

06 Data sections



Building Sustainable JUKI

11-year key consolidated financial data	51
Financial/Non-financial data	52
JUKI’s global bases	53
External assessments	54
Company outline and stock information	54

11-year key consolidated financial data

(As of December 31, 2024)

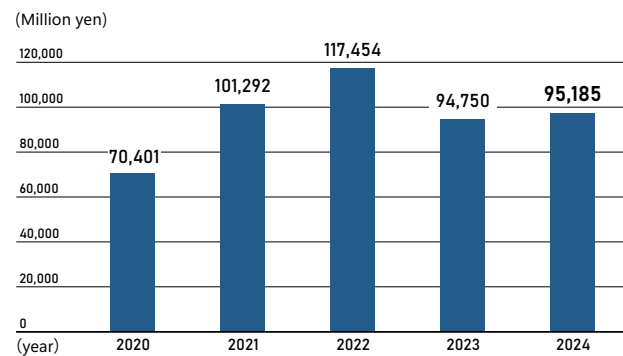
(Unit: million yen)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Operating results											
Sales revenue (Net sales)	107,581	112,865	97,724	103,659	112,064	99,169	70,401	101,292	117,454	94,750	95,185
Cost of sales	74,078	78,293	68,134	71,748	77,921	70,300	55,090	73,281	85,182	70,990	69,461
Gross profit	33,503	34,571	29,590	31,911	34,143	28,869	15,310	28,011	32,271	23,760	25,723
Selling, general and administrative expenses	25,285	27,461	24,938	23,755	24,995	25,030	19,780	24,143	29,413	26,459	26,686
Operating profit	8,217	7,110	4,651	8,156	9,148	3,838	△4,469	3,868	2,858	△2,699	△962
Ordinary profit	7,710	5,728	3,022	7,839	8,385	2,941	△3,957	3,439	1,163	△3,684	△3,327
Ordinary profit ratio (%)	7.2%	5.1%	3.1%	7.6%	7.5%	3.0%	△5.6%	3.4%	1.0%	△3.9%	△3.5%
Income before income taxes	7,587	5,642	3,090	7,727	8,353	2,930	△4,466	3,345	1,049	△4,576	△2,010
Net income	5,958	3,653	1,637	5,696	6,779	1,788	△4,779	2,246	16	△7,006	△3,269
Net income attributable to owners of the parent	6,058	3,853	1,883	5,642	6,640	1,763	△4,688	2,154	△78	△7,035	△3,235
Depreciation and amortization	3,115	2,990	2,583	2,343	2,525	3,063	3,162	2,945	3,252	3,114	3,332
Capital/IT investment	1,964	1,252	1,642	2,312	2,721	2,907	2,176	1,286	3,232	3,005	3,928
R&D Expenses	4,826	4,871	4,408	4,781	5,675	5,398	4,608	4,571	4,844	4,953	4,250
Net D/E ratio (times)	2.6	2.1	1.9	1.3	1.2	1.3	1.4	1.5	2.0	2.4	2.16
Financial position											
Total assets	130,751	119,281	111,365	110,554	119,121	114,715	110,230	129,114	145,169	139,304	142,219
Net assets	25,010	28,477	27,582	33,343	37,241	37,752	31,368	35,672	37,482	32,370	32,234
Equity attributable to owners of the parent (net assets)	23,995	27,678	27,006	32,726	36,529	37,037	31,032	35,245	36,738	31,597	31,214
Equity attributable to owners of the parent (equity ratio) (%)	18.4%	23.2%	24.3%	29.6%	30.7%	32.3%	28.2%	27.3%	25.3%	22.7%	21.9%
Interest-bearing debt	74,747	67,377	60,158	50,553	52,378	53,878	57,443	58,978	79,320	84,004	82,728
Cash flows											
Cash flows from operating activities	3,459	8,924	9,819	10,489	2,682	3,054	8,509	△6,589	△14,641	2,254	9,371
Cash flows from investing activities	△1,868	△1,219	△1,047	△1,757	△2,390	△3,430	△2,698	△857	△4,930	△2,751	△2
Cash flows from financing activities	837	△9,044	△8,100	△10,373	968	△811	2,034	△370	17,485	2,456	△4,147
Cash and cash equivalents at end of year	9,286	7,672	7,893	6,336	7,302	5,977	13,821	6,566	4,910	7,168	13,146
Per share information											
Net assets per share (yen)	804.10	927.63	921.78	1,117.07	1,246.93	1,264.28	1,059.32	1,203.14	1,250.84	1,069.34	1,049.72
Net income (loss) per share (yen)	219.17	129.14	63.94	192.61	226.68	60.20	△160.04	73.55	△2.66	△238.54	△109.00
Price earnings ratio (times)	9.88	8.42	16.53	9.67	4.91	14.65	-	11.53	-	-	-
Dividend per share (yen)	20	35	20	35	30	25	20	25	20	15	-
Consolidated dividend payout ratio (%)	9.1%	27.1%	31.3%	18.2%	13.2%	41.5%	-	34.0%	-	-	-
Profitability											
ROE (%)	34.2%	14.9%	6.9%	18.9%	19.2%	4.8%	△13.8%	6.5%	△0.2%	△20.6%	△10.3%
ROA (%)	4.6%	3.2%	1.7%	5.1%	5.6%	1.5%	△4.3%	1.7%	△0.1%	△5.1%	△2.3%
Key non-financial indicators											
Number of consolidated employees (persons)	6,153	6,245	6,021	5,899	5,891	5,762	5,287	5,255	5,230	4,713	4,621

Financial/Non-financial data

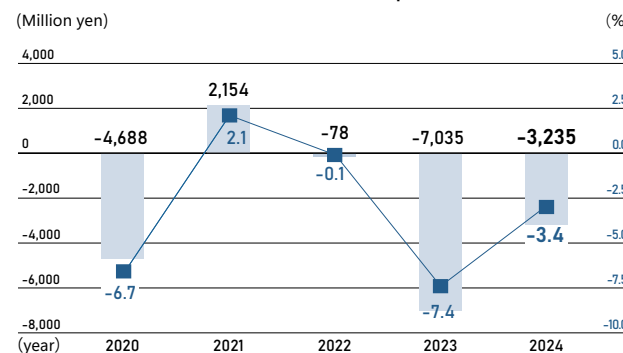
Financial highlights

Net sales



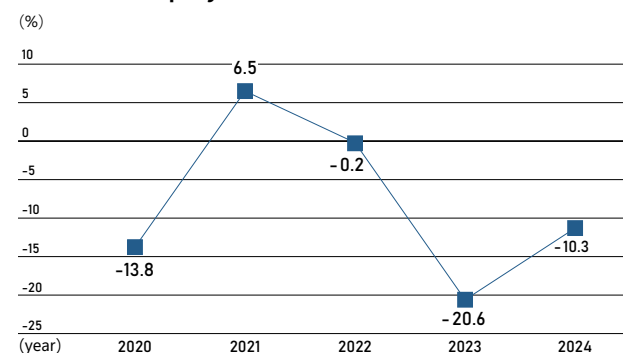
Net sales of sewing machinery increased by 7% year-on-year, driven by strong demand growth in Asia, mainly in China, India, and their neighbors to the west. Net sales of industrial equipment, on the other hand, were sluggish, especially in China. As a result, net sales totaled 95,185 million yen (up 0.5% year-on-year).

Net income attributable to owners of the parent / Net income ratio



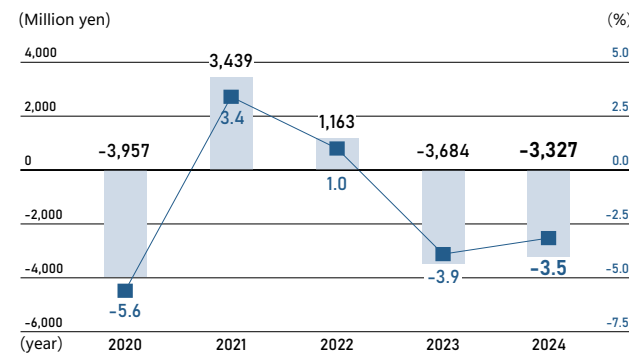
In order to build a leaner and more efficient business structure for the future, our company closed a factory and sold real estate in China, integrated sales companies in China, the U.S., and Thailand, and sold strategically held shares. As a result, net loss attributable to owners of the parent amounted to 3,235 million yen.

Return on equity (ROE)



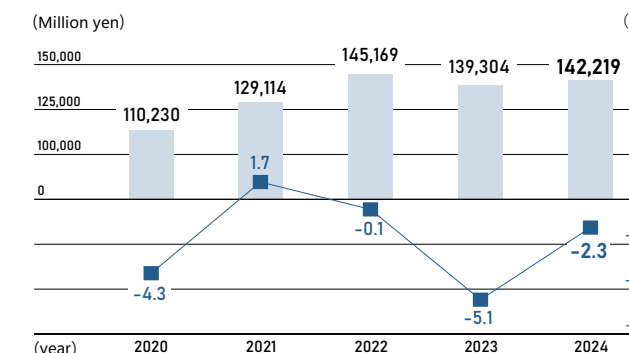
The ROE for FY2024 was -10.3%.

Ordinary profit / Ordinary profit ratio



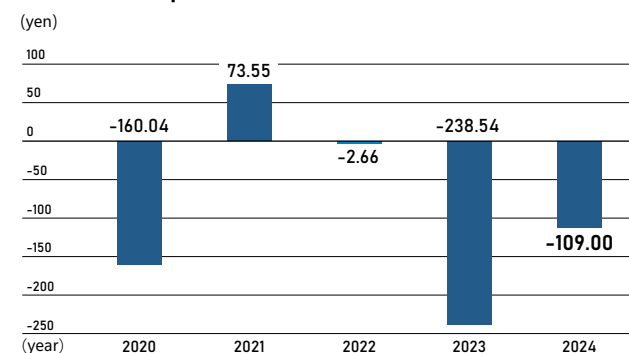
Despite production adjustments and inventory reduction costs, ordinary profit amounted to negative 3,327 million yen, with losses mitigated by the ongoing yen depreciation, fixed cost reductions through cost structure reforms, and improved profit ratio from sales-leveling measures.

Total Assets / Return on Assets (ROA)



Total assets rose by 2,915 million yen from the end of the previous fiscal year, to 142,219 million yen, mainly due to an increase in cash and deposits and a decrease in accounts receivable.

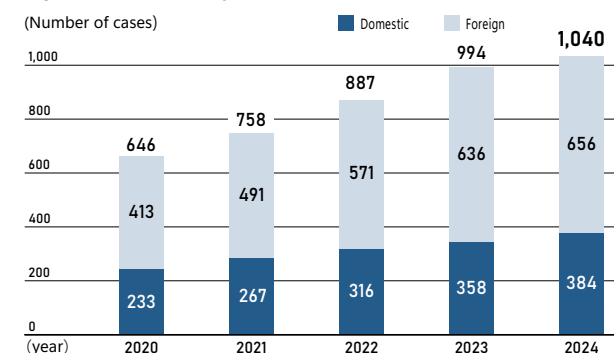
Net income per share



Net income per share for FY2024 was negative 109 yen.

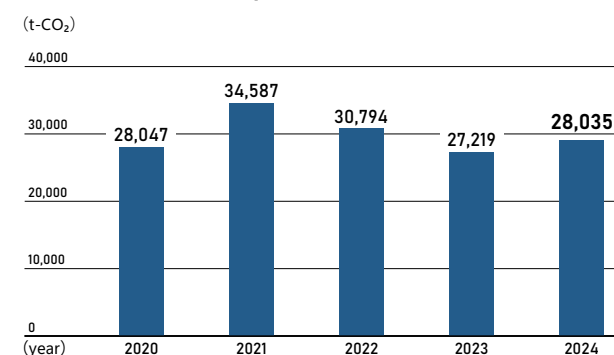
Non-financial highlights

Cumulative number of patents held (patents + utility models)



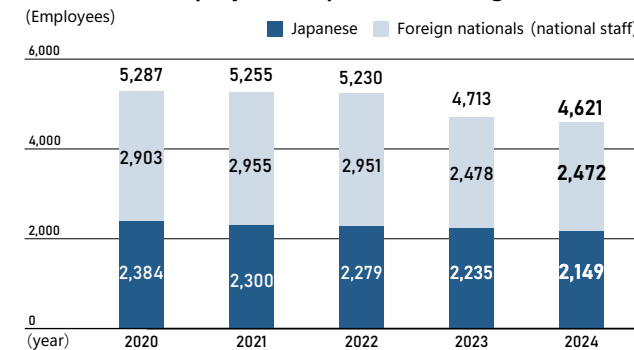
The cumulative number of patents and utility models combined has reached 1,040. (Note: Accumulated since 2015)

CO₂ emissions (Scope1.2)



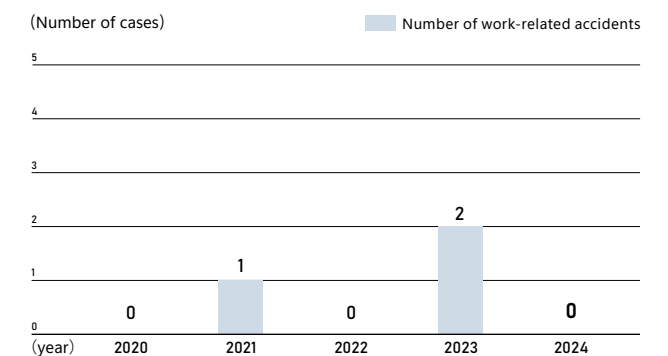
We are promoting the transition to renewable energy (clean energy) by switching to equipment with less environmental impact, smarter production methods, and the installation of solar panels, etc.
(Note) Companies covered: Tama Head Office, OHTAWARA PLANT, JUKI TECHNOSOLUTIONS Nagoya Office, and 10 domestic and overseas manufacturing companies

Number of employees (Japanese / Foreign nationals)



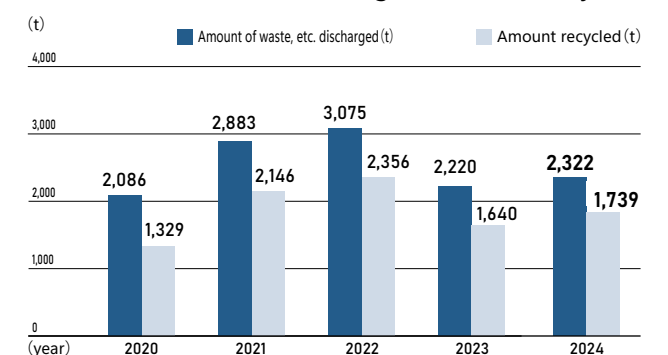
As the human resources secured in FY2024 were mainly from overseas sites, the ratio of national staff accounted for 54% of the total staff for the year. We are proactively recruiting foreign nationals in Japan and are promoting national staff to management positions overseas.

Number of serious work-related accidents



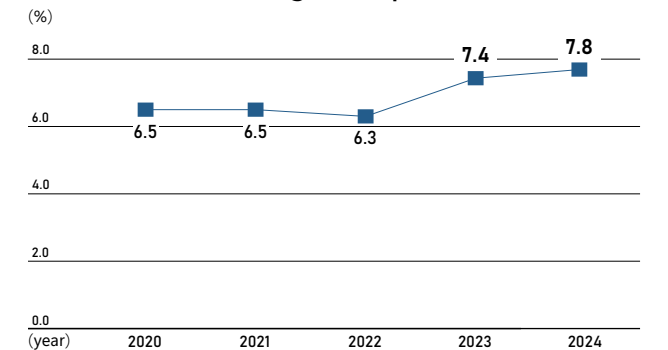
(Note) Companies covered: Tama Head Office, JUKI TECHNOSOLUTIONS Nagoya Office (from July 2022), OHTAWARA PLANT, and 10 domestic and overseas manufacturing factories: number of serious disasters with a disability grade of 14 or higher among work-related accidents

Amount of waste, etc. discharged / Amount recycled



2,322 tons of waste were discharged in FY2024, of which 1,739 tons were recycled.
(Note) Companies covered: Tama Head Office, OHTAWARA PLANT, JUKI TECHNOSOLUTIONS Nagoya Office, and 10 domestic and overseas manufacturing companies

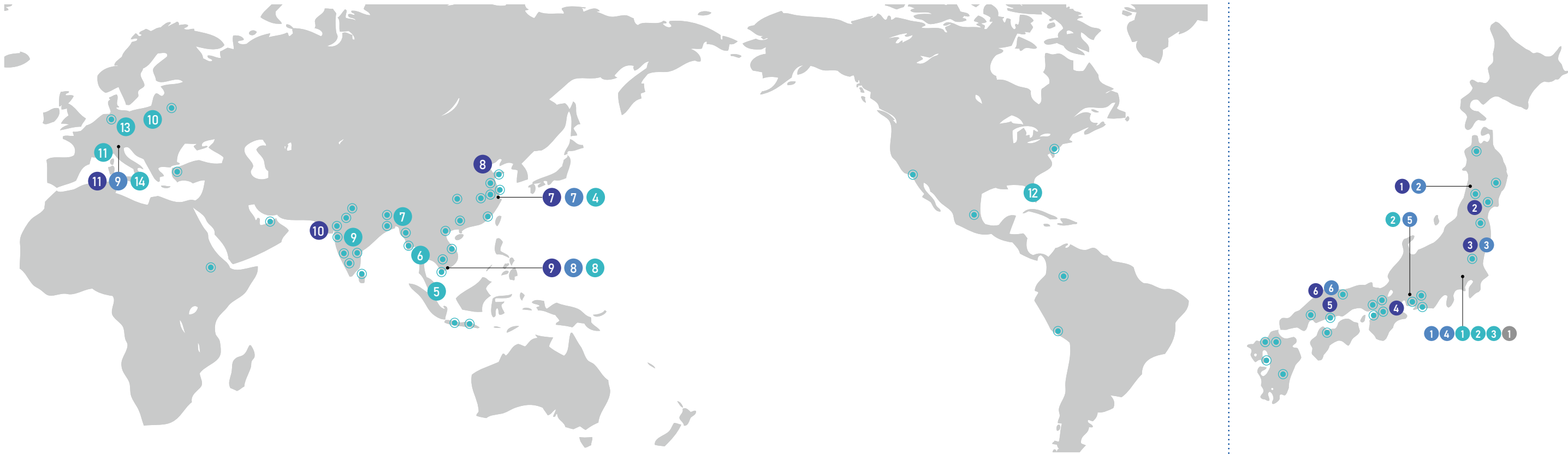
Ratio of female management positions



The ratio of female managers in fiscal 2024 was increased from the previous year through the active promotion of female employees to management positions.
(Note) Offices covered: the head office in Tama City, the OHTAWARA PLANT of JUKI CORPORATION

GLOBAL BASES

(As of July 1, 2025)



PRODUCTION BASES

JAPAN		
1	JUKI INDUSTRIAL EQUIPMENT TECHNOLOGY CORPORATION	Yokote-shi, Akita Manufacturing of surface mounting-related equipment Manufacturing of units and parts related to the contract business
2	JUKI AIZU CORPORATION	Kitakata-shi, Fukushima Manufacturing of parts with lost-wax and MIM process Manufacturing of parts related to the contract business
3	JUKI CORPORATION OHTAWARA PLANT	Ohtawara-shi, Tochigi Manufacturing of industrial sewing machines and automated warehouses Manufacturing of parts related to the contract business
4	JUKI METAL CORPORATION	Odaicho, Mie Manufacturing of pig-iron mold casting etc. Manufacturing of parts related to the contract business
5	JUKI HIROSHIMA CORPORATION	Miyoshi-shi, Hiroshima Manufacturing of die, press processing parts, etc. Manufacturing of parts related to the contract business
6	JUKI MATSUE CORPORATION	Matsue-shi, Shimane Manufacturing of industrial sewing machines etc. Manufacturing of products and parts related to the contract business
GLOBAL		
7	JUKI (SHANGHAI) INDUSTRIAL CO.,LTD.	Shanghai, China Manufacturing of industrial sewing machines etc. Manufacturing of feeders for chip mounters
8	JUKI (LANGFANG) INDUSTRIAL CO., LTD..	Hebei, China Manufacturing of industrial sewing machines etc.
9	JUKI (VIETNAM) CO., LTD.	Ho Chi Minh, Vietnam Manufacturing of industrial sewing machines, household sewing machines, etc. Manufacturing of parts with lost-wax production Manufacturing of parts related to the contract business
10	JUKI INDIA PVT.LTD., Gujarat Factory	Gujarat, India Manufacturing of industrial sewing machines
11	ESSEGI AUTOMATION S.r.l.	Vicenza, Italy Manufacture of automated warehouses

DEVELOPMENT BASES

JAPAN		
1	JUKI CORPORATION	Tama-shi, Tokyo Product development and system development of industrial sewing machines, household sewing machines and surface mounting-related equipment, etc.
2	JUKI INDUSTRIAL EQUIPMENT TECHNOLOGY CORPORATION	Yokote-shi, Akita Development of surface mounting-related equipment, electronic equipment, etc., and development of products related to the contract business.
3	JUKI CORPORATION OHTAWARA PLANT	Ohtawara-shi, Tochigi Development of industrial sewing machines.
4	JUKI AUTOMATION SYSTEMS CORPORATION	Tama-shi, Tokyo Development of surface mounting-related equipment etc.
5	JUKI TECHNOSOLUTIONS CORPORATION	Nagoyashi-shi, Aichi Development of industrial sewing machines.
6	JUKI MATSUE CORPORATION	Matsue-shi, Shimane Development of industrial sewing machines.
GLOBAL		
7	JUKI (CHINA) CO., LTD.	Shanghai, China Development of industrial sewing machines.
8	JUKI (VIETNAM) CO., LTD.	Ho Chi Minh, Vietnam Development of industrial sewing machines and products related to the contract business.
9	ESSEGI AUTOMATION S.r.l.	Vicenza, Italy Development of automated warehouses

MAIN SALES BASES

JAPAN		
1	JUKI AUTOMATION SYSTEMS CORPORATION	Tama-shi, Tokyo Sales of surface mounting-related equipment etc.
2	JUKI TECHNOSOLUTIONS CORPORATION	Tama-shi, Tokyo Nagoya-shi, Aichi Sales of industrial sewing machines
3	JUKI SALES (JAPAN) CORPORATION	Tama-shi, Tokyo Sales of industrial sewing machines, household sewing machines, etc.
JUKI's own Branch Offices, Sales Offices, Service Centers, and others		
GLOBAL		
4	JUKI (CHINA) CO., LTD.	Shanghai, China Sales of industrial sewing machines, household sewing machines and surface mounting-related equipment, etc.
5	JUKI SINGAPORE PTE. LTD.	Macpherson, Singapore (Main bases: Indonesia, Cambodia, Myanmar, Taiwan, United Arab Emirates, Pakistan, Ethiopia and Jordan) Sales of industrial sewing machines and household sewing machines, etc.
6	JUKI (THAILAND) CO.,LTD.	Bangkok, Thailand Sales of industrial sewing machines and surface mounting-related equipment
7	JUKI MACHINERY BANGLADESH LTD.	Dhaka, Bangladesh Sales of industrial sewing machines, etc.
8	JUKI (VIETNAM) CO., LTD.	Ho Chi Minh, Vietnam Sales of industrial sewing machines, surface mounting-related equipment and products related to the contract business
9	JUKI INDIA PVT.LTD.	Bangalore, India Sales of industrial sewing machines and surface mounting-related equipment
10	JUKI CENTRAL EUROPE SP.ZO.O.	Warsaw, Poland (Other bases: Turkey, Russia and France) Sales of industrial sewing machines, household sewing machines, and surface mounting-related equipment

11	JUKI ITALIA S.P.A.	Milan, Italy Sales of industrial sewing machines, household sewing machines, etc.
12	JUKI AMERICA, INC.	FL, U.S.A. Sales of industrial sewing machines, household sewing machines and surface mounting-related equipment (Other bases: North Carolina, Texas, Mexico, Peru and Colombia) *Headquarters for the Sewing Machinery Business: Florida *Headquarters for the Industrial Equipment Business: North Carolina
13	JUKI AUTOMATION SYSTEMS GmbH.	Nuremberg, Germany Sales of surface mounting-related equipment
14	ESSEGI AUTOMATION S.r.l.	Vicenza, Italy Sale of automated warehouses
JUKI's own Branch Offices, Sales Offices, Service Centers, and others		

OTHER BASES

JAPAN		
1	JUKI PROSERVE CORPORATION	Tama-shi, Tokyo Service of facility management and document business, etc.

Number of Major bases

	JAPAN	GLOBAL	TOTAL
PRODUCTION	6	5	11
DEVELOPMENT	6	3	9
SALES	3	11	14
OTHER	1	0	1

*Companies with multiple functions are counted more than once.

External assessments



ESG assessment in Japan

March 2024
Certified Health and Productivity Management Outstanding Organization 2024
(Large Enterprise Category)

Our company is certified as one of the “Excellent Health Management Corporations 2024” (Large-Scale Enterprise Division) under the “Certification System for Excellent Health Management Corporations” jointly selected by the Ministry of Economy, Trade and Industry (METI) and the Japan Health Council.



2024
健康経営優良法人
 KENKO Investment for Health
 大規模法人部門

Supply chain related

December 2024
Declaration of Partnership Building

Under the 'Declaration of Partnership Building' initiative promoted by METI jointly with related ministries and agencies, our company aims to contribute to the realization of sustainable local communities, actively solve environmental and social problems, and promote increased added value, coexistence, and co-prosperity.



JUKI's Declaration of Partnership Building
<https://www.biz-partnership.jp/declaration/81308-05-18-tokyo.pdf>

Product-related Awards

April 2024
Winner of the 'Economic Quality' Category at the Texprocess Innovation Award 2024
Apparel Lockstitch Sewing Machine “DDL-10000DX”

Our company becomes the only Japanese company to win the “Texprocess Innovation Award 2024” in the Economic Quality category at Texprocess, the German trade fair for industrial textiles and textile manufacturing machinery.

texprocess
innovationaward.2024



July 2024
Winner of the Grand Prize (Minister of Economy, Trade and Industry Award) at the IDEA Industrial Machinery Design Awards
High-speed, flexible mounter “LX-8”

JUKI's “LX-8” high-speed flexible mounter wins the Grand Prize (Minister of Economy, Trade and Industry Award) at the 54th Machine Industrial Design Award IDEA sponsored by the Nikkan Kogyo Shimbun. The Design Award IDEA was established to promote the development and design of Japanese industrial products. Many products that have received the award to date have been highly acclaimed as forefront products that presage the future direction of design in their respective eras.



October 2024
Winner of the Good Design Award 2024
Computer-controlled buttonholer for JUKI professional-use sewing machines “EB-1”

The EB-1 computer-controlled buttonholer for JUKI professional-use sewing machine wins the Good Design Award for 2024. As a machine specialized for buttonhole production, the EB-1 can sew 14 types of high-quality buttonholes with simple and minimal operations.

GOOD DESIGN
AWARD 2024



May 2025
Apparel Lockstitch Sewing Machine “DX-01” Wins ‘Best New Technology’ at Texprocess Americas 2025 Innovation Award
Apparel Lockstitch Sewing Machine “DX-01”

JUKI's DX-01 wins the Innovation Awards in the Best New Technology category at Texprocess Americas 2025, the largest international trade show for sewn products in North America and a leading proponent of innovative technologies, products, and sustainable initiatives.

texprocess
AMERICAS innovationaward.2025 WINNER
best new technology



Company outline and stock information

CORPORATE SUMMARY

(As of December 31, 2024)

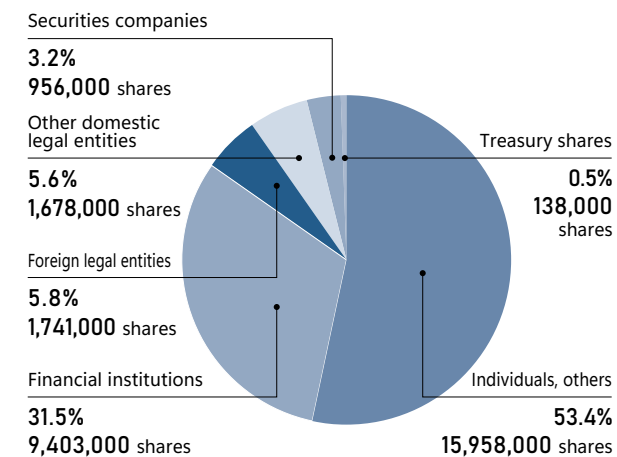
Trade name	JUKI CORPORATION	Fiscal year ending	December 31
Established	December 15, 1938	Ordinary general meeting of shareholders	March
Representative	Representative Director, President Atsushi Narikawa	Number of employees	4,621 (on a consolidated basis) 795 (on a non-consolidated basis)
Paid-in capital	¥18,044 million	Average age	45.8 years old
Major business office	HEAD OFFICE : 2-11-1 Tsurumaki, Tama-shi, Tokyo 206-8551 Japan Tel: 81-42-357-2211 OHTAWARA PLANT : 1863 Kitakanemaru, Ohtawara-shi, Tochigi 324-0011 Japan Tel: 81-287-23-5111	Average years of service	18.5 years
		Number of affiliated companies	23 ※As of April 1, 2025

STOCK INFORMATION

(As of December 31, 2024)

Total number of authorized shares	80,000,000 shares	Listed on	Prime Market of the Tokyo Stock Exchange
Total number of issued shares	29,874,179 shares (including 138,456 treasury shares)	Securities code	6440
Total number of shareholders	16,522	Shareholder registry administrator	Mizuho Trust & Banking Co., Ltd.
Share Unit	100 shares		

STOCK DISTRIBUTION STATUS BY OWNER TYPE

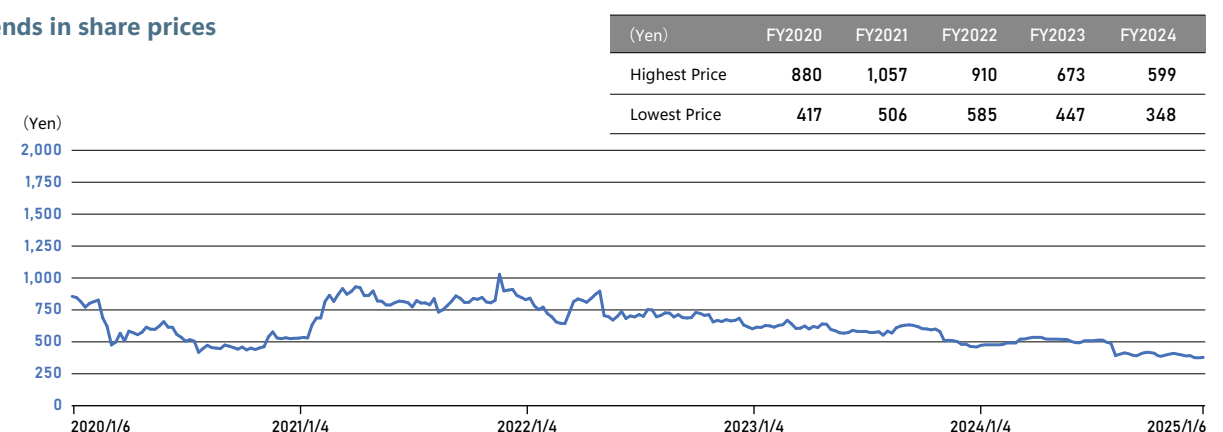


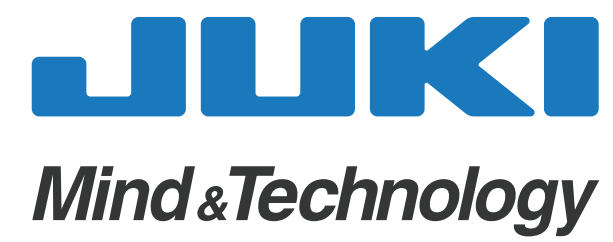
Major shareholders (Top 10)

Name of shareholders	Number of shares held (unit: 1,000 shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	3,928	13.21
PEGASUS Co., Ltd.	1,045	3.52
Mizuho Bank, Ltd.	938	3.15
Nippon Life Insurance Company	732	2.46
Custody Bank of Japan, Ltd. (Trust account)	702	2.36
Asahi Mutual Life Insurance Company	569	1.91
The Dai-ichi Life Insurance Company, Limited	511	1.72
Meiji Yasuda Life Insurance Company	460	1.55
Mizuho Trust & Banking Co., Ltd.	401	1.35
Shareholding association for JUKI's business partner	390	1.31

(Note) The shareholding ratio is calculated by means of deducting treasury shares (138,456 shares) from the number of the issued shares.

Trends in share prices





JUKI CORPORATION

2-11-1, TSURUMAKI, TAMA-SHI, TOKYO 206-8551

<https://www.juki.co.jp/en/>

PR Department Email aa.jukipr@ml.juki.com

