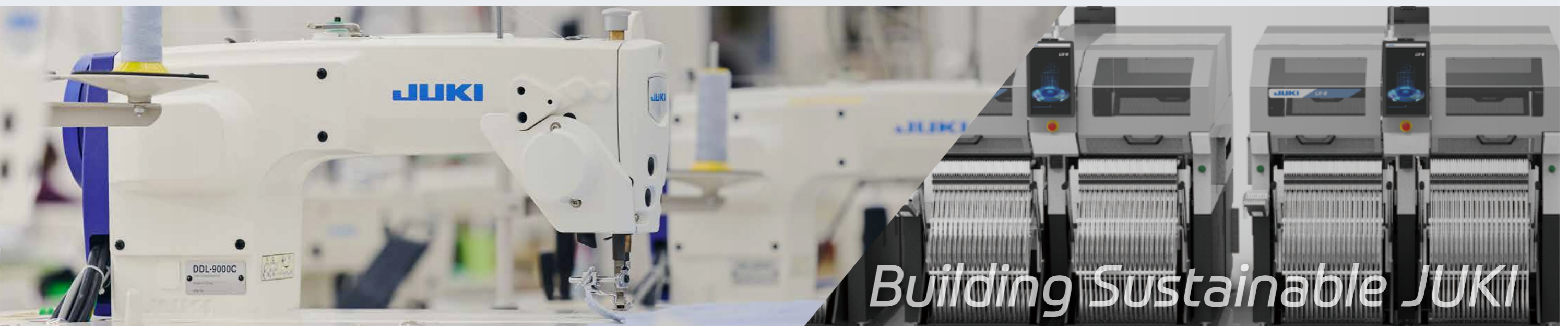


## 03 Building a sustainable business foundation



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Business strategies Sewing Machinery Business	22-24
Business strategies Industrial Equipment Business	25-27

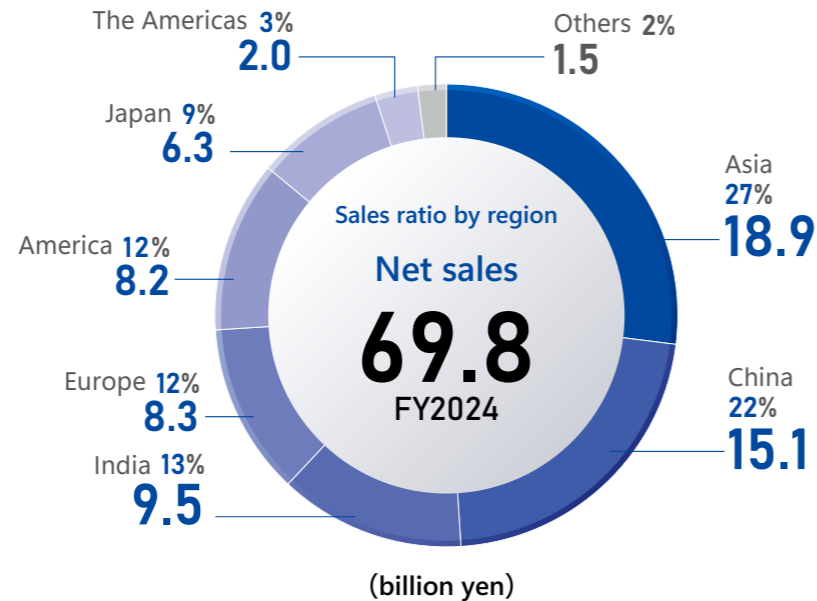
# Business overview

## Review of FY2024 in JUKI's businesses

### Sewing Machinery Business

The apparel market in Southwest Asia has been firm compared to 2023, especially in India, Bangladesh, and other parts of the region. Global customers in Southeast Asia, led by companies in China and Korea, have been recovering.

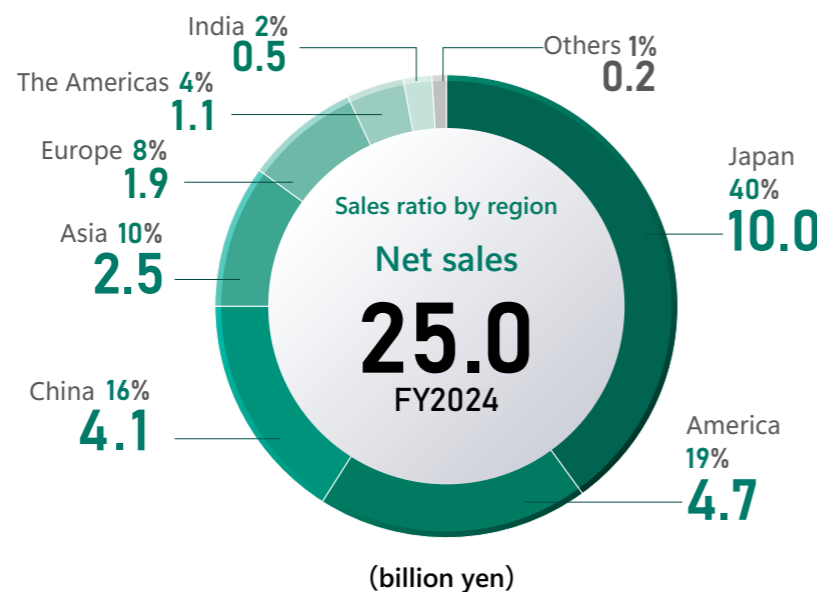
Unstable factors emerged in the non-apparel market, including sharp declines in capital investment due to lower export volume from countries targeted mainly by the U.S. reciprocal tariff policy. The market was buoyed, however, by a recovery in sports shoes demand in the Asian Market and a resurgence of order-taking activities for automotive-related projects in the North American market.



### Industrial Equipment Business

We expanded our business foundations in the SMT area centered on high-speed machines, as well as our presence in automation solutions centered on MI (odd-shaped component insertion machines) and robots. We also expanded in regions such as India, Eastern Europe, and Mexico as secondary markets after China, and strengthened our sales and after-sales service systems.

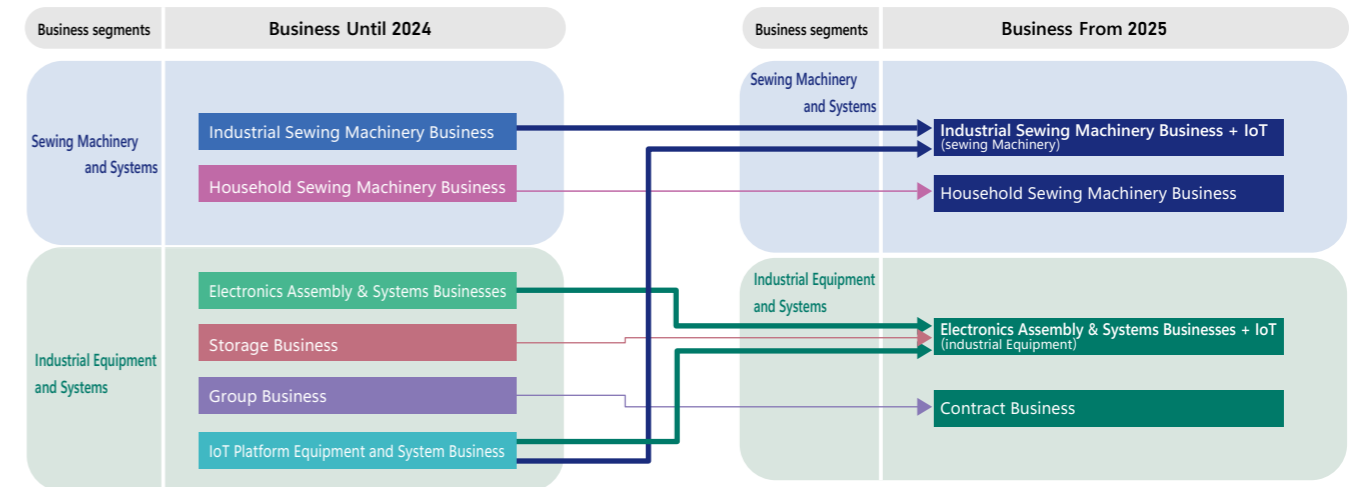
Though business steadily progressed in some regions, as a result, we faced a slowdown in capital investment in the Chinese market, demand delays in emerging markets, and scheduling delays in setting up automation projects outside of China.



## A change in Segment Composition from FY2025 ending in December 31, 2025

Customer needs have been changing in the sewing machinery business, with prominent demand growth for different modes of automation. We will be responding to this change by strengthening the structure of our sewing machinery business. Parts, services, systems, and automation related to the sewing machinery business within the IoT Platform Equipment and Systems Business, operations previously positioned within the Industrial Equipment and Systems Business, will be transferred to the Sewing Machinery and Systems Business.

Going forward, we will divide our major businesses into two areas, the sewing machinery business and industrial equipment business, and swiftly implement the new Medium-term Management Plan to build a Sustainable JUKI with that structure.



Segments	Businesses	Targets	Description of the Businesses	Main Products and Services
Sewing Machinery Business	Industrial Sewing Machinery Business (Sewing Machinery) + IoT	(billion yen) FY2024 (results) 69.8   FY2027 (plan) 95.0   FY2029 (plan) 114.2	This business assists in the creation of optimal sewing factories by combining the world's top share of industrial sewing machines with automation equipment, IT systems, and various solution services.	<ul style="list-style-type: none"> <li>Sewing machines for woven fabrics</li> <li>Automatic machines for woven fabrics</li> <li>Sewing machines for knit fabrics</li> <li>Sewing machines for non-apparel (heavy-weight leather fabrics)</li> <li>Parts supply</li> <li>Repair and maintenance</li> <li>Education support</li> <li>Software</li> <li>Automation equipment</li> </ul>
	Household Sewing Machinery Business		This business supports a comfortable sewing life with a reliable lineup of products that incorporate the functionality and many of the performance capabilities of industrial sewing machines.	<ul style="list-style-type: none"> <li>Household sewing machines</li> <li>Professional-use sewing machines</li> <li>Compact overlock sewing machines</li> </ul>
Industrial Equipment Business	Electronics Assembly (Industrial Equipment) & Systems Businesses + IoT	(billion yen) FY2024 (results) 25.0   FY2027 (plan) 35.7   FY2029 (plan) 41.6	This business supports the smartening of entire factories by providing equipment and systems for assembling printed circuit boards, as well as peripheral equipment for automated warehouse systems for component warehousing operations and inventory control.	<ul style="list-style-type: none"> <li>Chip mounters</li> <li>Odd-shaped components insertion machines</li> <li>Automated warehouse systems</li> </ul>
	Contract Business		This business contracts the development, manufacturing, and processing of various products using the know-how accrued by JUKI Group companies in development, design, production, and production management in the course of manufacturing JUKI's main products.	<ul style="list-style-type: none"> <li>Contract manufacturing (materials, component processing, assembly, etc.)</li> <li>Development, design, engineering</li> <li>Semiconductor equipment</li> </ul>

# Business strategies Sewing Machinery Business



Senior Managing Officer  
General Manager  
of Sewing Business Unit

Minoru Nitta

Managing Officer  
General Manager  
of Sewing Business Unit

Jiro Ishibashi

## Message from the General Managers

**We will live up to the trust of JUKI fans around the world and grow an even bigger base of fans in the years to come.**

JUKI has been striving to develop products to meet the demands of its customers as a sewing machine manufacturer. The emphasis on cost has been growing in recent years, with apparel buyers in the sewing industry increasingly demanding cost reductions. There was an accelerating tendency for the market to descend into price wars as a result, with buyers and sellers preoccupied solely with product specifications and price.

JUKI has been striving to develop products to meet the demands of its customers as a sewing machine manufacturer. The emphasis on cost has been growing in recent years, with apparel buyers in the sewing industry increasingly demanding cost reductions. There was an accelerating tendency for the market to descend into price wars as a result, with buyers and sellers preoccupied solely with product specifications and price. JUKI will continue to improve customer satisfaction through new value creation without compromising the quality and performance it has built up over the years as a “manufacturing company.” To this end, JUKI will make a major shift from “Mono” sales to “Koto” sales based on the experience and know-how JUKI has acquired through its years of business development. Our shift to “Koto” sales will allow us to provide the following: 1) a sewing management system (JaNets) that visualizes production status in real time, 2) consulting services that ensure productivity improvement based on visualized data, 3) automated products and customization solutions to meet customer automation requirements, 4) an inspection support system (ShuHaRi) and after-sales services that maintain factory productivity by keeping sewing machines in optimum condition, and 5) a supply of replacement parts to keep sewing machines running and a provision of convenient devices that enhance sewing machine productivity. By providing these products and services, JUKI will be able to meet the increasingly diverse and sophisticated needs of individual customers, increase the productivity of their factories, and enhance their satisfaction. First, we will deepen the development of “Koto” (solutions-based) sales to diehard JUKI customers in the Global 100\* and create a diversifying base of new diehard customers.

\*Global 100: A representative pool of high-end and growth companies that JUKI supports as an industry partner based on a deep understanding of their needs.

## Vision

As a leading company chosen by sewing factories around the world,  
we contribute to the development of a sustainable sewing industry by providing innovative technologies and system proposals.

## Business overview

### development and domains

We support the “sewing” of products in every field, from cutting-edge, trendsetting maison brands to casual apparel products, sporting goods, car seats, and a wide assortment of other automotive-related products. Industrial sewing machines go far beyond offering end-to-end services spanning product development to sales: they also contribute to smart factories by leveraging IoT technology to comprehensively support environmental performance, productivity, and economic efficiency. And for non-industrial users, many of the technologies cultivated in JUKI’s industrial sewing machines are also adopted in JUKI’s professional-use and household sewing machines to provide comfortable sewing lives.

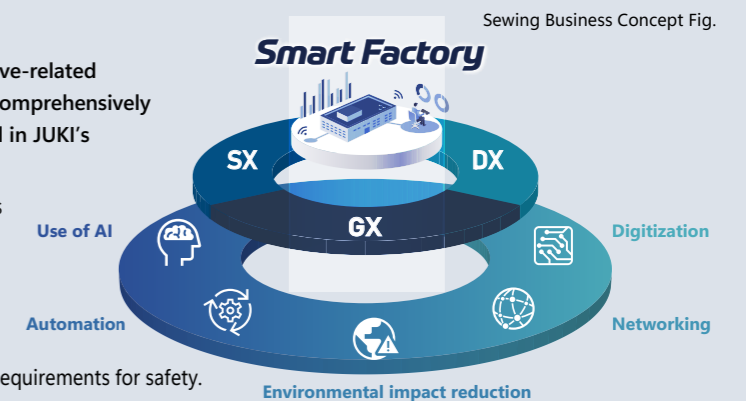
### Strengths

- A solid base of customers based on JUKI’s No. 1 share in terms of the number of sewing machines installed
- High solution capabilities to meet diversified customer targets such as accelerated high-mix, low-volume production, productivity improvement, and environmental sustainability.
- Trust in JUKI backed by proven quality

Achievement of a solid base of customers as the No. 1 provider of sewing machines in terms of the number of units installed over 85 years of business.

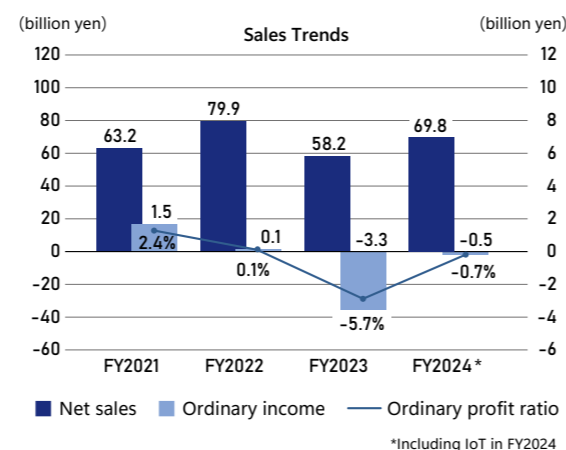
Proposal-making capability to solve various customer objectives such as productivity visualization systems, improved productivity with automation solutions tailored to processes and products, and CO<sub>2</sub> reduction through the manufacture of refurbished products

JUKI has a 30% share of the sewing machine market in automotive-related plants, facilities subject to high quality requirements for safety. A product lineup set to become the de facto standard for professional-use sewing machines



## Review of the previous Medium-term Management Plan

Under the previous Medium-term Management Plan commenced in 2023, the sewing machinery business failed to meet its targets for both 2023 and 2024. The results weighed heavily on the company’s profitability. The change to a new normal after COVID-19 and geopolitical factors such as the U.S.-China friction and Russia-Ukraine conflict also had significant impacts, forcing JUKI to respond to sharp increases in the costs for materials, logistics, and energy. Though rapid progress was achieved in decarbonizing operations at customer sites, the industry faced emerging social issues such as shortages of workers to man production lines and inherit production skills. JUKI’s focused strayed from its long-term mission of realizing a sustainable society. In order for our sewing machinery business to continue to grow, we need to build a profit structure that is insulated from external factors and accelerate our response to sustainability issues. We have set a host of targets in our new Medium-term Management Plan and will work to achieve them.



## Recognizing the Environment Surrounding the Sewing Machinery Business

### External

- In the apparel sector, declining demand for dress shirts and suits versus growing demand for casual wear
- In the non-apparel sector, continuously strong demand for automotive-related products and sports shoes
- Status of sewing product production areas
  - China: Factory relocations to other Asian regions continue, but production demand to serve the domestic market remains strong.
  - Asia: Sewing for export is on a recovery trend and production demand remains strong.
  - Europe and the U.S.: Unstable situation due to geopolitical risks
- Soaring material costs and export tariffs curb demand for capital investment.

### JUKI

- Promoting ESG management with a focus on solving social and sustainability issues
- Responding to customer production needs focused on labor-saving, automation, and reduced environmental impact
- Converting to a shifting manufacturing base in response to the relocation of sewing factories to countries in and to the west of India
- Innovating with AI, robotics, and IoT-based technologies
- Stronger presence in industrial sewing machines and professional-use sewing machines

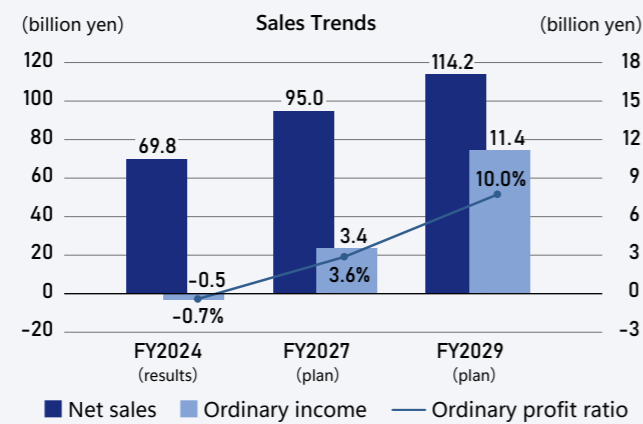
## 5-year Medium-Term Management Plan JUKI's initiatives

### Business Strategy

#### Key points for building a new revenue base

While growth in the market for industrial sewing machines is likely to be modest, we are shifting to areas with strong expected demand for high value-added products, backed by the trend toward casual wear in the apparel sector and growing demand for automotive-related products and sports shoes in the non-apparel sector.

Quantitative targets in the Medium-term Management Plan:  
Net sales and ordinary profit/ordinary profit ratio



#### Major Strategy

Industrial Sewing Machine	01	<ul style="list-style-type: none"> <li>Reform the business model</li> <li>Shift to a solutions-based business (Koto) alongside the sewing machine business (Mono)</li> </ul>
	02	<ul style="list-style-type: none"> <li>Restructure the business portfolio</li> <li>Further expand JUKI's share of sales to automotive-related companies by leveraging its strengths in product quality</li> </ul>
	03	<ul style="list-style-type: none"> <li>Tighten close ties with customers</li> <li>Strengthen proposal-based solutions for high-end and growing companies with a focus on the "Global 100"</li> <li>Optimize our global manufacturing operations and sales structure to meet the needs of export-oriented sewing companies as they relocate their production sites</li> </ul>
Household sewing machines	04	<ul style="list-style-type: none"> <li>Strengthen new product development through UX (customer experience)</li> <li>Cultivate users and expand revenue by proposing new products in existing fields</li> </ul>

Providing solutions through the fusion of sewing machinery + IoT field  
Generating new profits  
Transitioning to a sustainable profit structure

### Major Measure

#### 01 Reform the business model | Shift to a solutions-based business (Koto) alongside the sewing machine business (Mono)

Strengthen the "Koto sales business" by deploying IoT and leveraging JUKI's No. 1 share in terms of the number of sewing machines installed.

B-1 Support for industrial development

##### JUKI's concept of the Koto sales business

The mission of the Koto sales business within the Sewing Machinery Business Unit is to "enhance productivity and satisfaction at customer factories" by proposing solutions that combine not only products, parts, and equipment, but also systems, services, and automation.

##### Services provided by JUKI

##### Consulting

JUKI's productivity diagnosis service originated from the Sewing Efficiency Laboratory established in 1959. As a specialist in the manufacturing industry, we analyze customer issues and propose solutions backed by our unparalleled expertise, reliable analytical methods, and meticulous responses.

##### Factory Management

We provide production management systems and automation equipment responsive to the latest needs based on data collected from factories of every scale to form a holistic overview of the production items, production plans, and equipment layouts in the industry.

##### Life Cycle Service

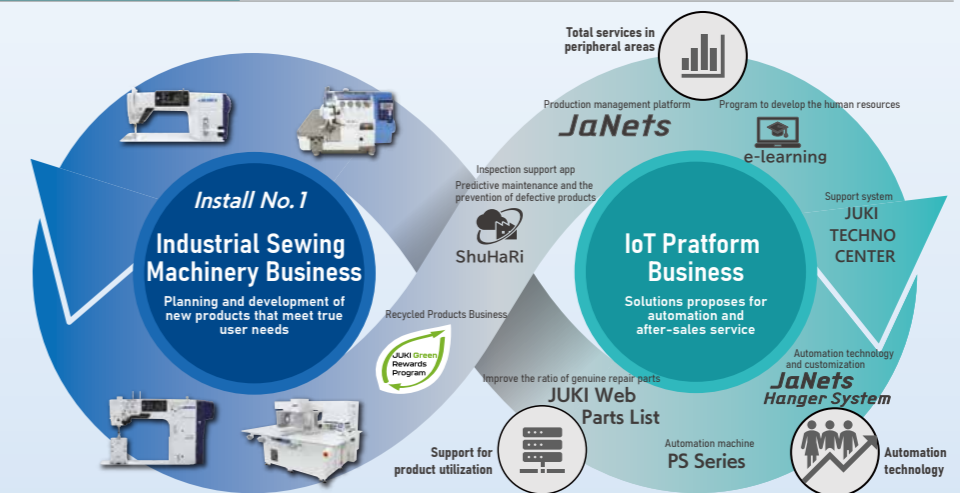
A smartphone application supports daily inspections and maintenance to ensure that the plant can operate stably over the long term. The application links to a database of replacement parts for easy procurement.

##### Training

We offer a wide variety of online and in-person courses covering topics such as sewing machine maintenance, productivity improvement strategies, and manager development training.

Target: Sales growth rate of Koto-sales business (compared to FY2024 sales)

	FY2027	FY2029
product	136%	158%
IoT Platform	167%	231%



## 02 Restructure the business portfolio | Further expand JUKI's share of sales to automotive-related companies by leveraging its strengths in product quality

Increase JUKI's sales ratio in the non-apparel field by leveraging high value-added products

B-1 Support for industrial development

### Key points for growth

- ① Strengthen the automation and systemization of car seats and airbags among automotive-related products
- ② Capture demand for sewing sports shoes mainly in Asian markets

### Main scenarios for achieving the targets

- Developing products for sewing automation and systemization
- Strengthening the quality of industrial sewing machines
- Horizontally replicating cases where products and services have been successfully introduced by advanced users (expanding winning strategies to other users)

Target: Sales growth rate in the non-apparel sector (vs. FY2024 sales)

	FY2027	FY2029
Apparel	126%	144%
Non-apparel	156%	189%

## 03 Tighten close ties with customers | Strengthen proposal-based solutions for high-end and growing companies with a focus on the "Global 100" | Optimize our global manufacturing operations and sales structure to meet the needs of export-oriented sewing companies as they relocate their production sites

- Maintain strong relationships of trust with the "Global 100" to expand business and meet needs in growing areas.
- Developing manufacturing and sales operations responsive to the supply chain adjustments made by apparel brands to adapt to geopolitical risks

B-1 Support for industrial development

### Key points for growth

- ① Team up with high-end and growing companies (suppliers) to jointly solve the environmental impact reduction and social challenges faced by apparel brands (buyers).
- ② Expand product delivery and after-sales service systems tailored to countries and regions such as emerging countries west of India and Africa

### Main scenarios for achieving targets

- Strengthen product competitiveness: Develop automation and systemization technologies
- Cultivate proposal-based solution sales personnel
- Operate data-driven management utilizing DX through ERP renewal

## 04 Strengthen new product development through UX (customer experience) | Cultivate users and expand revenue by proposing new products in existing fields

Strengthen a sales strategy targeting quilt users and embroidery users to expand the Americas market

B-1 Support for industrial development

### Key points for growth

- ① Strengthen branding: Strengthen online sales through e-commerce and direct sales to end-users
- ② Launch new products: Develop new professional-use platform sewing machines engineered for future scalability and an optimal customer experience (UX); enter the embroidery market with embroidery machine sets

### Main scenarios for achieving targets

- Deploy sales measures using JUKI's industrial sewing machine brand
- Launch new products with future technologies and innovations through UX design development



Workshop scene of value creation by planners x designers

### TOPICS 1 JUKI Green Rewards Program initiatives

Under the "JUKI Green Rewards Program" now underway, JUKI is collecting industrial sewing machines and electronics assembly & systems that have been used by customers, restoring them to mint condition using in-house technologies, and selling them as "refurbished products." The Green Rewards Program will contribute to the building of a circular economy. Efforts to visualize product life cycles and reduce environmental load through the reduction of product disposal will eventually bring society closer to full carbon neutrality.



"Refurbished products" logo with a "leaf" motif in green



Before



After



**TOPICS 2** Customers who have implemented productivity improvements through de-skilling  
JUKI releases the DX-01, an electronic belt-feed, 1-needle lockstitch sewing system that solves production problems and reduces environmental impact.



World's First 6-Belt Feed Assist Mechanism

**De-skilling**

Assists in difficult processes that require high operator skill to improve production and stabilize quality.

Innovative threadless preview function

**Reduced environmental impact through reductions in fabric waste**

Feeding force checks performable without sewing fabric, enabling feed setting without fabric waste.

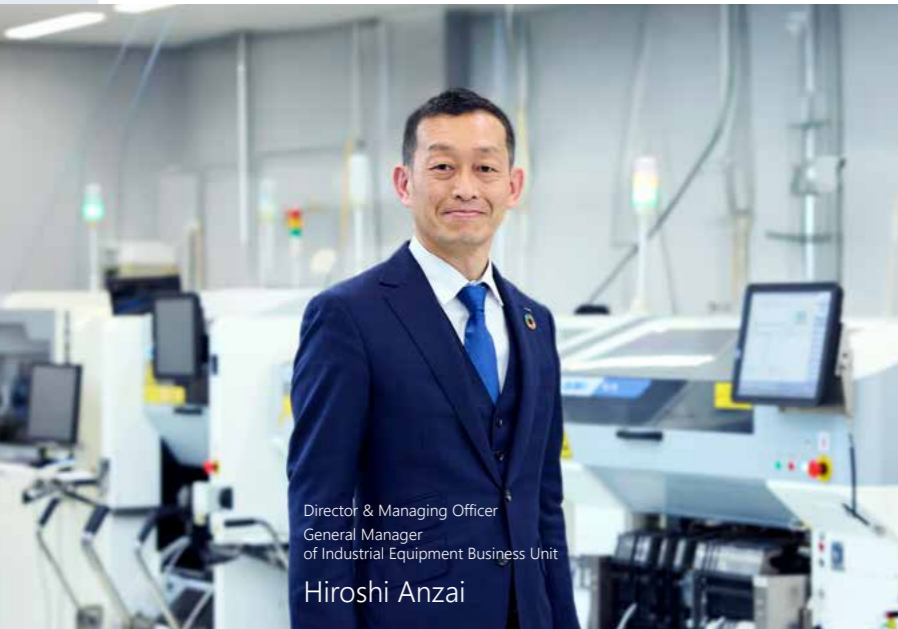
JUKI SUSTAINABLE PRODUCTS \* (compliant products)

**Reduced CO<sub>2</sub> emissions and resource loss**

Products that meet JUKI's own certification standards and integrate functions focused on environmental impact reductions, the labor environment, and smart factories

\*Products that meet the internal certification standards established by JUKI to achieve the materiality set forth in the SDGs.

# Business strategies Industrial Equipment Business



Director & Managing Officer  
General Manager  
of Industrial Equipment Business Unit  
Hiroshi Anzai

## Message from General Manager

We aim to create a business that provides sustainable value.

JUKI's industrial equipment business achieved broad based advances in 2024. We expanded our business base in the SMT domain centered on high-speed machines; globally developed automation solutions centered on modular-type general-purpose insertion machines, automated warehouses, and robots; developed emerging markets beyond China; and strengthened our sales and after-sales service systems. Our results fell short of the targets for the year, however, mainly due to a slowdown in capital investments and delays in the expected demand increases in emerging markets. In 2025, we will continue to focus on our most important business areas: automated warehouse systems and our fast-growing, highly profitable sales of odd-shaped component insertion machines (MI). In our customer service business, another important business area, we will strengthen pre-sales consulting, support for special orders, and after-sales service to grow the industrial equipment business. The mission of the industrial equipment business set forth in the Medium-term Management Plan is to contribute to the sustainable development of the manufacturing industry by supporting the smartening and automation of customer factories and manufacturing facilities. We will transform JUKI into a business customers want to align with through the purchase of products while strengthening our customer-centered viewpoint and our acute awareness of what customers want and the issues they face.

## Vision

We aim to be a group differentiated by JUKI's distinctive qualities from the customer's viewpoint and JUKI's commitment to providing customers with what they want.

## Business overview

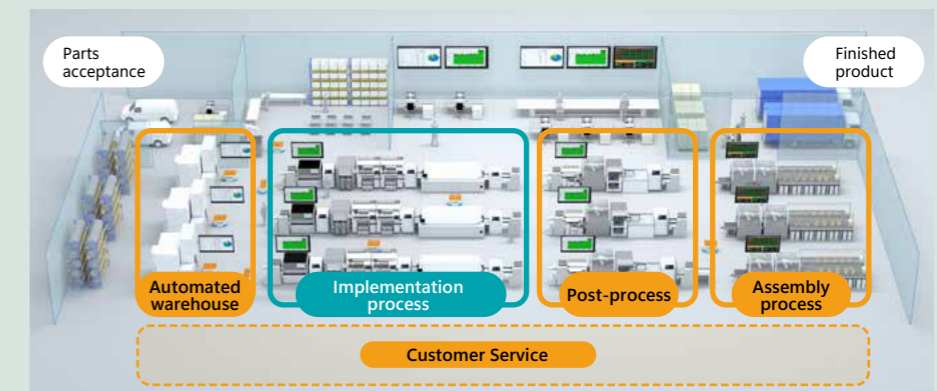
### development and domains

In the Electronics Assembly & Systems Businesses, we are working to automate not only the assembly process but also the components warehousing and manual insertion process for customers in printed circuit board assembly plants. We offer a lineup of electronics assembly & systems that optimize our customers' smart factories through the adoption of JUKI's unique core technologies in hardware and full lineup of process control systems in software. Our contract business provides one-stop solutions spanning the gamut from development to design and production based on engineering capabilities developed collaboratively with JUKI group companies.

### Strengths

- Chip mounter product lineup enabling flexible production line construction
  - Solutions to meet labor-saving and efficiency needs
  - An excellent customer support system
  - Manufacturing capabilities through collaboration among group companies
- high-mix, low-volume and variable-mix, variable-volume production achieved with a proprietary dual-head technology
  - low-volume and variable-mix, variable-volume production achieved with a proprietary dual-head technology
  - Market presence in MI and automated warehouse systems coupled with Japan-based customization capabilities for rapid, cost effective results
  - Overseas network of after-sales service locations with highly skilled engineers
  - One-stop solutions spanning the gamut from development to design and production harnessing the features of each plant

Diagram of Priority Areas in the Production Process

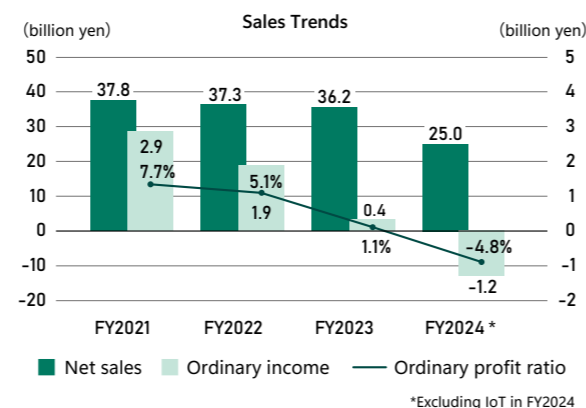


## Review of the Previous Medium-term Management Plan

We failed to achieve the targets set for 2023 and 2024 under the previous Medium-term Management Plan commenced in 2023. While many regions and manufacturing industries performed well during those two years, sales and profits in the industrial equipment business slumped due to declining sales of JUKI's mainstay chip mounters amidst sluggish global demand for equipment and soaring material and logistics costs.

On a positive note, the demand for automation and labor-saving solutions grew rapidly at customer production sites. The demand for automation and labor-saving solutions stemmed from social constraints such as worker shortages, limited workforces to succeed skills and know-how, and changes in the supply chain with the decentralization of production bases. Demand grew in the value-added field within this market environment, thanks largely to the productivity gains achieved by JUKI's odd-shaped component insertion machines and automated warehouse systems. In parallel, customer demand for support in areas such as the stable supply of replacement parts and maintenance has also increased.

The industrial equipment business urgently needs to develop a profitable structure. The new Medium-term Management Plan aims to make the business sustainable through selection and concentration in the abovementioned areas valued by customers.



## Recognizing the Environment Surrounding the Industrial Equipment Business

### External

- Ongoing growth in demand for industrial equipment in pursuit of the productivity improvements required to adapt to background social trends
- Circumstances in the production areas that JUKI supplies and supports
  - China: Weak due to a slowdown in capital investment and the relocation of production sit
  - Emerging markets: Delayed start-up of production demand in Eastern Europe, Mexico, India, Vietnam, etc
  - Europe, the U.S., and Japan: Steady in value-added areas such as automated warehouses
- Growing demand for automation/manpower-saving and component traceability, regardless of industry
- Intensifying price competition, with the entry of Chinese companies to rival the Japanese and Korean companies already serving the market

### JUKI

- Promoting ESG management with a focus on solving social and sustainability issues
- Responding to the demand for automation, labor-saving solutions, and environmental impact reductions
- Maintaining a high market share of installed units as a pioneer in the MI and automated warehouse fields
- Innovating using AI, robotics, and IoT technologies
- Enhancing before-sales services to improve customer satisfaction and expanding after-sales services to further grow customer value

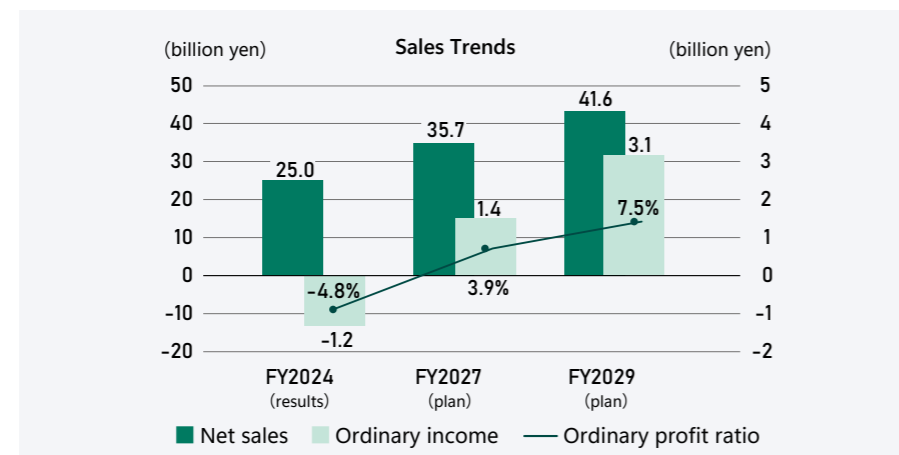
## 5-year Medium-Term Management Plan JUKI's initiatives

### Business Strategy Overview

#### Key points for establishing a new revenue base

The Electronics Assembly & Systems Businesses are shifting from operations centered on chip mounters to operations that expand pre- and post-assembly processes in the manufacture of printed circuit boards, such as highly profitable MI (insertion machines) and automated warehouses. We are working to expand the sales composition ratio and improve profitability by shifting to priority areas involving customer service. In the contract business, we are expanding the number of highly repeatable contracts and maximizing the profit ratios of individual contracts (growth < profitability).

Quantitative targets in the Medium-term Management Plan: Net sales, Ordinary profit, Ordinary profit ratio



Major Strategy

Electronics Assembly & Systems Businesses	01	• Restructuring of the Business Portfolio • Strengthening and expanding the highly profitable fields of MI (odd-shaped component insertion machines) and ISM (automated warehouse systems)
	02	• Reviewing the chip mounter field • Strengthening continuity and profitability as foundations of the industrial equipment business through customer-centric product development based on "JUKI's Distinctive Qualities"
	03	• Transitioning from after-sales service to before-sales service • Optimal proposals backed by experience and know-how to solve customer needs
Contract business	04	• Improving the business model for win-win relationships • Strengthening profitability by increasing the number of highly repeatable contracts and maximizing the profit ratios of individual contracts

Creating more environmentally responsive products and services to support the evolution of manufacturing sites using technologies that are tailored to the customer and make manufacturing better and more sustainable.

### Major Measure

## 01 Restructuring of the Business Portfolio | Strengthening and expanding the highly profitable fields of MI (odd-shaped component insertion machines) and ISM (automated warehouse systems)

The Electronics Assembly & Systems Businesses will transition to a business model that leverages proposal and after-sales service capabilities focused on automation technologies. The aim will be to significantly improve gross profit ratios by transforming the sales ratio of products other than chip mounters to 62% by 2029.

#### Key points for growth

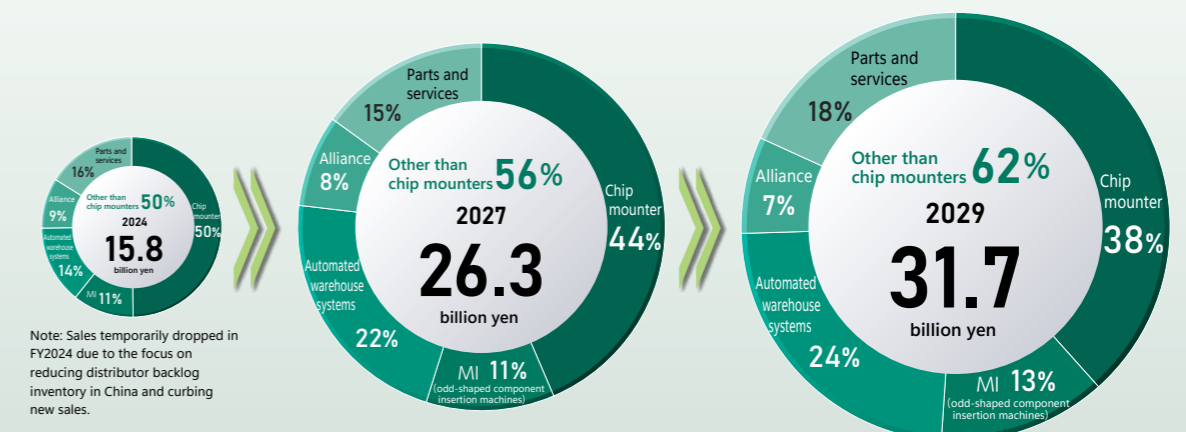
- MI** Create a market as a pioneer in mass production and capture business in low-volume production, a field that requires frequent changeovers.
- ISM** Expand sales from chip mounter customers to new customers and new industries such as logistics.

#### Main scenarios for achieving the targets

- Strengthening product competitiveness
- Profitable business model
- Strengthening of sales
- MI** Response capability for the handling of small-volume production
- Expanding successful know-how in China to other regions
- Enhancing specific solution/proposal capabilities to solve customer issues

#### B-1 Support for industrial development

#### Target: Sales Ratio on Business Portfolio



- ISM** Strengthening joint ventures/cooperative structures with ESSEGI
- Strengthening joint ventures and cooperative structures with ESSEGI
- Proposing solutions to the logistics industry, etc.

## 02 Reviewing the chip mounter field | Strengthening continuity and profitability as foundations of the industrial equipment business through customer-centric product development based on “JUKI’s Distinctive Qualities”

We will redefine target customers, including EMS, the largest market, and regain market share with functions and performance parameters focused on their needs.

### Key points for growth

- ① Develop automation technology to improve the operational stability of equipment and production lines and to solve labor-saving/unmanned needs

### Main scenarios for achieving the targets

- Strengthen the competitiveness of mainstay products: Cultivate target customer needs and strengthen the competitiveness of mainstay products such as the LX-8.
- Strengthen sales and after-sales services: Optimize the sales structure for each customer segment and expand the stock business (Koto-sales).

B-1 Support for industrial development

## 03 Transitioning from after-sales service to before-sales service | Optimal proposals backed by experience and know-how focused on solving customer needs

More efficient operation of production equipment and increased production volume

### Key points for growth

- ① Reduce production equipment downtime by enhancing preventive maintenance and expand sales of maintenance parts based on equipment maintenance plans
- ② Provide experience and know-how and propose appropriate methods for solving customer issues and needs

### Main scenarios for achieving the targets

- Provide timely preventive maintenance services by creating a database of customer equipment information.
- Cultivate the demand for online parts and maintenance services by expanding accounts and improving the convenience and user friendliness of JUKI webpages and content.
- Promote remote support/maintenance.

B-1 Support for industrial development

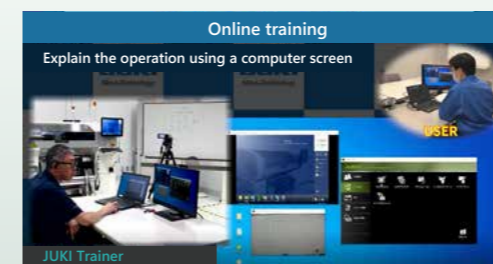


Image of online training

## 04 Improving the business model for win-win relationships | Strengthening profitability by increasing the number of highly repeatable contracts and maximizing the profit ratios of individual contracts

We will support customer manufacturing with proactive solution proposals that leverage the strengths of each plant.

### Key points for growth

- ① Expand businesses with high repeat business rates and maximize profit ratios for one-time businesses.

### Main scenarios for achieving the targets

- Develop key customers.
- Develop contracts in space-related businesses.
- Expand the scale of JUKI businesses in Asia.



B-1 Support for industrial development

Fusion of casting technology + machining/coating technology  
⇒ Contract manufacturing of parts for industrial robots

Production technology + Engineering  
⇒ Contracting selected automation lines to produce automobiles



Automobile-related production equipment

**TOPICS 1** JUKI releases its “Multi-tasking Platform JM-E01,” the industry’s first “two-process completion” system for inserting large and odd-shaped components and tightening screws with a single machine.

The JM-E01 is the industry’s first multitasking platform that automates the insertion and screw tightening processes for large and odd-shaped components in the post-surface mount operations for printed circuit board assembly. The conventional manual insertion process for odd-shaped components has been hampered by the shortage of highly skilled workers and quality inconsistencies caused by human error. This machine integrates the XY-axis structure engineered by JUKI through years of chip mounter technology development to achieve the high-speed, high-precision insertion of odd-shaped components. And by seamlessly linking the system with the printed circuit board assembly process and component management process, JUKI is building a smart factory that visualizes the operation status of the printed circuit board assembly line and entire printed circuit board assembly plant.



**TOPICS 2** The high-speed flexible mounter “LX-8” wins the IDEA Grand Prize (Minister of Economy, Trade and Industry Award) at the Machinery Industrial Design Awards.



The “LX-8” high-speed flexible mounter won the Grand Prize (Minister of Economy, Trade and Industry Award) at the 54th Machine Industrial Design Award (IDEA) sponsored by the Nikkan Kogyo Shimbun. This is an award established to promote the development and design of Japanese industrial products. Many of the products selected as IDEA award winners have been highly acclaimed as forefront products that suggest the future directions of design in their fields.

