

Integrated Report 2025

Building Sustainable JUKI

Editorial policies

The year 2025 is an extremely important turning point for JUKI.

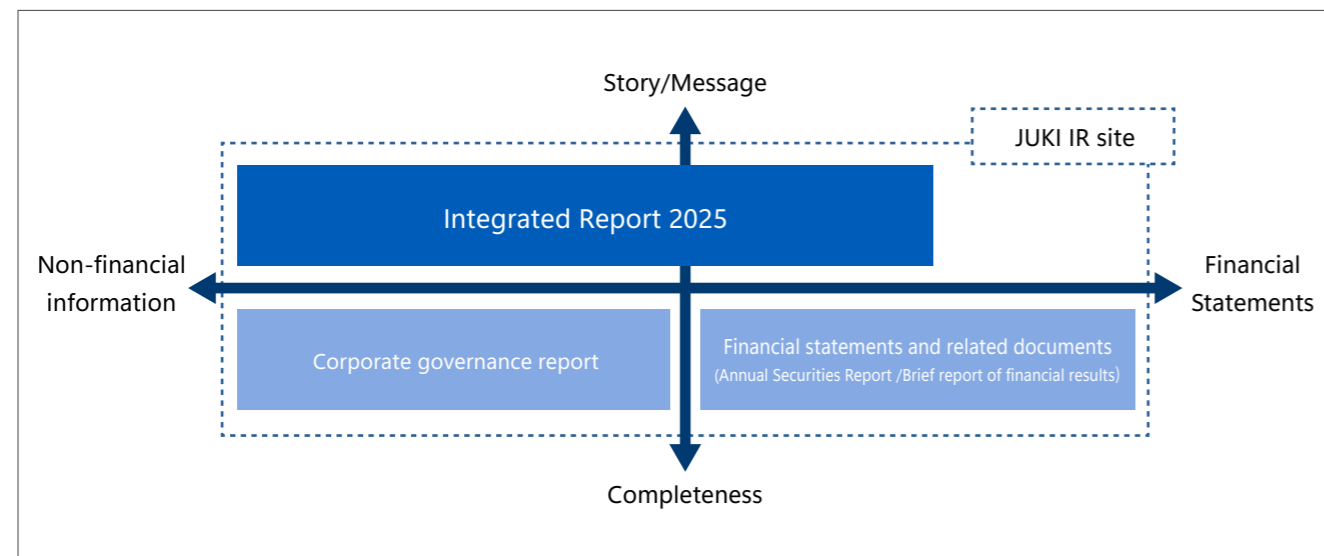
While implementing the Medium-term Management Plan scheduled for completion in 2025, we completely revised the strategies under the next Medium-term Management Plan with a view to accelerating business model reforms and enhancing our responses to sustainability issues. Changes in the environment surrounding our core businesses necessitated drastic changes in our strategy. To rebuild a management foundation capable of sustainable growth, we are implementing a five-year Medium-term Management Plan formulated under our newly established management philosophy.

The “Integrated Report 2025” seeks to help shareholders, investors, and other stakeholders acquire a deeper understanding of JUKI. In editing, the management and production team intensively discussed stakeholder opinions and reviewed the report from multiple perspectives to improve and expand its content while referring to external frameworks.

Points we would like to convey in the “Integrated Report 2025”

- Point 01** Tackling issues to be addressed by revamping the executive management structure
- Point 02** Planning out a growth strategy through business model reforms in two major businesses (sewing machinery and industrial equipment)
- Point 03** Strengthening financial discipline and practicing ESG management for sustainable growth

Disclosure System(Positioning of this report)



Major information disclosure tools	Contents
Integrated Report 2025	This is an annual report focusing on management strategies and future prospects from a medium-term perspective.
Corporate governance report	This report describes corporate governance initiatives and objectives.
Financial statements and related documents (Annual Securities Report / Brief report of financial results)	This is an annual report detailing the financial standing of JUKI in accordance with accounting standards and other regulations.
JUKI Corporate_IR site	This report covers information for JUKI shareholders and investors, including the Medium-term Management Plan and briefing materials for investors.

On publishing the “Integrated Report 2025”

Our company publishes an Integrated Report every year to provide shareholders, investors, and all of its other stakeholders with a better understanding of JUKI’s initiatives to sustainably enhance its corporate value.

We will build a business model for growth areas focused on the two major businesses set forth in our new Medium-term Management Plan, “Building a Sustainable JUKI,” to realize the ideal JUKI, strengthen our financial discipline to support this model, and practice ESG management. The “Integrated Report 2025” presents specific measures we will take to realize “a Sustainable JUKI.” The report is designed to impart a deeper understanding of JUKI’s potential for sustainable growth.

JUKI will continue to engage in active dialogue with stakeholders and disclose information to them in a timely and accurate manner.

We hope that the “Integrated Report 2025” will promote dialogue with stakeholders and deepen their understanding of JUKI’s initiatives.



Director & Managing Officer
Keiichi Hashimoto

Content that responds to questions and requests from stakeholders

They want to know the history of JUKI.	Page03-11 P5	Chapter 1 The purpose of JUKI
They want to know about the initiatives in the Medium-term Management Plan.	Page12-19 P16	Chapter 2 Medium-term management strategy
They want to know about the development of JUKI's core businesses and the strategies they pursue.	Page20-27 P21	Chapter 3 Building a Sustainable Business Foundation
They want to know how JUKI's technological capabilities surpass and differ from the capabilities of rivals.	Page28-39 P35	Chapter 4 Strengthening the Management Base / Development
They want to know about JUKI's human resources and organizational initiatives.	Page28-39 P32	Chapter 4 Strengthening the Management Base / Human resources
They want to know how JUKI governance functions, as well as the various governance challenges management faces and the areas for improvement.	Page40-49 P42	Chapter 5 Governance / Roundtable discussion of outside directors

Frameworks being used as reference

- IFRS Foundation Integrated Reporting Framework
- Ministry of Economy, Trade and Industry (METI) Value Co-Creation Guidance



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Production system and in-house use

The president and JUKI management team actively take part in the production of this report. The day-to-day activities of JUKI employees are also covered as topics. This report is available in Japanese and English. Many departments use the report to educate employees on where JUKI is today and to stimulate discussion on its future.

Reporting coverage

This report covers the activities of JUKI CORPORATION and its 23 group companies. Some sections, however, cover JUKI CORPORATION on a stand-alone basis.

Reporting period

The reporting period is fiscal year 2024 (January 1-December 31, 2024, but some information on fiscal year 2025 is included).

Issue date

July 2025

Note on forward-looking statements

This report contains forward-looking statements on the outlooks, goals, plans, and strategies of the JUKI Group. These statements are based on judgments derived from information available when this report has been published. Readers should be aware that a variety of factors may cause the actual results to differ materially from those mentioned in the forward-looking statements.

* “JUKI,” as used in this report, refers to the JUKI Group, while “our company” refers to JUKI CORPORATION.

* Please refrain from reproducing images or other materials from this report without permission.

About the front covers



The design motif is based on the JUKI key visual, a graphic expression of the “regeneration and evolution” themes of the Medium-term Management Plan commencing in 2025, “Building a Sustainable JUKI.” The line in blue, JUKI’s corporate color, expresses two meanings in combination: JUKI’s history of addressing social issues and the pledge by JUKI employees to stand together as one for a new future.

How to use the interactive PDF

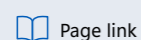
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01 The purpose of JUKI

02 Medium-term management strategy

03 Building a Sustainable Business Foundation

04 Strengthening the Management Base

05 Governance

06 Data sections

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01 The purpose of JUKI



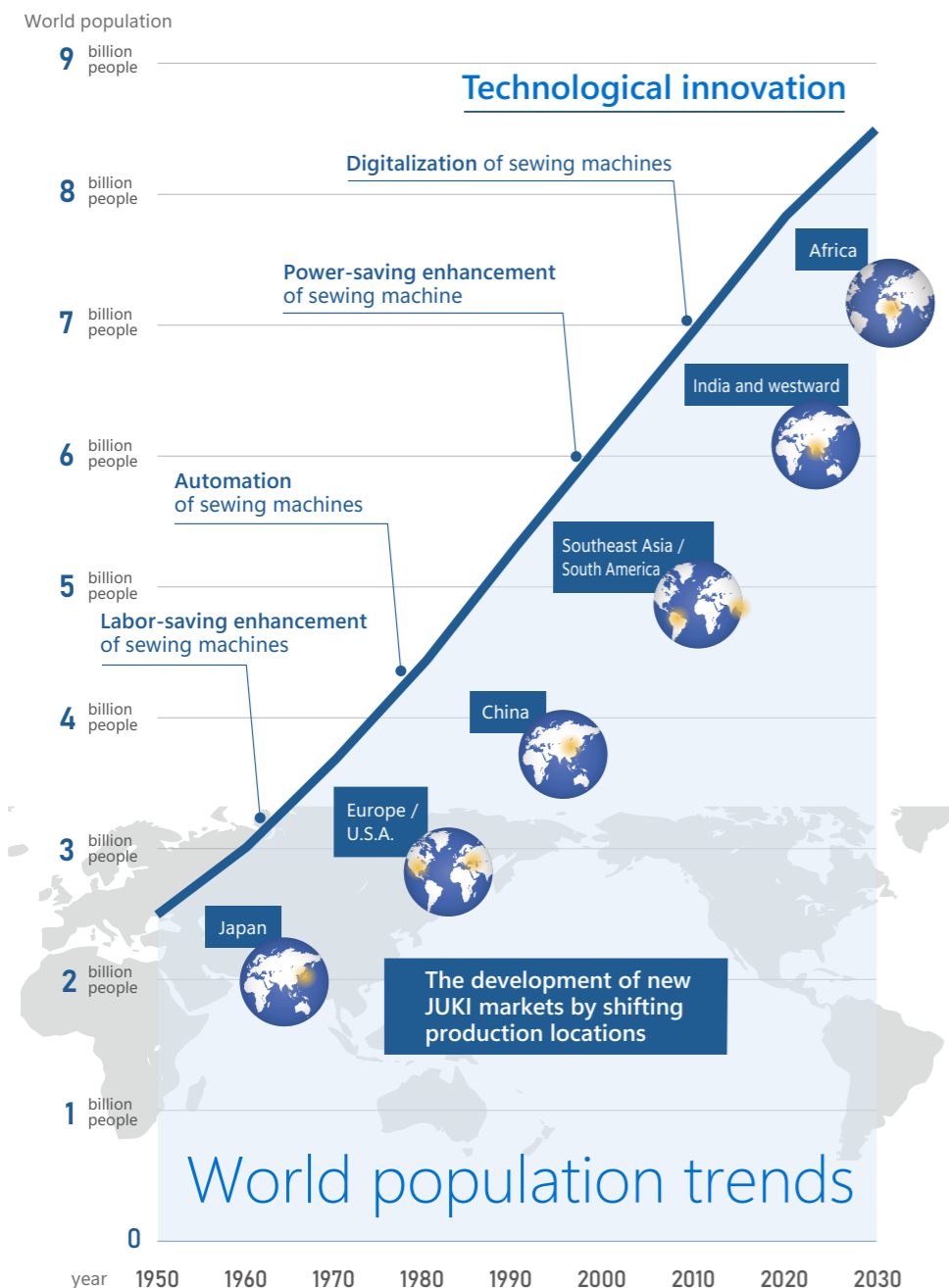
Building Sustainable JUKI

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The three components of “JUKI at a Glance”

① Building partnerships with sewing factories worldwide

Responding to the demand for apparel production in step with rapid global population growth



Cited from UN world demographics data

② Responding to diverse sewing needs

The digitalization of sewing machines makes it possible to sew heavy-weight, high-performance materials!

Automotive-related products: interior accessories, seats, airbags, seatbelts



Small apparel clothing items



Housing (furniture) and clothing made of special materials



③ Changing the sewing production sites

We are easing the social challenges faced at sewing production sites by making the sites friendlier to both people and the environment!

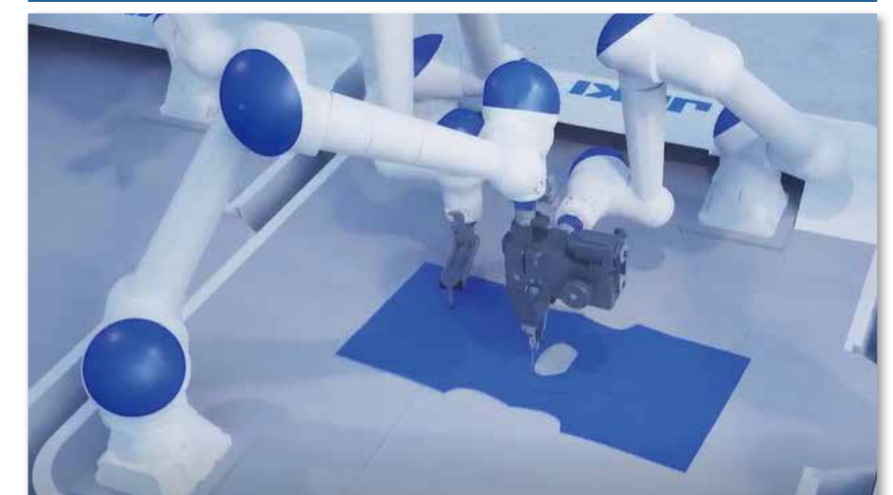
(Current)



Reduction of the worker shortages and environmental impact

Automation of sewing machinery and clean environment through AI, robotics, and IoT

(Future)



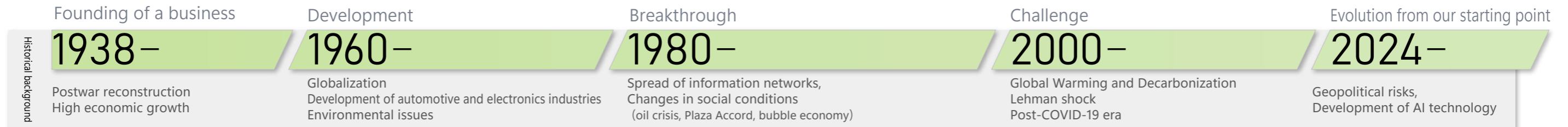
*The image is for illustrative purposes only.

History of value creation

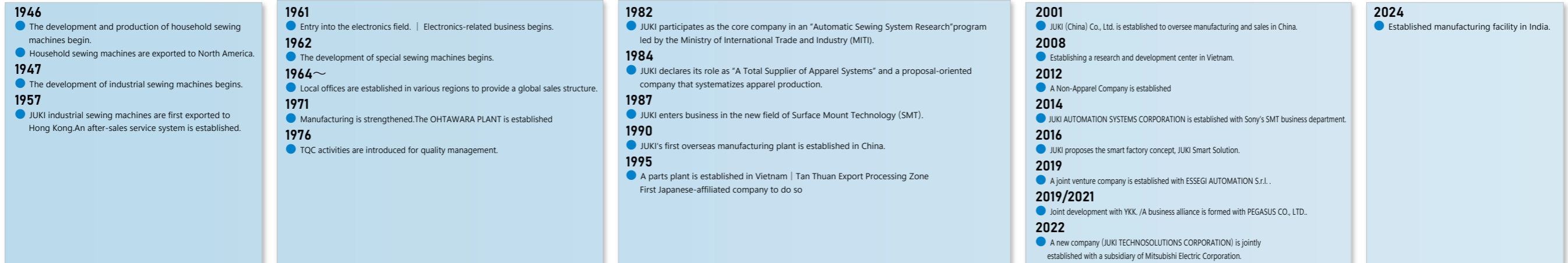
For more information about JUKI's history, please visit our website. [Link](#)

We will continue to take on the challenges posed by the changing market environment with our “manufacturing DNA,” “total solutions,” and “global market development capabilities.”

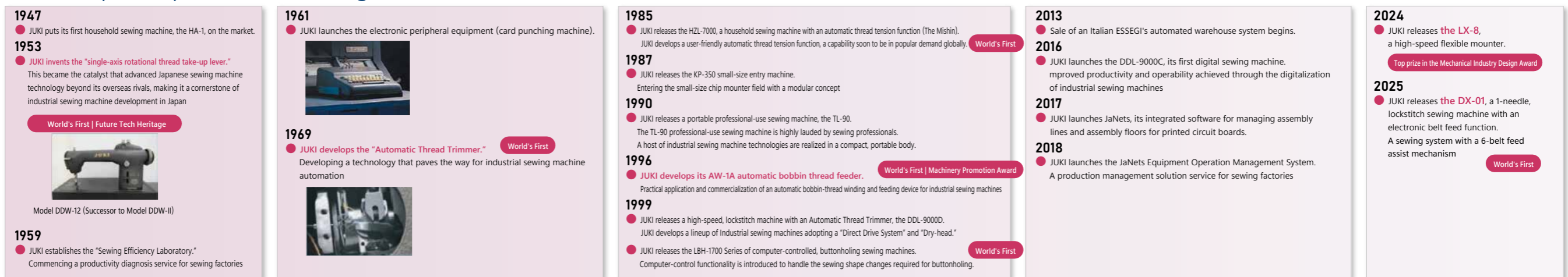
JUKI has been dedicated to the peace industry since its postwar decades and has brought affluence to people around the world through clothing. The businesses that have developed from these operations support industries and people's lives around the world. Through the business activities based on our management philosophy, we will continue to strive for the realization of a sustainable society and provide affluent lifestyles across the planet.



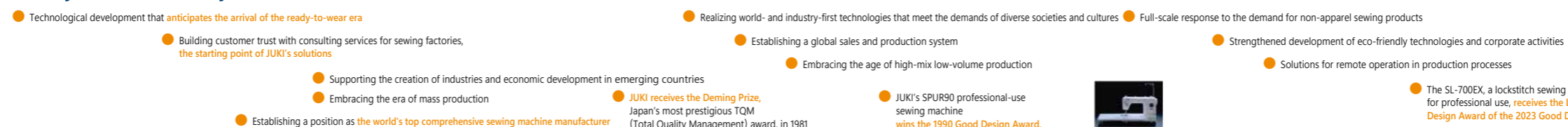
History of JUKI



Case examples of products, technologies, and after-sales services that have realized customer value



Impact on society and industry



JUKI receives the Deming Prize, Japan's most prestigious TQM (Total Quality Management) award, in 1981

JUKI's SPUR90 professional-use sewing machine wins the 1990 Good Design Award.



The SL-700EX, a lockstitch sewing machine for professional use, receives the Long Life Design Award of the 2023 Good Design Award.



The new management philosophy

Thoughts on the Establishment of a JUKI's New Management Philosophy

The environment surrounding JUKI is changing rapidly. Faced with diversifying societal and human values and the evolving needs of shareholders, customers, and other stakeholders, we decided to reassess our reason for being and the direction we should take for the future. Our new management philosophy and philosophical framework reflect our starting point, our core commitment to contributing to a sustainable society and to creating a better world by ensuring people's happiness. Our renewed philosophy demonstrates our adaptability and positive commitment to the future. What makes this philosophy unique is how it aligns our employees with our new Medium-term Management Plan, ensuring both meaningful connection and effective implementation as we commit to becoming a sustainable company."

Our reason for being

The JUKI Group will continue to be a company that supports "sustainable clothing and society" based on its achievements in sewing technology.

Our Vision

*Innovation for your
Sustainable Future*

create a sustainable future
with smart factory and automation technologies

Our shared values

JUKI = 重機



- | | |
|-------------------------------|-------------------------------------|
| ① 重 Enduring Trust | ⑤ 重 Strength to Endure Challenges |
| ② 重 Strength in Commitment | ⑥ 重 Strong Manufacturing Foundation |
| ③ 重 Solid Foundations | ⑦ 重 Focusing on Sustainability |
| ④ 重 Innovation with Substance | ⑧ 重 Profound Impact & Emotion |

(Why) Our evolving starting point and what we mean by "our reason for being"

Food, clothing, and shelter are essential elements of people's lives.

The JUKI Group has been providing outstanding products, services and solutions that enable a stable supply of quality-sewn clothing for more than 85 years.

The world today faces pressing social issues of all kinds.

As a manufacture and value-creator,

the JUKI Group will continue to address these issues one

by one and support the "clothing-conscious society"

of tomorrow with its technological innovation

and comprehensive strengths.

(What) Corporate vision

One goal of our new Medium-term Management Plan is to continue working with customers to

"create a sustainable future

with smart factory and automation technologies"

at their production sites.

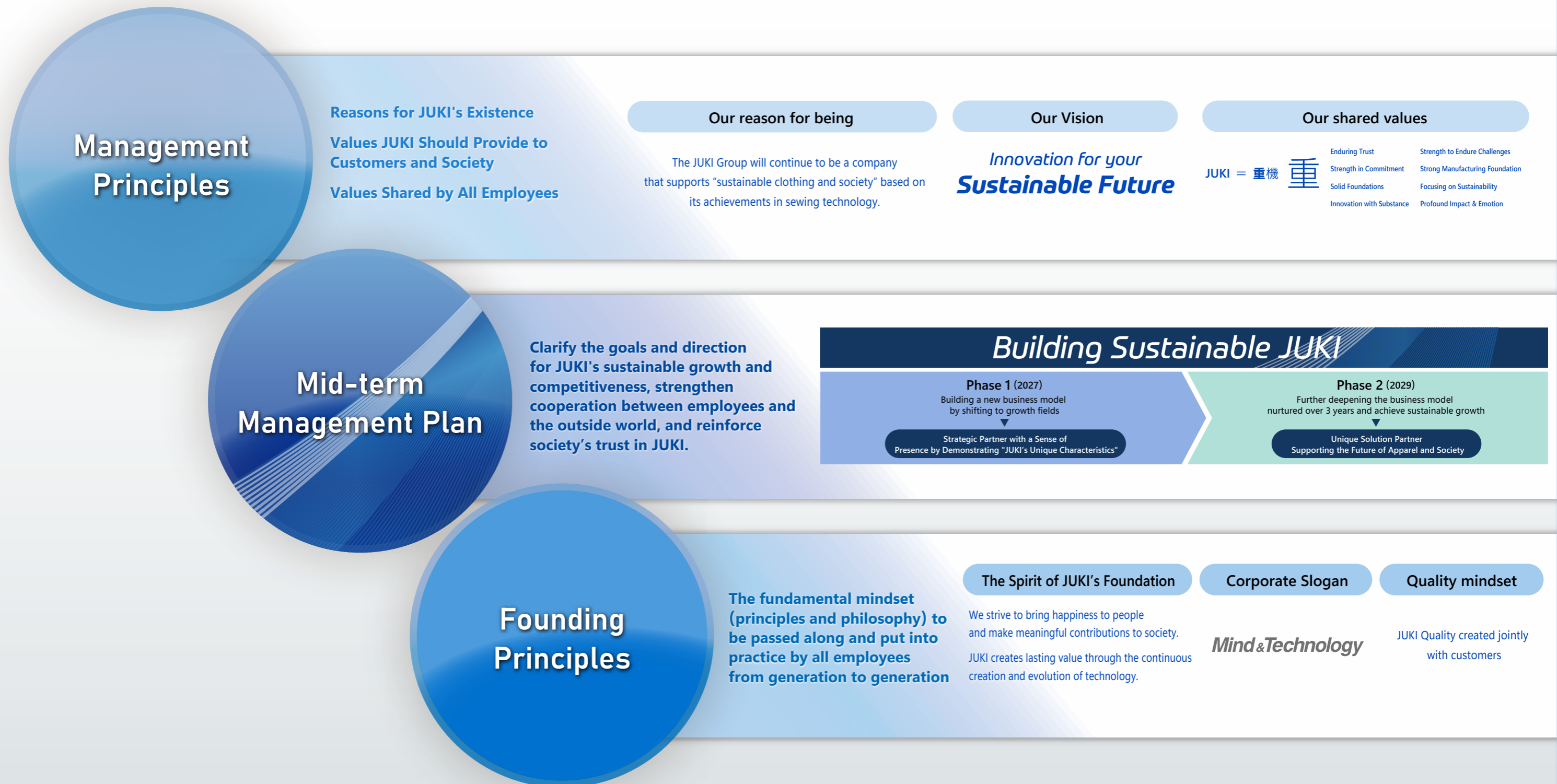
(Who) The character of each employee

- ① Our products and services embody the outstanding quality we have garnered jointly with our customers. We will continue to provide JUKI customers with unwavering safety and security by assuring peerless technical quality and high responsiveness to their needs.
- ② Our values are based on deep connections with our customers, partners, employees, and society. We will create the future together by prizing these connections and building relationships of trust.
- ③ A company's management shoulders many social responsibilities. To fulfill JUKI's commitments to its many stakeholders, we must be a strong company with a business structure and brand that are second to none in the world.
- ④ We have the strength to withstand any difficulty or challenge. Even in the midst of severe market shifts and competition, JUKI values its global network and the strengths that move it steadily forward.
- ⑤ We go beyond surface-level innovation by grounding ourselves in past experience and deep insight. As JUKI's innovations grow in value over time, they become the foundation for its customers' future.
- ⑥ We are proud of the robust production base we have evolved through years of manufacturing and development. Our production base is the foundation of JUKI innovation and a key support for future industry and society.
- ⑦ We will respect the global environment and work towards a sustainable society as a manufacturer by pursuing products and services that minimize environmental impact.
- ⑧ JUKI moves and inspires customers with the products and services it provides. We make sure that our activities resonate deeply with stakeholders by bringing them satisfaction and connecting with them at an emotional level.

Framework of our Management Philosophy

JUKI has established a new management philosophy in conjunction with the Medium-term Management Plan it launched in fiscal 2025, "Building a Sustainable JUKI." In line with the new management philosophy, we have restructured the overarching philosophical framework of JUKI Group's management to clarify our corporate direction. In revising the philosophical framework, we aimed to create simple core concepts that employees can easily understand and absorb, and to express how they connect to management decisions and business strategies in a structured and visual manner.

Our original corporate philosophy is now redefined as the "Spirit of our Foundation," a spirit that embodied the prevailing social conditions and aspirations of JUKI at the time of its founding. Together with the corporate slogan "Mind & Technology," the philosophy has been redefined as the fundamental mindset of JUKI at "Our starting point," a mindset all JUKI employees are committed to passing along and putting into practice from generation to generation.



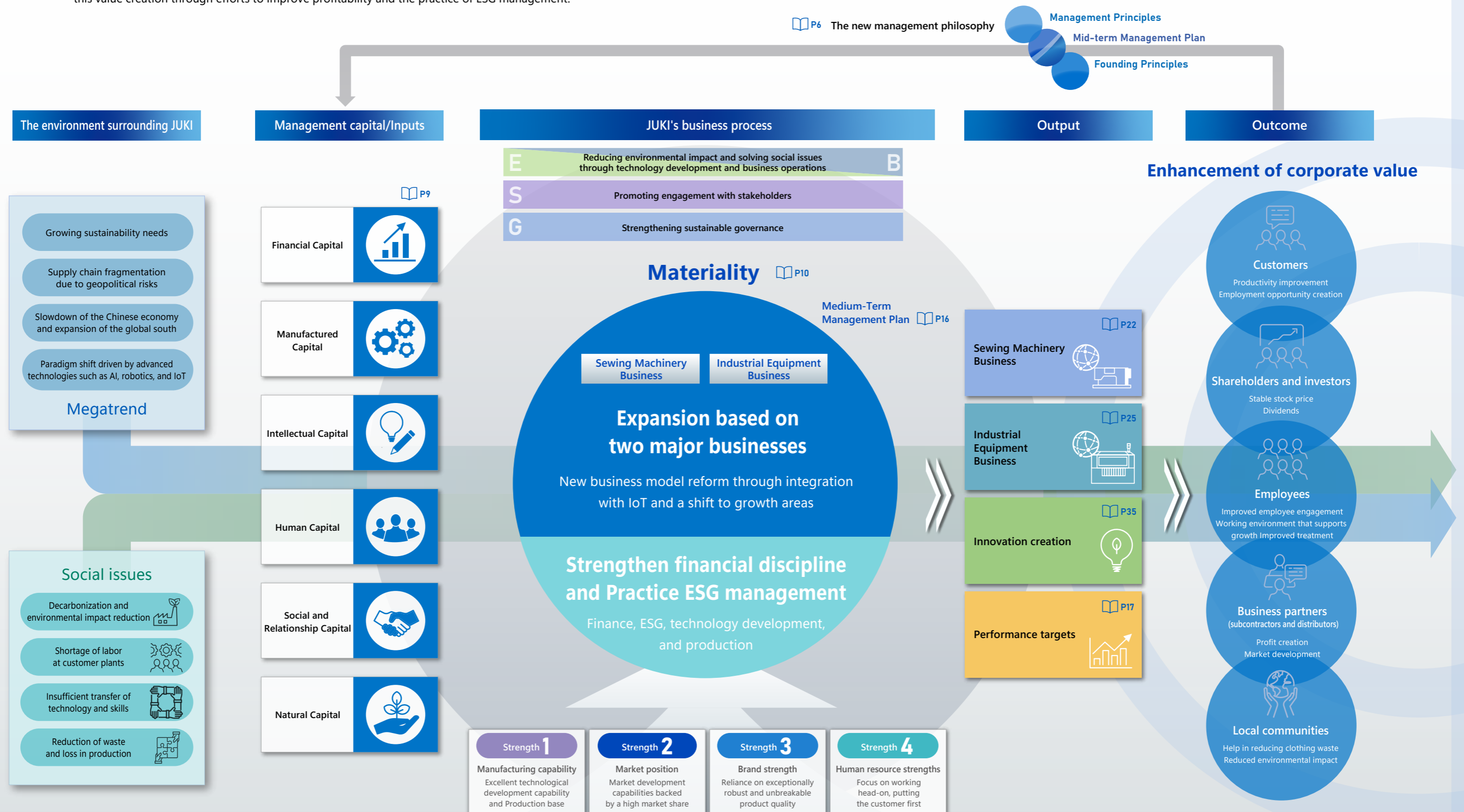
Corporate value creation process

Explanation 1

DX・GX・SX
DX : Digital Transformation
GX : Green Transformation
SX : Sustainable Transformation

JUKI has organized its value creation processes from the past and incorporated them into the framework of the new Medium-term Management Plan in order to achieve sustainable growth in its corporate value.

By efficiently and effectively utilizing the six types of management capital and providing DX-GX-SX solutions in the sewing and industrial machinery fields, we will help customers solve the social issues for customers engaged in a wide variety of production activities. The key here is to provide unique and unprecedented value by working closely with customers in order to co-create solutions to their potential and existing problems. The new management philosophy is positioned as a foundation for supporting this value creation through efforts to improve profitability and the practice of ESG management.


































Management capital

JUKI's corporate activities have steadily nurtured the company's management capital over the decades since the company founding in 1938.

Year by year, this capital has steadily become the "source" of the development of JUKI's business activities and the creation of corporate value.

Our work to grow our management capital will continue to bolster our strengths, provide new "value" to JUKI stakeholders around the world, and bring us closer to realizing a sustainable society.

Capital and characteristics		Key indicators (FY2024)		Initiatives to strengthen management capital	
 <div>Financial Capital</div>	<ul style="list-style-type: none">• Building relationships with shareholders and investors through appropriate information disclosure in the enhancement of IR activities• Creating new value through development and capital investment• Building a lean and highly efficient business structure	<ul style="list-style-type: none">• Total capital18billion yen• Total assets142.2billion yen		<ul style="list-style-type: none">• 5-year Medium-Term Management Plan (2025-2029)  P16-18• Financial strategy  P19• 11-year key consolidated financial data  P51• Financial/Non-financial data  P52	
 <div>Manufactured Capital</div>	<ul style="list-style-type: none">• Establishing a vertically integrated production system from casting to machining and assembly within the JUKI Group• Enhancing production technologies to create unique production methods applied to fields such as digital manufacturing• Maintaining and improving the “Kaizen awareness” rooted in every JUKI plant• Building a production infrastructure capable of ensuring a stable supply of products to the global market	<ul style="list-style-type: none">• tangible fixed assets plus intangible fixed assets totaling26.6billion yen <div>Strength1</div>• Number of manufacturing sites11• Capital investment of3.9billion yen		<ul style="list-style-type: none">• Production  P37• Supply Chain Management (Procurement)  P38• Quality assurance  P34• JUKI’s global bases  P53	
 <div>Intellectual Capital</div>	<ul style="list-style-type: none">• Establishing technologies culminating from over 85 years of research and development• Transferring technologies between development sites in various regions• Innovating through technology exchange with alliance partners and cooperative companies	<ul style="list-style-type: none">• Research and development expenses of4.2billion yen <div>Strength3</div>• Number of development sites9• 1,527 patents owned (patents + utility models)		<ul style="list-style-type: none">• Business Strategy / Sewing Machinery Business  P22-24• Business Strategy / Industrial Equipment Business  P25-27• Development  P35-36• JUKI’s global bases  P53• External assessments  P54	
 <div>Human Capital</div>	<ul style="list-style-type: none">• Innovating through the exchange of diverse human resources• Optimizing the allocation of human resources in-house and improving working environments• Improving efficiency through the use of digital tools to promote diverse work styles• Increasing the number of highly productive employees through a performance-based compensation system	<ul style="list-style-type: none">• Number of Group employees4,621 <div>Strength4</div><div>Japanese2,149</div><div>Foreign nationals2,472</div>• Executive candidate development programs20		<ul style="list-style-type: none">• Human resources  P32-33• JUKI’s global bases  P53	
 <div>Social and Relationship Capital</div>	<ul style="list-style-type: none">• Creating value through collaboration and alliances with cooperating companies• Coexisting positively with local communities and conducting social contribution activities• Ensuring legal compliance and ethical behavior• Promoting ESG-conscious supply chain management• Building a strong customer base leveraging JUKI’s No. 1 share of sewing machine installations	<ul style="list-style-type: none">• Number of sales and service sites27 <div>Strength2</div>• Number of countries where products and services are sold185 or more <div>Strength3</div>• Trusting relationships forged with customers and business partners over many years		<ul style="list-style-type: none">• Business Strategy / Sewing Machinery Business  P22-24• Business Strategy / Industrial Equipment Business  P25-27• Supply Chain Management (Procurement)  P38• Quality assurance  P34• Social contribution activities  P39	
 <div>Natural Capital</div>	<ul style="list-style-type: none">• Developing products with low environmental impact• Conducting environmental impact reduction activities at manufacturing plants• Introducing renewable energy and improving energy efficiency• Achieving a sustainable society through the refurbished products business	<ul style="list-style-type: none">• Energy consumption14,369kl *crude oil equivalent• Water consumption357thousand m³• Renewable energy consumption9,630,051kWh (amount of solar power generation + amount of non-fossil certificates purchased)• ECO PRODUCTS / SUSTAINABEL PRODUCTS8certified models		<ul style="list-style-type: none">• Business Strategy / Sewing Machinery Business  P22-24• Environment  P30-31• Production  P37• Supply Chain Management (Procurement)  P38• Social contribution activities  P39	

Materiality

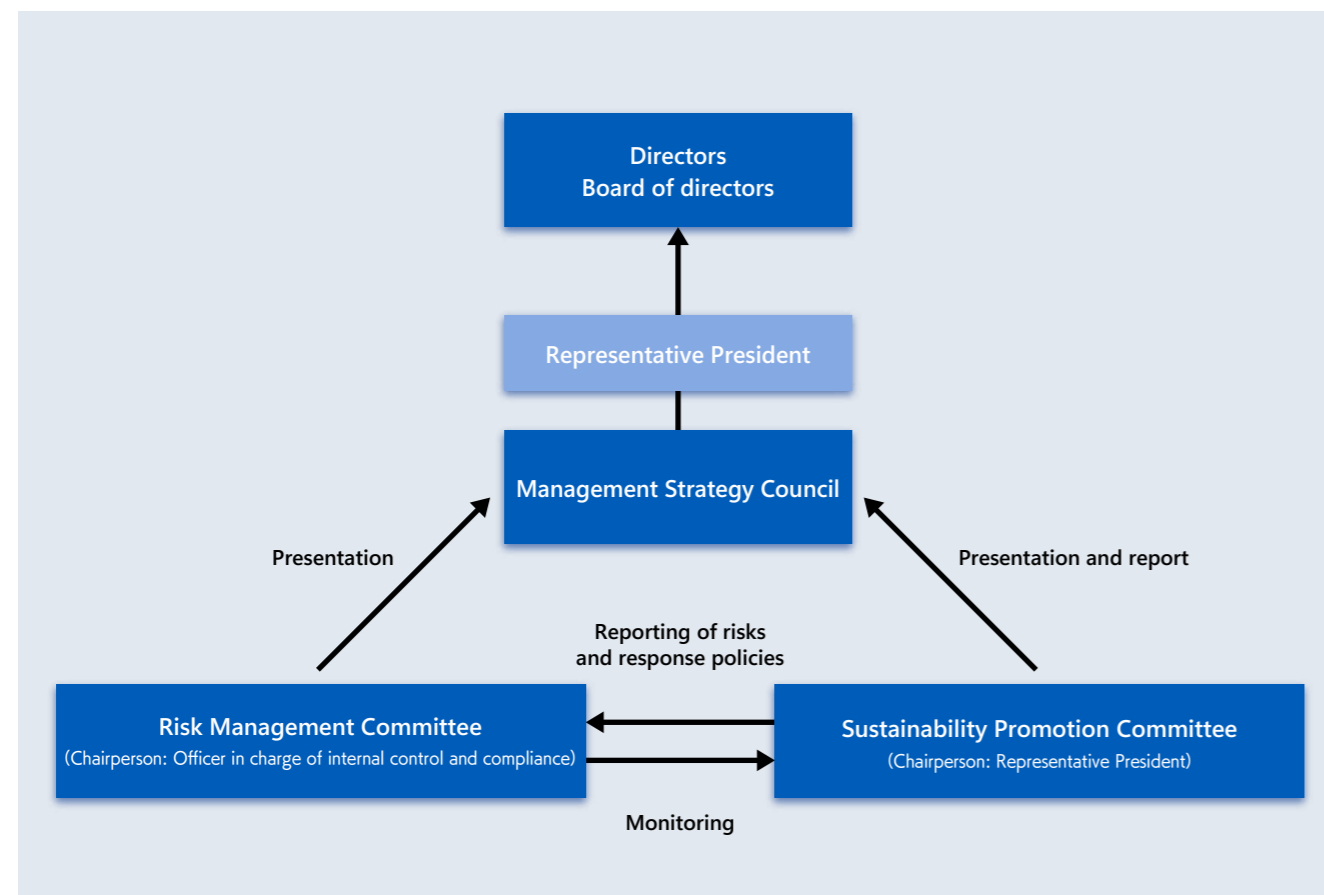
Sustainability policy

We will realize a sustainable society by continuing to create and provide products and services that benefit society based on heart-to-heart technologies and the customer-first principle (customer creed)—the core elements expressed in JUKI's "Mind & Technology" corporate slogan. We will act in accordance with our "Corporate Philosophy," "Basic Management Policies," and "Corporate Code of Conduct" and sustainably enhance our corporate value.

Our framework to promote sustainability

In August 2022, we established the Sustainability Promotion Committee. The committee meets four times a year to deliberate, decide, and manage the progress of sustainability-related policies, plans, and measures, and to report and make proposals to the Board of Directors and other relevant bodies. Risks identified, addressed, and discussed by the Sustainability Promotion Committee are reported to the Risk Management Committee to strengthen governance.

Sustainability management framework

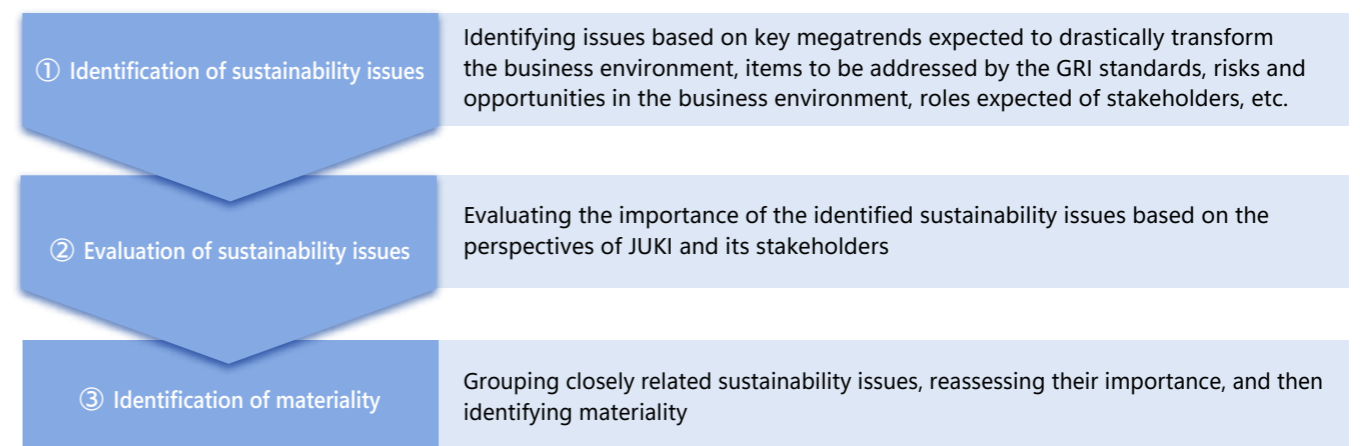


Processes to identify social challenges

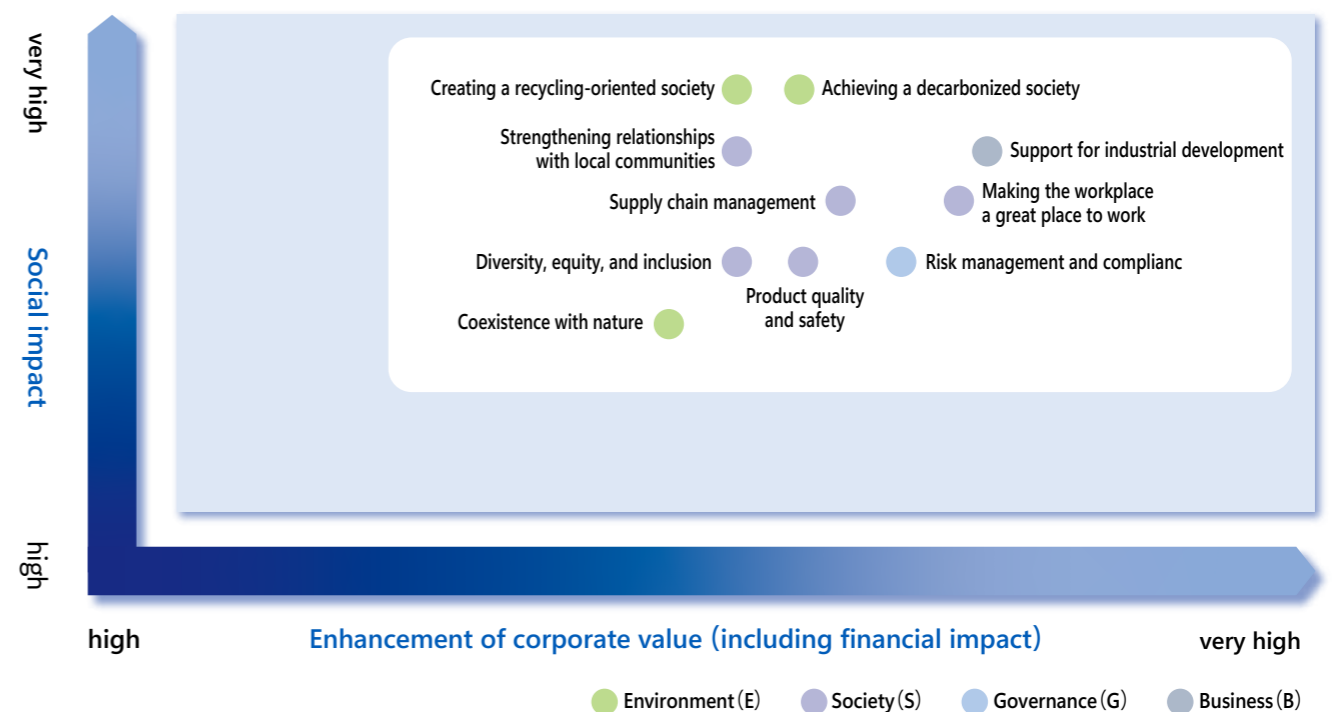
As the business environment is expected to change significantly in the future, JUKI has identified priority issues based on the perspectives of both JUKI and its stakeholders. In fiscal 2025, JUKI adopted a new materiality matrix to review "double materiality," a concept that considers not only how environmental and social issues impact the company's financial performance, but also how the company's activities affect the environment and society.

JUKI aims to realize a "Sustainable JUKI" while working to improve the sustainability of both JUKI and society.

Review process



Materiality Matrix (Double Materiality)



Detailed Materiality List

Categories	Materiality		Key initiatives and target values	Scope	Progress for the fiscal year 2024
E Environment	E-1 Achieving a decarbonized society P30	Reduce greenhouse gas emissions (Scope 1.2.3) by improving our own energy efficiency/introducing renewable energy/developing products with lower environmental impact, etc.	① Scope 1.2 emissions reduction - Reduce emissions by 50% from FY2013 levels by FY2030, and by 80% from FY2013 levels by FY2050. ② Scope 3 emissions reduction - Scope 3 emissions reduction: 25% reduction from FY2022 levels by FY2030, 80% reduction from FY2022 levels by FY2050	Global	① -38% over FY2013 ② -40% over FY2022
	E-2 Creating a recycling-oriented society P30	Promote the efficient use of resources and waste reduction by optimizing waste treatment processes / expanding the use of renewable materials.	Reduce waste generated through business activities -Improve the waste recycling ratio	Global	Waste recycling ratio 74.8% (-0.9% improvement from the previous year)
	E-3 Coexistence with nature P31	Minimize the impact of business activities on biodiversity through compliance with laws and regulations and the control of hazardous air pollutants, etc.	Compliance with environmental laws and regulations -Number of violations: 0	Global	Zero cases
S Society	S-1 Making the workplace a great place to work P32	Create a work environment in which every employee can do fulfilling work by talking with employees and providing opportunities to promote their growth and health.	① Promote dialogue between management and employees ② Support employee career development ③ Provide training to develop executive candidates ④ Conduct regular health examinations - maintain a 100% examination rate ⑤ Conduct specified health examinations and specified health guidance - maintain a 100% examination rate and implementation rate ⑥ Encourage employees to take paid leave - 80% or more of employees will take 12 or more days of paid leave per year by FY2027 ⑦ Reduce non-statutory and statutory holiday working hours – The average non-statutory working hours of full-time workers will be less than 30 hours per month by FY2027	① Global ②③④⑤⑥⑦ Headquarters	① Hold a total of 8 town hall meetings with domestic and overseas offices ② Hold career talk room meetings (career exchange meetings with senior employees) for young and mid-career employees ③ Hold a total of 6 workshops for 20 executive candidates ④ Maintain 100% ⑤ Maintain 100% ⑥ 50.6% ⑦ Overtime working hours: Average 8 hours per month
	S-2 Diversity, equity, and inclusion P33	Realize an organization in which all employees can play active roles by accepting diverse values and providing an equitable employment environment.	① Increase the ratio of female managers - 30% by FY2030 ② Increase the ratio of male employees taking paternity leave - 80% by FY2027 ③ Correct the wage differential ratio between men and women - 90% by FY2028 ④ Increase the employment ratio of handicapped persons - 2.5% by FY2025	①②③④ Headquarters	① 7.8% ② 62.5% ③ 83.8% ④ 2.1%
	S-3 Strengthening relationships with local communities P39	Maintain and strengthen relationships with local communities by participating in community activities and providing educational opportunities for local communities.	① Participation in local activities ② Educational support for local communities	Global	① Participation in programs led by local communities (main initiatives) • Participation in the Tama City ESD Consortium • Participation in the Tama City Industrial Promotion Council • Participation in an upcycling event at the "Eco-Fest 2024" organized by OPA Seiseki Sakuragaoka, Tama City • Participation in a scholarship support program at Ho Chi Minh City University of Technology ② Acceptance of social studies tours from educational institutions (main initiatives) • Domestic: 3 elementary schools in the suburbs of Tama City • Overseas: Indian Institute of Technology, Gandhinagar
	S-4 Supply chain management P38	Achieve a sustainable supply chain by assessing the social impacts of business partners.	① Compliance with various laws and regulations in the procurement process - 100% compliance rate ② Regular training sessions with major domestic suppliers	① Global ② Domestic	① 100% ② Three times in total
	S-5 Product quality and safety P34	Ensure product quality/safety by strengthening JUKI's quality control system and maintaining product safety standards.	① Maintenance and management of the quality management system - 100% rate of ISO9001 acquisition by production plants *Excluding plants that have been established for less than 1 year ② Implementation of educational activities related to quality	Global	① 100% ② Company-wide QC activities to improve quality awareness within our company (implementation of the JUKI Global Quality Management Forum)
G Governance	G-1 Risk management P48	Correctly assess risks in the business environment and take steps to minimize their impact.	① Strengthen risk management - identification of critical risks and 100% response rate ② Prevent serious occupational accidents - 0 serious accidents ③ Implement information security training - 100% pass rate among eligible trainees	Global	① 100% ② Zero cases ③ 95% of the 2,921 eligible individuals participated
	G-2 Compliance P47	Promote highly transparent business operations by ensuring legal compliance and ethical behavior.	① Strengthen corporate governance - 100% compliance rate with the Corporate Governance Code ② Implement harassment training - 100% participation by eligible employees	① Headquarters ② Global (Only Major domestic Locations)	① 100% ② 91% (935 participants out of 1,023 eligible participants)
B Business	B-1 Support for industrial development P35	Support the development of clothing industry and society by resolving customer challenges in areas such as automation / environmental impact reduction / working environment improvement / support for the resolution of human resource development, etc.	Provision of products that help solve social issues - Number of products placed on the market certified as JUKI SUSTAINABLE PRODUCTS in the relevant fiscal year	Sewing Machinery Business Industrial Equipment Business	Two cases (LK-1900C, LX-8)