoY]

- Improved 2.5 billion yen YoY due to improvement in gross profit by shifting to high-end markets and production optimization by model reduction.



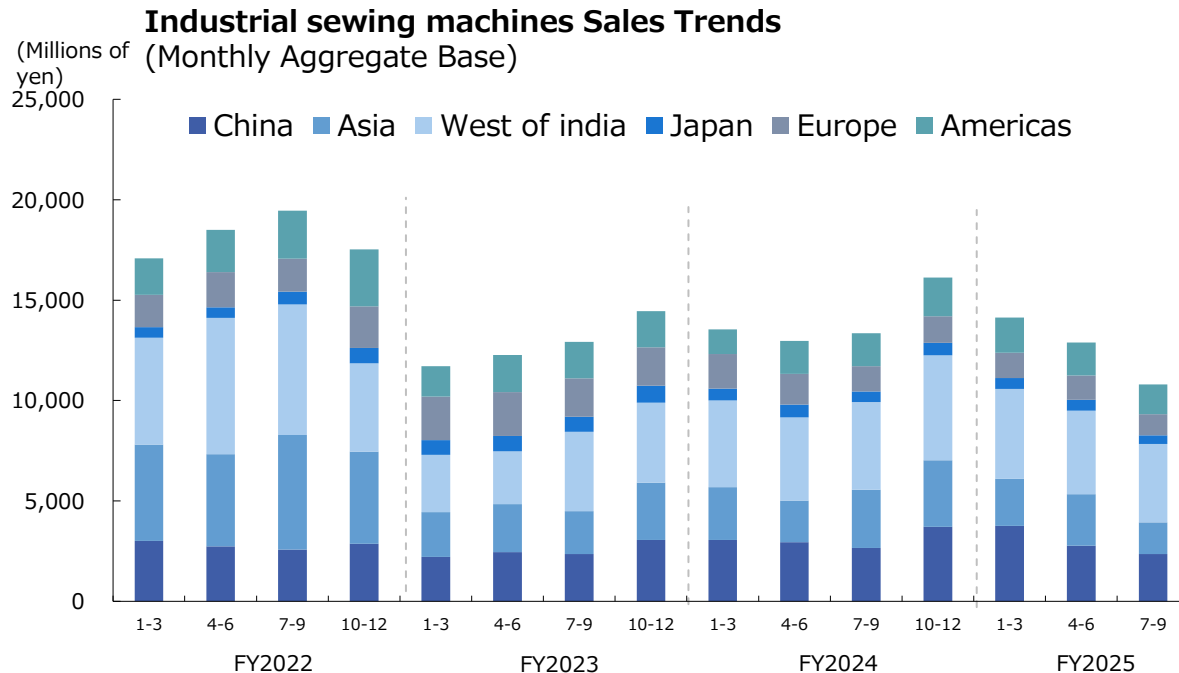
Performance by Segment

(Millions of yen)		FY2025				FY2024 3Q Cumulative	YoY Change
		1Q	2Q	3Q	3Q Cumulative		
Total	Net sales	22,957	21,415	19,832	64,204	67,435	△3,230
	Operating income [Operating margin]	△332 [-]	425 [2.0%]	582 [2.9%]	674 [1.1%]	△1,869 [△2.8%]	+2,544
	Ordinary income	△1,035	20	243	△771	△4,444	+3,673
Sewing Machinery	Net sales	17,370	16,521	14,410	48,301	49,428	△1,127
	Operating income [Operating margin]	415 [2.4%]	1,323 [8.0%]	1,073 [7.4%]	2,812 [5.8%]	421 [0.8%]	+2,391
	Ordinary income	249	1,029	555	1,833	△1,011	+2,844
Industrial Equipment	Net sales	5,494	4,828	5,355	15,678	17,780	△2,102
	Operating income [Operating margin]	△457 [△8.3%]	△559 [△11.5%]	△185 [△3.4%]	△1,202 [△7.7%]	△1,667 [△9.3%]	+465
	Ordinary income	△506	△444	△176	△1,128	△1,487	+359
Other/ Adjustments	Net sales	92	65	66	224	226	△2
	Operating income	△290	△339	△306	△936	△623	△313
	Ordinary income	△777	△562	△135	△1,476	△1,945	+469
	(Foreign exchange gains/losses)	(△511)	(△213)	(+353)	(△371)	(△1,484)	(+1,113)

Segment Overview -Sewing Machinery Business-

- Sales were hit by weak capital investment in Asia, but demand from western India and China stayed strong. Automotive-related business in the Americas rebounded in the second half of 3Q, and demand is expected to rise by year-end.
- Operating income grew 2.3 billion yen YoY, driven by a shift to high-end Sewing Machinery markets and production optimization through model reduction.

(Millions of yen)	FY2025				FY2024 3Q Cumulative	YoY Change
	1Q	2Q	3Q	3Q Cumulative		
Net sales	17,370	16,521	14,410	48,301	49,428	△1,127
Operating income [Operating margin]	415 [2.4%]	1,323 [8.0%]	1,073 [7.4%]	2,812 [5.8%]	421 [0.8%]	+2,391



Industrial sewing machines Sales by Region YoY

(100 million of yen)	FY2024 3Q Cumulative	FY2025 3Q Cumulative	Change
China ※1	86	89	+3
Asia	76	65	△11
West of India ※2	128	125	△3
Japan	18	15	△3
Europe	45	35	△10
Americas	45	49	+4
Total	398	378	△20

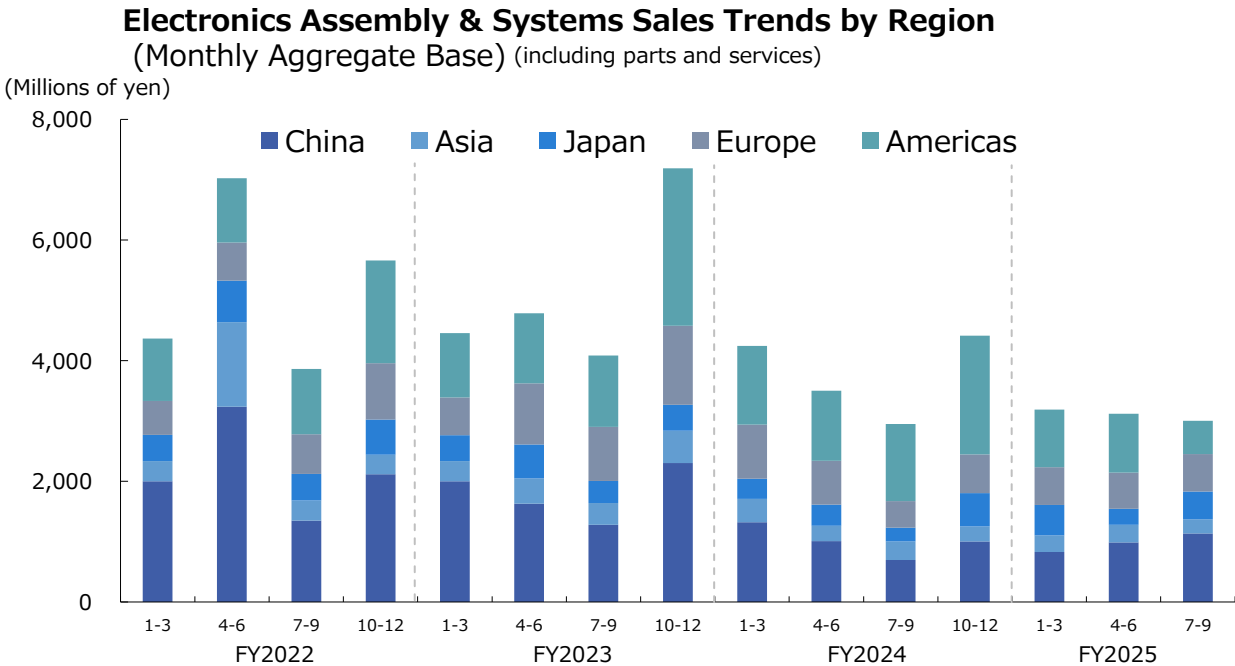
※1: Includes sales to Asia end users through China distributors

※2: India, Bangladesh, the Middle East and Africa

Segment Overview -Industrial Equipment Business-

- Electronics Assembly & Systems sales remain pressured by U.S. tariffs, but recovery is expected in China mid-year and in the Americas after the new year in areas like automated warehousing.
- Earning improved YoY due to Contract Business, with plans to focus on core markets next fiscal year.

(Millions of yen)	FY2025				FY2024 3Q Cumulative	YoY Change
	1Q	2Q	3Q	3Q Cumulative		
Net sales	5,494	4,828	5,355	15,678	17,780	△2,102
Operating income	△457	△559	△185	△1,202	△1,667	+465
[Operating margin]	[△8.3%]	[△11.5%]	[△3.4%]	[△7.7%]	[△9.3%]	



Electronics Assembly & Systems Sales by Region YoY

(100 million of yen)	FY2024 3Q Cumulative	FY2025 3Q Cumulative	Change
China	30	30	-
Asia	10	8	△2
Japan	9	12	+3
Europe	21	18	△3
Americas	37	25	△12
Total	107	93	△14

Major financial items

- Major financial items have maintained a positive trend.
- CCC improved by 0.5 months YoY, inventory $\triangle 6.1$ billion yen from the previous year-end, and interest-bearing debt (after deducting cash and deposits) $\triangle 9.3$ billion yen.
- Net cash provided by operating activities remained strong at 2.3 billion yen in 3Q and 6.3 billion yen in cumulative total.

(Millions of yen)	FY2024 End of December	FY2025 End of September	Change
Total assets	142,219	132,807	$\triangle 9,412$
Net assets	32,234	31,333	$\triangle 901$
Equity ratio	21.9%	22.9%	+1.0pt
Trade receivables [Rotation period]	31,562 [4.0 months]	22,368 [3.1 months]	$\triangle 9,194$ [$\triangle 0.9$ months]
Inventory [Turnover period]	58,297 [7.3 months]	52,140 [7.3 months]	$\triangle 6,157$ [-]
Trade payables [Turnover period]	12,172 [1.5 months]	7,539 [1.1 months]	$\triangle 4,633$ [$\triangle 0.4$ months]
Interest-bearing debt	82,728	82,180	$\triangle 547$
Interest-bearing debt (Deduction of cash and deposits)	69,557	60,247	$\triangle 9,310$
USD Year-end rate	¥158	¥149	\triangle ¥9
Euro Year-end rate	¥165	¥174	+¥9

Consolidated Statement of Cash Flows (Millions of yen)

	FY2025 1Q	FY2025 2Q	FY2025 3Q	FY2025 3Q Cumulative
Cash flow from operating activities	+617	+3,339	+2,325	+6,282
Cash flow from investing activities	+2,745	+379	$\triangle 191$	+2,932
Cash flow from financing activities	$\triangle 2,991$	$\triangle 1,770$	+4,679	$\triangle 83$

Decrease in foreign currency translation adjustments due to the appreciation of the yen: $\triangle 1.4$ billion yen

Excluding exchange impact: $\triangle 8.2$ billion yen

Excluding exchange impact: $\triangle 4.0$ billion yen

Cash conversion cycle improved by 0.5 months
Trade receivables: $\triangle 0.9$ months/ Inventory: ± 0 months/
Trade payables: $\triangle 0.4$ months

2. Revised Forecast for FY2025

Revised Forecast for FY2025

- The FY2025 forecast was revised to 90 billion yen in sales, 2.5 billion yen operating income, 0.5 billion yen ordinary income, and 1.0 billion yen net income, reflecting profitability measures despite lower sales.

(100 million of yen)	FY2025 Full year (1-12) Initial forecast	FY2025 Full year (1-12) Revised forecast	Change	(Reference)	
				FY2024 Full year	Difference from previous year
Net sales	1,050	900	△ 150	951	△ 51
Operating income	20	25	+5	△ 9	+34
Ordinary income	10	5	△ 5	△ 33	+38
Net Income	10	10	0	△ 32	+42
Dividends	¥10 per share	¥10 per share	-	-	+¥10 per share
Average exchange rate during the period	¥145	¥148	+¥3	¥151	△ ¥3

Revised Forecast for FY2025 -4Q Summary-

- Americas automotive-related demand rebounded in late 3Q and is expected to rise by year-end.
- Operating income should improve with higher sales and ongoing profitability measures, while net income is expected to meet forecasts, supported by gains from strategic share sales offsetting restructuring losses.

(100 million of yen)	FY2025 (Actual)			
	1Q	2Q	3Q	3Q Cumulative
Net sales	229	214	198	642
Gross profit	57	64	61	183
Gross profit margin	25.1%	29.9%	31.0%	28.5%
Operating income	△3	4	5	6
Ordinary income	△10	0	2	△7
Net Income	0	0	△0	0
Average exchange rate during the period	¥153	¥149	¥149	¥149

FY2025 4Q	FY2024 4Q	Difference from previous year	FY2025 Full year
260	277	△17	900
80	74	+6	260
30.8%	26.9%	+3.9pt	29.0%
20	9	+11	25
10	11	△1	5
10	13	△3	10
¥146	¥151	△ ¥5	¥148

Revised Forecast for FY2025 -Extraordinary Income/Loss-















- Extraordinary income/losses in 4Q are expected to include extraordinary incomes from the sale of strategic shareholdings and extraordinary losses from the rationalization of production bases and the assignment of shares in subsidiaries.

(100 million of yen)	FY2025		
	3Q Cumulative	4Q	Annual
Extraordinary income	16	13	29
Of which, gain on sales of strategic stockholdings	13	13	26
Extraordinary loss	7	9	16
Of which, rationalization of production bases Next Career Program	6	3	9
Of which, loss on assignment of shares of subsidiaries	-	5	5

3. Reference Materials

■ Corporate Slogan: Mind & Technology

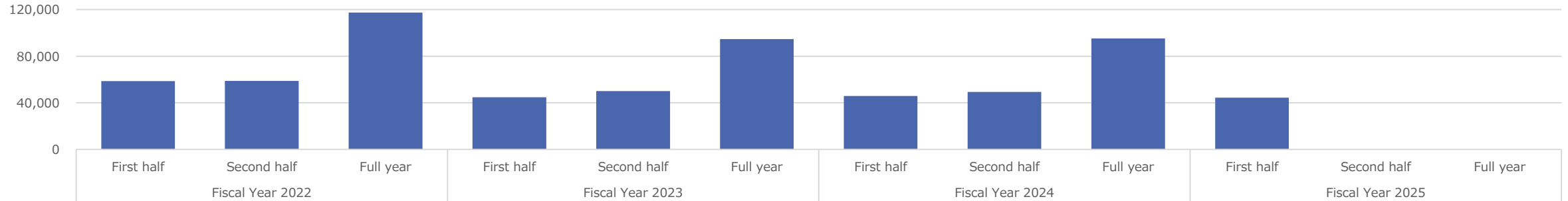
Trade Name	JUKI CORPORATION
Established	December 15, 1938
Representative	Atsushi Narikawa, President and Representative Director
Common stock	18,044 million yen
Main offices	Head Office: 2-11-1 Tsurumaki, Tama-shi, Tokyo 206-8551, Japan Otawara Plant: 1863, Kita-Kanemaru, Otawara-shi, Tochigi-ken, 324-0011, 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	22 companies *November 1, 2025
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 Business	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 •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 Business	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 productions •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 •Semiconductor equipment  

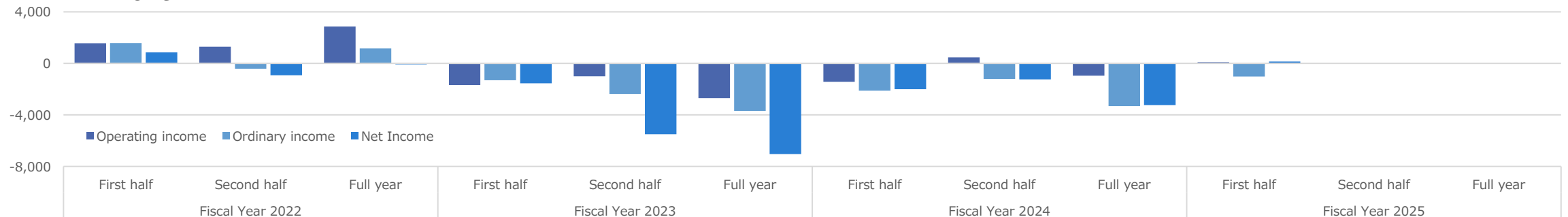
Half-Year and Full-Year Performance

(Millions of yen)	FY2022			FY2023			FY2024			FY2025		
	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	58,577	58,877	117,454	44,770	49,980	94,750	45,882	49,303	95,185	44,372		
Operating income	1,558	1,300	2,858	△1,689	△1,010	△2,699	△1,428	466	△962	92		
Ordinary income	1,581	△418	1,163	△1,317	△2,367	△3,684	△2,119	△1,208	△3,327	△1,014		
Net Income	846	△924	△78	△1,541	△5,494	△7,035	△1,999	△1,236	△3,235	139		
Operating income margin	2.7%	2.2%	2.4%	-	-	-	-	1.2%	-	0.2%		
Ordinary income ratio	2.7%	-	1.0%	-	-	-	-	-	-	-		
Net income margin	1.4%	-	-	-	-	-	-	-	-	0.3%		

(Millions of yen) **Net sales**



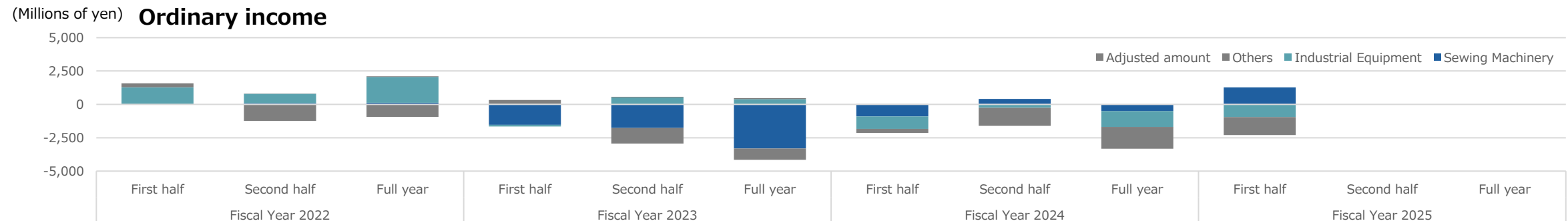
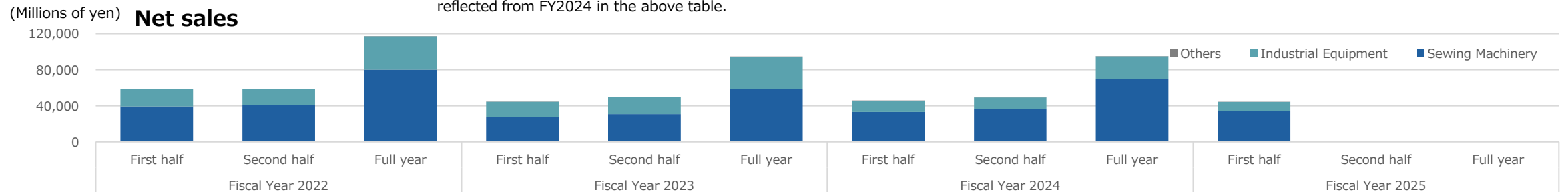
(Millions of yen) **Profit**



Half-Year and Full-Year Performance by segment

(Millions of yen)	FY2022			FY2023			FY2024			FY2025		
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	39,350	40,587	79,937	27,448	30,756	58,204	33,193	36,661	69,855	33,891		
Industrial Equipment	19,097	18,156	37,253	17,150	19,081	36,231	12,526	12,499	25,025	10,323		
Others	130	133	263	171	143	314	162	142	304	158		
Total	58,577	58,877	117,454	44,770	49,980	94,750	45,882	49,303	95,185	44,372		
Ordinary income	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	25	94	119	△1,530	△1,770	△3,300	△911	402	△ 510	1,278		
Industrial Equipment	1,246	696	1,942	△125	517	392	△925	△246	△1,171	△951		
Others	19	26	45	34	48	82	19	△21	△2	△37		
Adjusted amount	289	△1,232	△943	302	△1,160	△858	△302	△1,341	△1,643	△1,304		
Total	1,581	△418	1,163	△1,317	△2,367	△3,684	△2,119	△1,208	△3,327	△1,014		

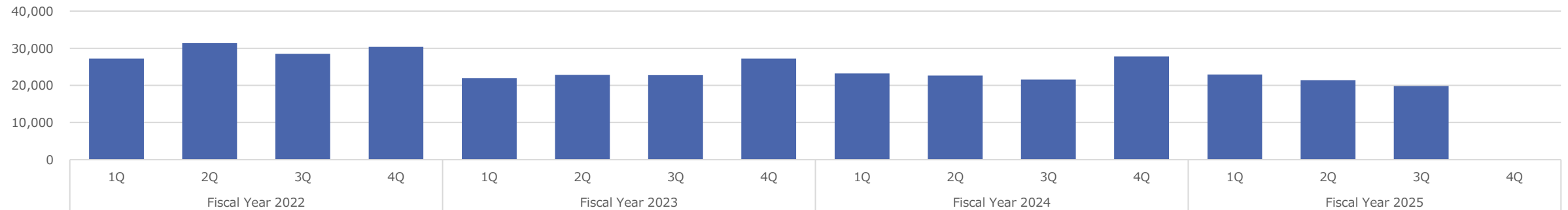
※**Segment changes from FY2025:** "Parts, Service, System, and Automation Division" related to Sewing Machinery Business, which was previously included in "Industrial Equipment and Systems Business Segment," has been changed to "Sewing Machinery and Systems Business Segment." Additionally, two core business segments have been renamed to "Sewing Machinery Business" and "Industrial Equipment Business," respectively, actual performance considering the change has been reflected from FY2024 in the above table.



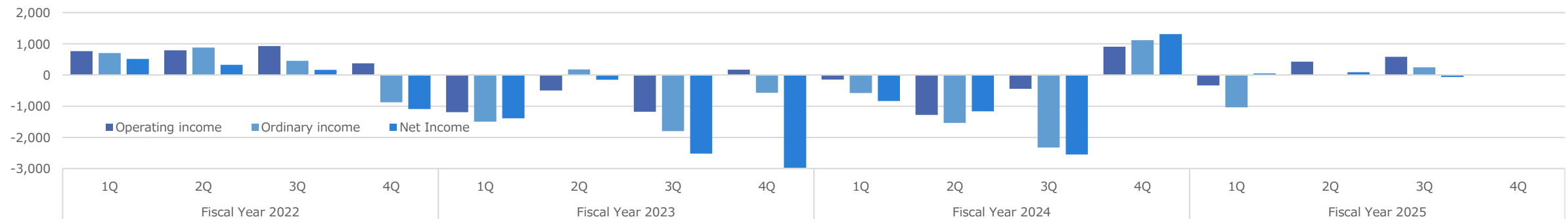
Quarterly performance

	FY2022				FY2023				FY2024				FY2025			
(Millions of yen)	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net sales	27,218	31,359	28,510	30,367	21,959	22,811	22,776	27,204	23,237	22,645	21,553	27,750	22,957	21,415	19,832	
Operating income	764	794	929	371	△1,190	△499	△1,181	171	△145	△1,283	△441	907	△332	425	582	
Ordinary income	703	878	454	△872	△1,496	179	△1,799	△568	△581	△1,538	△2,325	1,117	△1,035	20	243	
Net Income	516	330	165	△1,089	△1,385	△156	△2,522	△2,972	△833	△1,166	△2,551	1,315	49	90	△64	
Operating income margin	2.8%	2.5%	3.3%	1.2%	-	-	-	0.6%	-	-	-	3.3%	-	2.0%	2.9%	
Ordinary income ratio	2.6%	2.8%	1.6%	-	-	0.8%	-	-	-	-	-	4.0%	-	0.1%	1.2%	
Net income margin	1.9%	1.1%	0.6%	-	-	-	-	-	-	-	-	4.7%	0.2%	0.4%	-	

(Millions of yen) **Net sales**



(Millions of yen) **Profit**

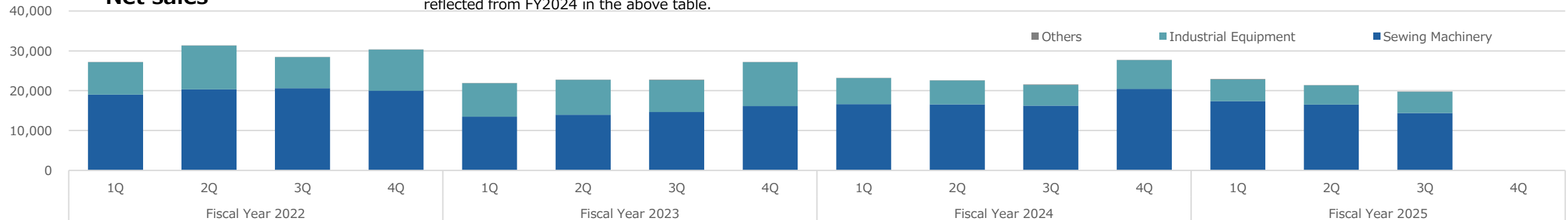


Quarterly Performance by Segment

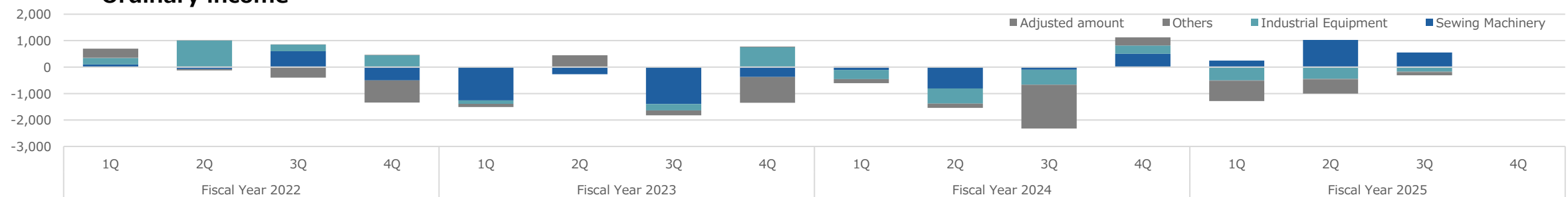
(Millions of yen)	FY2022				FY2023				FY2024				FY2025			
Net sales	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Sewing Machinery	18,990	20,360	20,588	19,999	13,465	13,983	14,633	16,123	16,605	16,588	16,234	20,427	17,370	16,521	14,410	
Industrial Equipment	8,159	10,938	7,860	10,296	8,400	8,750	8,067	11,014	6,549	5,976	5,254	7,245	5,494	4,828	5,355	
Others	68	62	61	72	92	79	74	69	82	80	64	78	92	65	66	
Total	27,218	31,359	28,510	30,367	21,959	22,811	22,776	27,204	23,237	22,645	21,553	27,750	22,957	21,415	19,832	
Ordinary income																
Sewing Machinery	101	△76	600	△506	△1,259	△271	△1,400	△370	△105	△806	△99	501	249	1,029	555	
Industrial Equipment	245	1,001	252	444	△127	2	△237	754	△353	△572	△562	316	△506	△444	△176	
Others	16	3	4	22	16	18	23	25	27	△8	△15	△6	△17	△19	△13	
Adjusted amount	339	△50	△401	△831	△126	428	△184	△976	△150	△152	△1,647	306	△760	△543	△123	
Total	703	878	454	△872	△1,496	179	△1,799	△568	△581	△1,538	△2,325	1,117	△1,035	20	243	

※Segment changes from FY2025: "Parts, Service, System, and Automation Division" related to Sewing Machinery Business, which was previously included in "Industrial Equipment and Systems Business Segment," has been changed to "Sewing Machinery and Systems Business Segment." Additionally, two core business segments have been renamed to "Sewing Machinery Business" and "Industrial Equipment Business," respectively, actual performance considering the change has been reflected from FY2024 in the above table.

(Millions of yen) **Net sales**

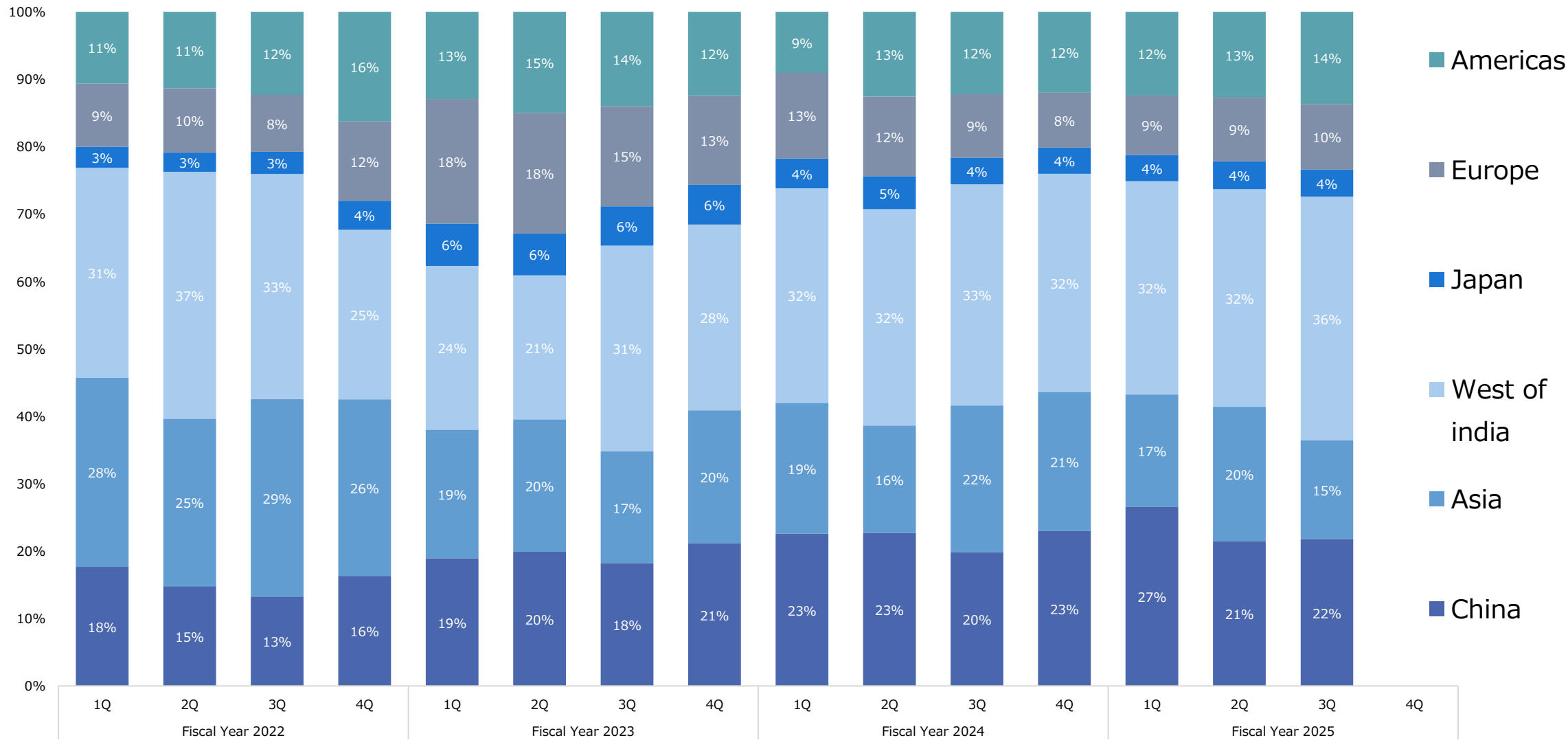


(Millions of yen) **Ordinary income**



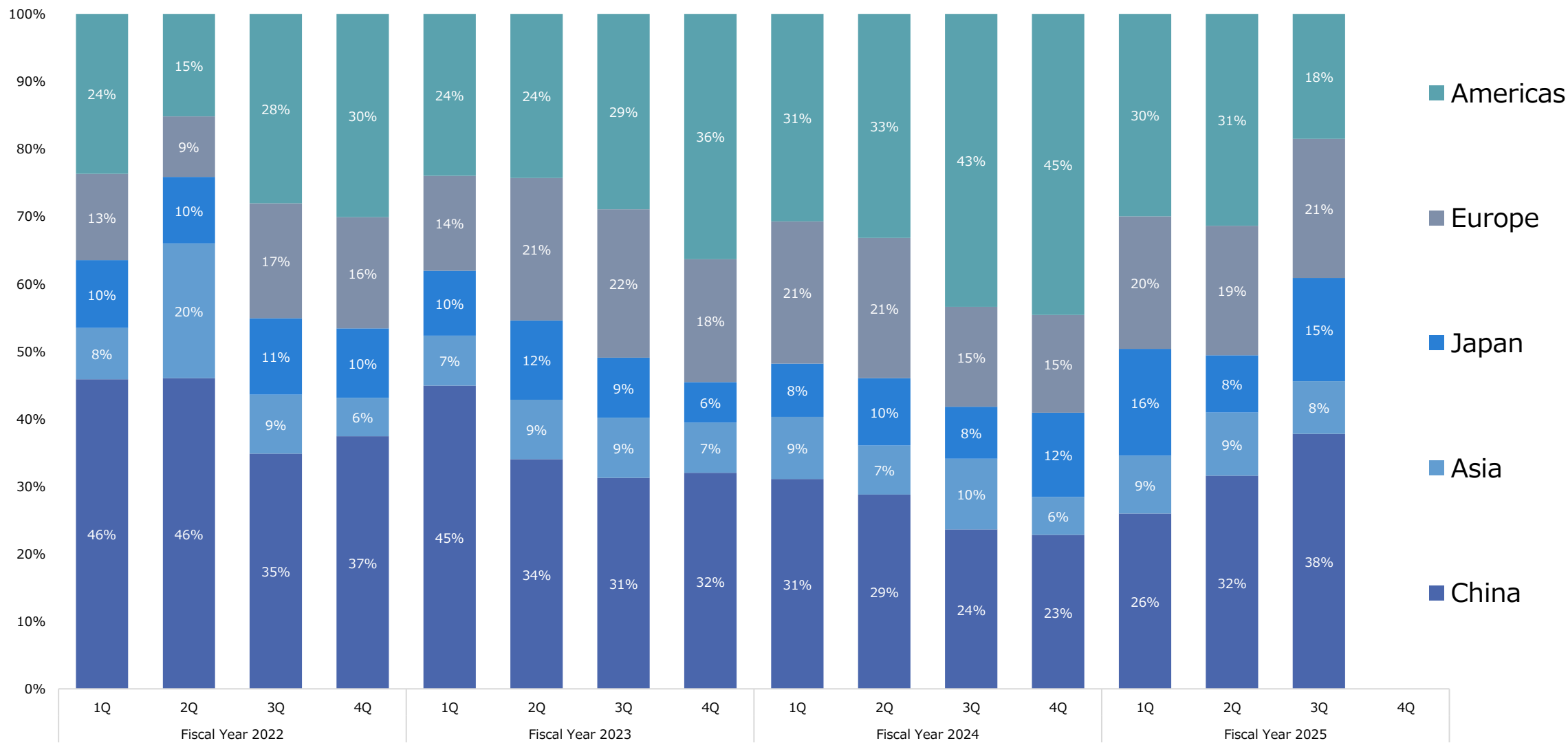
Quarterly Sales by Region-Industrial Sewing Machines-

Industrial sewing machines Sales Breakdown by Region



Quarterly Sales by Region-Electronics Assembly & Systems-

Electronics Assembly & Systems Sales Breakdown by Region



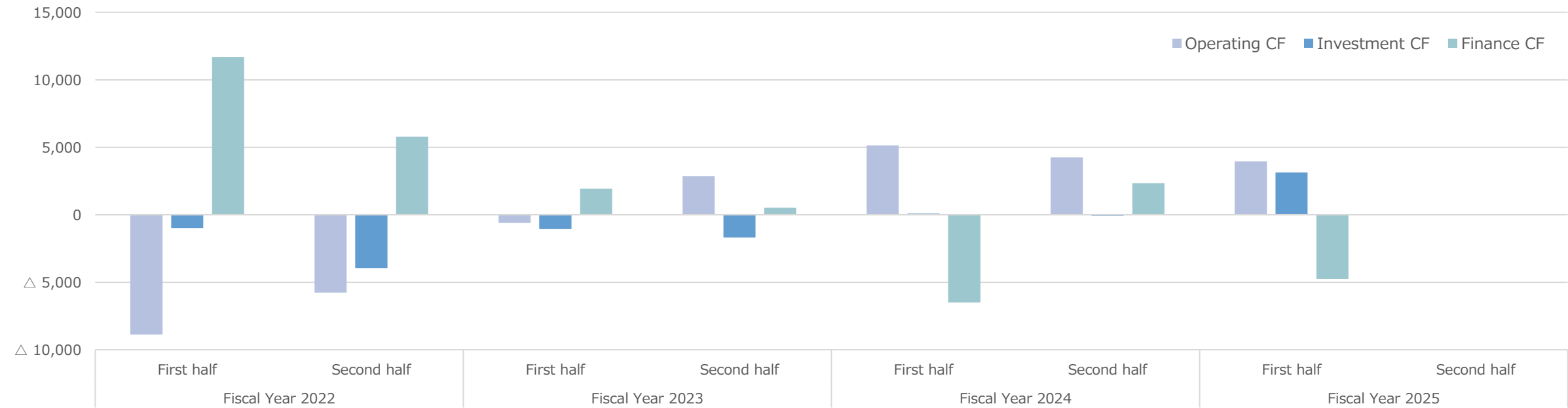
Quarterly Balance Sheets

(Millions of yen)		FY2022				FY2023				FY2024				FY2025			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Current assets		106,129	116,439	117,410	107,677	106,338	110,140	109,750	102,779	103,984	104,900	92,707	105,384	98,067	94,102	98,970	
	Cash and deposits	8,412	9,264	6,013	4,931	5,409	5,706	5,824	7,199	8,134	6,623	5,350	13,170	13,129	14,878	21,933	
	Notes, accounts receivable and contract assets	36,620	40,890	39,493	37,537	34,466	34,470	35,044	36,169	37,151	36,957	28,451	31,562	27,431	24,124	22,368	
	Inventories	58,230	63,003	68,755	62,429	63,662	67,294	66,135	56,924	56,103	58,732	56,624	58,297	54,993	52,568	52,140	
	Others	2,865	3,282	3,148	2,778	2,800	2,669	2,746	2,487	2,595	2,588	2,281	2,355	2,514	2,531	2,527	
Fixed assets		35,029	35,711	38,354	37,492	37,839	38,365	38,076	36,524	37,567	38,160	36,660	36,835	34,512	33,301	33,837	
	Property, plant and equipment	23,067	23,661	23,927	23,525	23,351	23,705	23,341	22,505	22,645	22,570	22,195	22,596	22,669	21,599	21,483	
	Intangible assets	1,971	2,046	2,279	2,316	2,275	2,379	2,648	3,107	3,412	3,418	3,589	4,023	4,048	3,933	3,897	
	Investments and other assets	9,991	10,002	12,147	11,649	12,212	12,281	12,086	10,911	11,509	12,171	10,875	10,215	7,794	7,769	8,455	
Total assets		141,159	152,151	155,765	145,169	144,178	148,506	147,826	139,304	141,551	143,061	129,368	142,219	132,579	127,403	132,807	
Current liabilities		78,880	86,207	89,337	81,791	82,598	84,529	85,813	80,854	82,406	81,859	76,592	86,352	80,038	78,451	78,726	
	Accounts payable	20,168	20,155	16,569	13,258	11,670	10,924	10,515	8,810	9,072	11,367	10,648	12,172	9,800	8,320	7,539	
	Short-term borrowings	48,465	52,367	59,476	58,807	62,187	62,724	64,800	63,321	63,612	59,182	57,300	64,611	63,057	63,115	64,342	
	Others	10,247	13,685	13,292	9,723	8,741	10,879	10,498	8,723	9,722	11,310	8,641	9,569	7,181	7,015	6,844	
Long-term liabilities		25,273	26,246	25,617	25,896	25,625	26,093	25,876	26,079	26,131	26,831	24,393	23,632	21,882	18,803	22,747	
	Long-term debt	18,578	19,481	18,657	18,851	18,699	19,085	18,923	19,123	18,969	19,479	17,390	15,858	13,912	11,280	15,272	
	Obligations for retirement pay	5,193	5,159	5,209	5,113	5,062	5,053	5,060	5,034	5,023	5,046	4,982	4,868	4,707	4,633	4,449	
	Others	1,501	1,604	1,749	1,931	1,863	1,953	1,892	1,919	2,138	2,306	2,019	2,906	3,263	2,889	3,025	
Net assets		37,004	39,696	40,809	37,482	35,953	37,883	36,137	32,370	33,014	34,370	28,382	32,234	30,659	30,148	31,333	
	Shareholders' equity	35,714	36,107	36,386	35,306	33,334	33,285	30,764	27,791	26,547	25,484	22,933	24,248	24,297	24,434	24,370	
	Other accumulated comprehensive income	864	3,097	3,697	1,431	1,875	3,829	4,580	3,805	5,716	7,904	4,473	6,965	5,345	4,731	5,990	
	Non-controlling shareholders' equity	426	491	725	743	744	767	792	773	750	982	976	1,020	1,015	982	972	
Total liabilities and net assets		141,159	152,151	155,765	145,169	144,178	148,506	147,826	139,304	141,551	143,061	129,368	142,219	132,579	127,403	132,807	

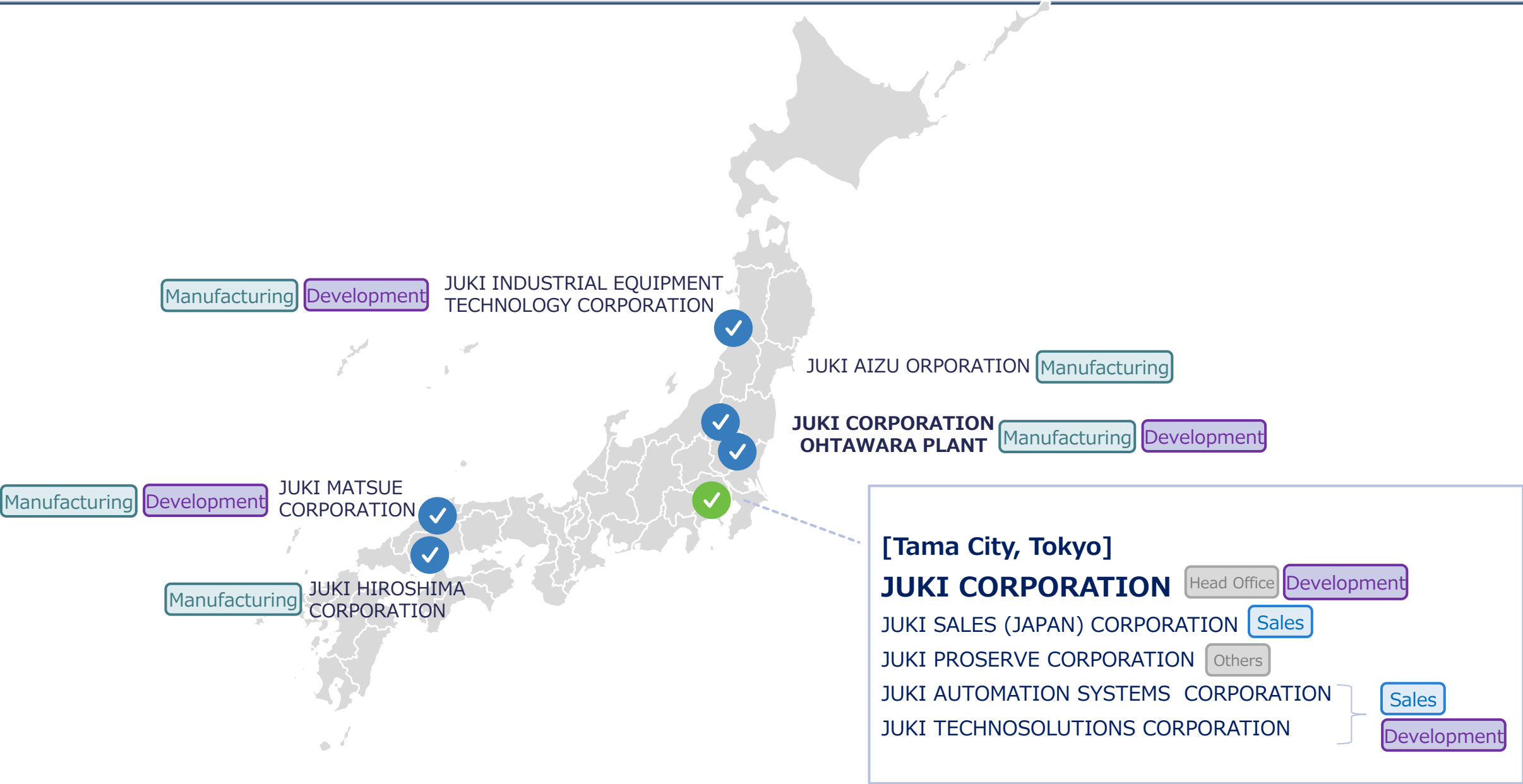
Half-Year and Full-Year Cash Flow Statements

Statements of cash flows
(Millions of yen)

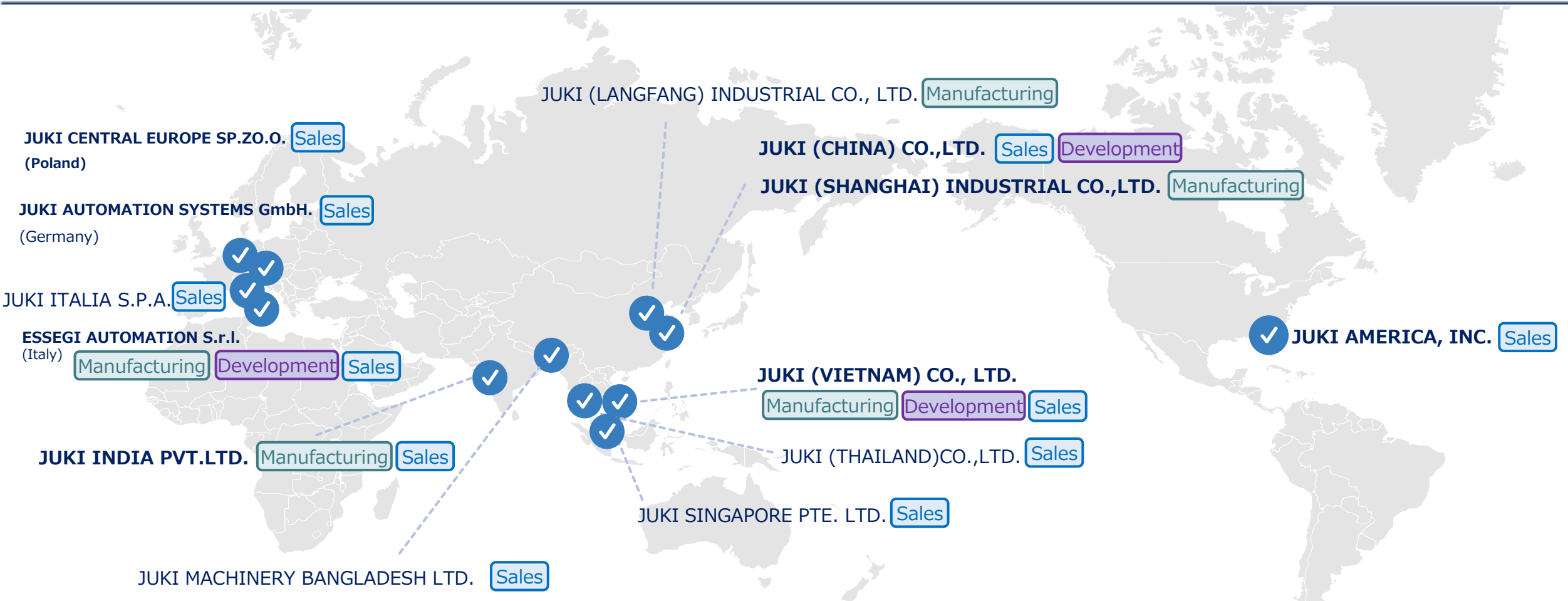
	FY2022			FY2023			FY2024			FY2025		
	First half	Second half	Full year	First half	Second half	Full year	First half	Second half	Full year	First half	Second half	Full year
Cash flow from operations	△ 8,879	△ 5,762	△ 14,641	△ 599	2,854	2,254	5,127	4,244	9,371	3,956		
Cash flow from investments	△ 977	△ 3,953	△ 4,930	△ 1,067	△ 1,684	△ 2,751	82	△ 84	△ 2	3,124		
Cash flow from financing	11,693	5,791	17,484	1,929	526	2,456	△ 6,489	2,342	△ 4,147	△ 4,762		



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, France
- Americas: Mexico, Peru, Colombia

In the material currently available, the earnings forecasts and forward-looking statements contained in these materials are as follows

These are forecasts based on judgments and include potential risks and uncertainties.

Accordingly, actual results may differ from these forecasts due to various factors.

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