

# Financial Results Briefing for the Full Year of 2025

(Ended December 31, 2025)

Feb 12, 2025

**JUKI CORPORATION**

<Securities code: 6440>

*Building Sustainable JUKI*

<b>1. FY2025 Actual</b>	<b>...P.2</b>
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# FY2025 Results

(Millions of yen)	FY 2025				FY2025 Full Year	FY2024 Full Year	YoY Change
	1Q	2Q	3Q	4Q			
<b>Net sales</b>	22,957	21,415	19,832	24,556	<b>88,761</b>	95,185	△6,424
<b>Gross profit</b> [Gross profit margin]	5,755 [25.1%]	6,408 [29.9%]	6,145 [31.0%]	7,864 [32.0%]	<b>26,174</b> [29.5%]	25,723 [27.0%]	+450 [2.5%]
<b>Operating income</b> [Operating margin]	△332 [-]	425 [2.0%]	582 [2.9%]	1,988 [8.1%]	<b>2,662</b> [3.0%]	△962 [-]	+3,625 [-]
<b>Ordinary income</b> [Ordinary income margin]	△1,035 [-]	20 [0.1%]	243 [1.2%]	2,183 [8.9%]	<b>1,412</b> [1.6%]	△3,327 [-]	+4,740 [-]
<b>Net Income</b> [Net income margin]	49 [0.2%]	90 [0.4%]	△64 [-]	1,323 [5.4%]	<b>1,399</b> [1.6%]	△3,235 [-]	+4,634 [-]
<b>USD</b> Average exchange rate for the year	JPY153	JPY144	JPY148	JPY156	<b>JPY150</b>	JPY151	△ JPY1
<b>Euro</b> Average exchange rate for the year	JPY161	JPY165	JPY172	JPY181	<b>JPY169</b>	JPY164	+JPY5

\*Average exchange rate affecting operating income

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**Overall** : As a result of initiatives focused on improving profitability—such as shifting our emphasis toward the high-end market and optimizing production capacity through product lineup consolidation—sales decreased, but profitability improved significantly.

Operating profit for fiscal year 2025 increased by ¥3.7 billion year on year, returning to a positive ¥2.7 billion.

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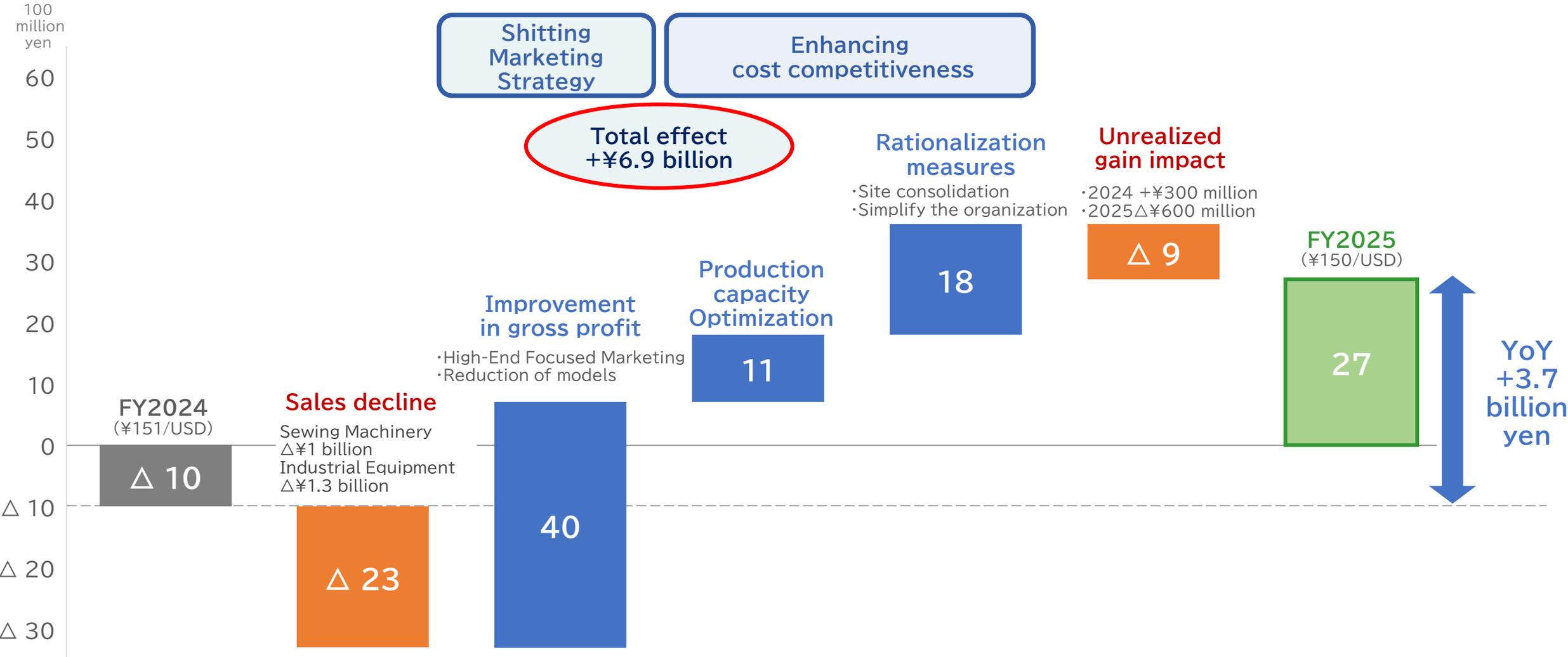
**Sewing Machinery** : Demand was firm from Area between India & Africa and Through-China-distributors, while Asian countries, which saw some cautious moves to invest due to the U.S. mutual duty impact, seemed to have bottomed out. In addition, demand for automotive-related products in Europe and the United States recovered rapidly in Fourth Quarter.

3

**Industrial Equipment** : Our major market China conditions showed signs of bottoming out and have been gradually recovering. Meanwhile, sales in Europe and the Americas remained sluggish, and overall sales were sluggish. In the Americas, although caution remains due to tariffs and high costs, there are signs of recovery as companies have begun to adapt to changes in the environment.

# FY2025 Operating Profit YoY Analysis

Improved ¥3.7 billion in operating profit by to a High-End Focused Marketing Strategy and optimization of production capacity by reduction of models



# Performance by Segment

(Millions of yen)		FY2025				FY2025 Full year	FY2024 Full year	YoY Change
		1Q	2Q	3Q	4Q			
Sewing Machinery	Net sales	17,370	16,521	14,410	18,314	66,616	69,855	△3,239
	Operating income [Operating margin]	415 [2.4%]	1,323 [8.0%]	1,073 [7.4%]	2,198 [12.0%]	5,010 [7.5%]	1,095 [1.6%]	+3,915 [+5.9%]
Industrial Equipment	Net sales	5,494	4,828	5,355	6,168	21,847	25,025	△3,178
	Operating income [Operating margin]	△457 [-]	△559 [-]	△185 [-]	100 [1.6%]	△1,101 [-]	△1,198 [-]	+96 [-]
Electronics Assembly & Systems ※1	Net sales	3,358	2,783	3,102	3,850	13,092	15,665	△2,573
	Operating income [Operating margin]	△378 [-]	△526 [-]	△259 [-]	25 [0.6%]	△1,137 [-]	△507 [-]	△630 [-]
Contract Business ※1	Net sales	2,137	2,046	2,253	2,319	8,755	9,361	△606
	Operating income [Operating margin]	△79 [-]	△34 [-]	74 [3.3%]	76 [3.3%]	36 [0.4%]	△692 [-]	+728 [-]
Other/ Adjustments	Net sales	92	65	66	72	297	304	△7
	Operating income	△290	△339	△306	△311	△1,245	△859	△386
Total	Net sales	22,957	21,415	19,832	24,556	88,761	95,185	△6,424
	Operating income [Operating margin]	△332 [△1.4%]	425 [2.0%]	582 [2.9%]	1,988 [8.1%]	2,662 [3.0%]	△962 [-]	+3,625 [-]

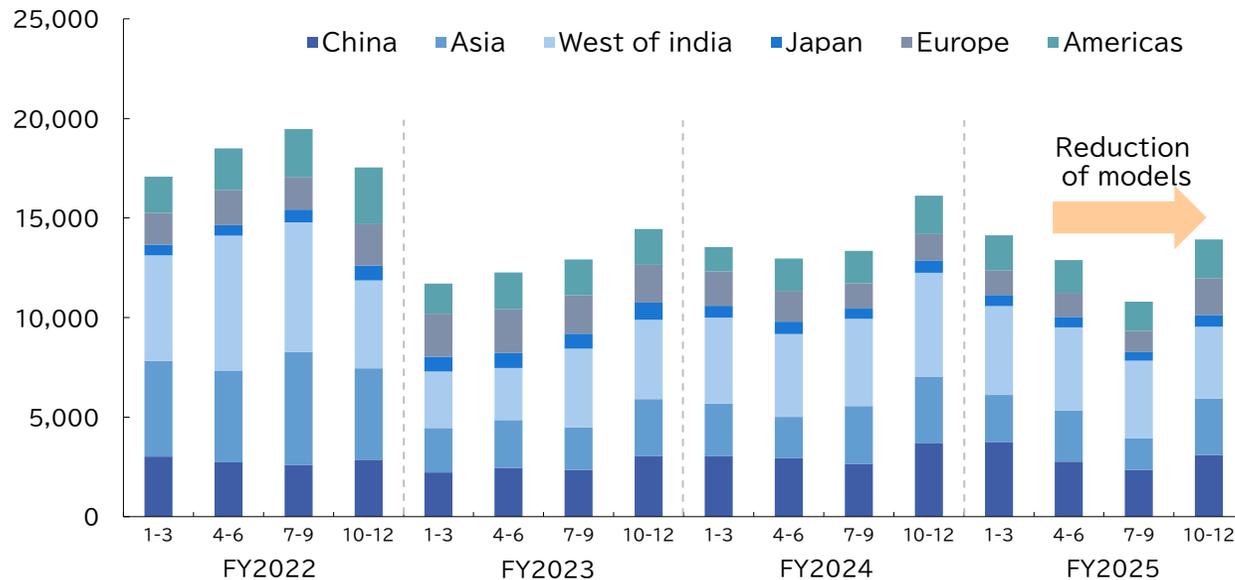
※1 Breakdown of Industrial Equipment : Electronics Assembly & Systems and contract business sales and operating income are calculated on a control-accounting basis.

# Segment Overview-Sewing Machinery-

- Demand from Area between India & Africa and Through-Chinese-distributors was strong, while demand in Asia felt bottoming out, and demand in Europe and the U.S. automotive industries recovered sharply in Fourth Quarter.
- Profits improved significantly due to the effects of optimization of production capacity by focusing on high-end markets and reducing the number of models.

(Millions of yen)	FY2025				FY2025 Full year	FY2024 Full year	YoY Change
	1Q	2Q	3Q	4Q			
<b>Net sales</b>	17,370	16,521	14,410	18,314	<b>66,616</b>	69,855	Δ3,239
<b>Operating income</b> [Operating margin]	415 [2.4%]	1,323 [8.0%]	1,073 [7.4%]	2,198 [12.0%]	<b>5,010</b> [7.5%]	1,095 [1.6%]	+3,915 [+5.9%]

(Million yen) **Industrial sewing machines Sales Trends** (Monthly Aggregate Base)



**Industrial sewing machines Sales by Region**

※For sales by region Calculation based on management accounting

100 million yen	Fiscal Year 2025				total
	1Q	2Q	3Q	4Q	
<b>China</b> *1	38	28	24	31	<b>121</b>
<b>Asia</b>	23	26	16	28	<b>93</b>
<b>India and Nearby countries</b> *2	45	42	39	36	<b>162</b>
<b>Japan</b>	5	5	4	6	<b>20</b>
<b>Europe</b>	13	12	11	18	<b>54</b>
<b>Americas</b>	18	16	15	19	<b>68</b>
<b>Total</b>	<b>141</b>	<b>129</b>	<b>108</b>	<b>139</b>	<b>517</b>

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

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

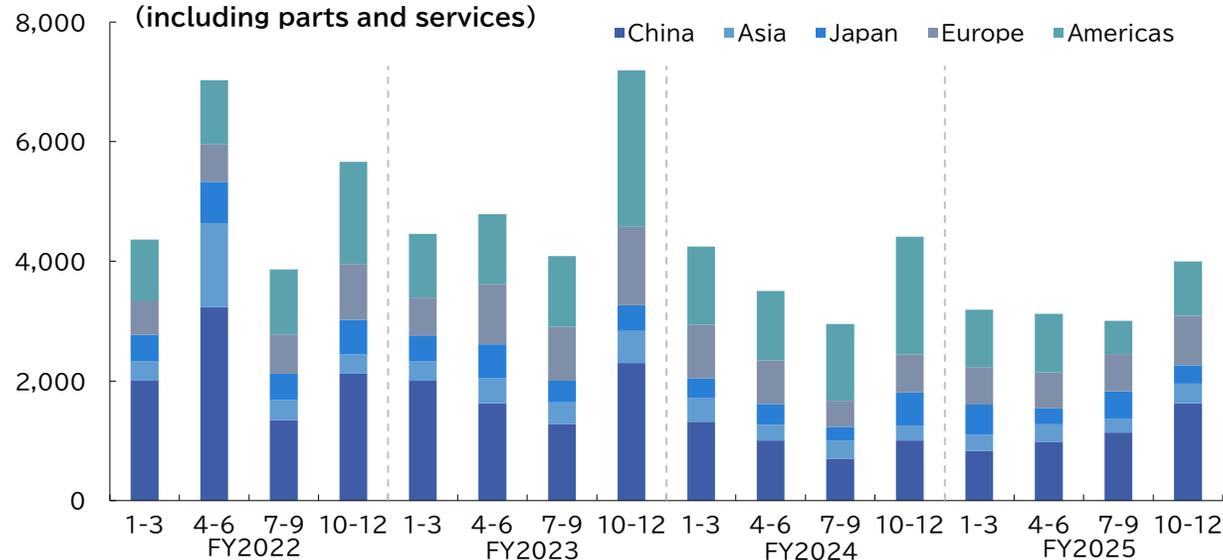
# Segment Overview-Industrial Equipment –

## <Electronics Assembly & Systems>

- Our major market China conditions showed signs of bottoming out, while sales in Europe and the Americas remained sluggish. However, in the Americas, caution remained due to tariffs and high costs, but there were signs of recovery as companies began to adapt to the environment
- Since mid-year, we have shifted to a “Global Niche Strategy” that focuses on key areas and regions. We have almost completed structural reforms, such as organizational restructuring and optimization of plant size which improve profitability. In 2026, we will accelerate the “Global Niche Strategy” to establish profitability.

(Millions of yen)	FY2025				FY2025 Full year	FY2024 Full year	YoY Change
	1Q	2Q	3Q	4Q			
Net sales	3,358	2,783	3,102	3,850	13,092	15,665	△2,573
Operating income [Operating margin]	△378 [-]	△526 [-]	△259 [-]	25 [0.6%]	△1,137 [-]	△507 [-]	△630 [-]

(Million yen) **Electronics Assembly & Systems Sales Trends (Monthly Aggregate Base)** (including parts and services)



**Electronics Assembly & Systems Sales by Region**

※For sales by region Calculation based on management accounting

100 million yen	In 2025				total
	1Q	2Q	3Q	4Q	
China	8	10	11	16	45
Asia	3	3	2	3	11
Japan	5	3	5	3	15
Europe	6	6	6	8	26
Americas	10	10	6	9	34
<b>Total</b>	<b>32</b>	<b>31</b>	<b>30</b>	<b>40</b>	<b>131</b>

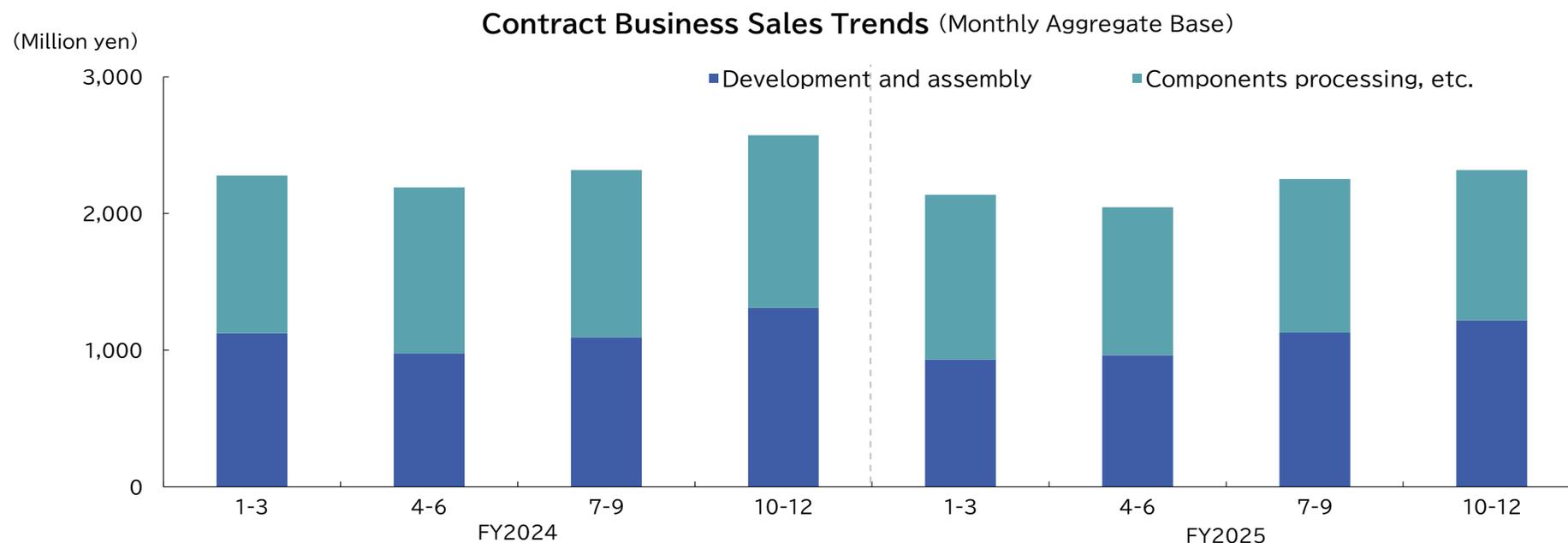
# Segment Overview-Industrial Equipment -

## <Contract Business>

- Shifted business model from sales volume to profitability and achieved operating profitability in the second half of FY2025 .
- Acquisition of new businesses in areas where JUKI's technologies can be utilized (space, defense, optical, etc.)

※ Contract Business sales and operating income are calculated on a management-account basis

(Millions of yen)	FY2025				FY2025 Full year	FY2024 Full year	YoY Change
	1Q	2Q	3Q	4Q			
Net sales	2,137	2,046	2,253	2,319	8,755	9,361	△606
Operating income [Operating margin]	△79 [-]	△34 [-]	74 [3.3%]	76 [3.3%]	36 [0.4%]	△692 [-]	+728 [-]



# Major Financial Items

- CCC improved by 0.9 months, inventory was reduced by ¥7.8 billion, trade receivables was reduced by ¥7.7 billion, and interest-bearing debt was reduced by ¥14.8 billion.
- Cash Flow from operations increased by ¥11.7 billion per year due to working capital reduction
- ROE increased by 14.7% year-on-year to 4.4%

(Millions of yen)	FY2024 End of Dec	FY2025 End of Dec	Change
<b>Total assets</b>	142,219	<b>120,594</b>	△21,625
<b>Net assets</b>	32,234	<b>32,687</b>	+453
<b>Equity ratio</b>	21.9%	<b>26.8%</b>	+4.9%
<b>ROE</b> (Return on Equity)	△10.3%	<b>4.4%</b>	+14.7%
<b>Trade receivables</b> [Rotation period]	31,562 [4.0 months]	<b>23,887</b> [3.2 months]	△7,675 [△ 0.8 months]
<b>Inventory</b> [Rotation period]	58,297 [7.3 months]	<b>50,521</b> [6.8 months]	△7,775 [△ 0.5 months]
<b>Trade payables</b> [Rotation period]	12,172 [1.5 months]	<b>8,180</b> [1.1 months]	△3,991 [△ 0.4 months]
<b>Interest-bearing debt</b> (deduction of interest-bearing debt)	82,728 (69,557)	<b>67,932</b> (54,796)	△14,795 (△14,761)
USD (Year-end rate)	JPY158	JPY157	△ JPY1
Euro (Year-end rate)	JPY165	JPY184	+JPY19

## Consolidated Statements of Cash Flows

(Millions of yen)	FY2025	
	First half	Second half
<b>Cash Flow from operations</b>	3,956	<b>7,756</b>
<b>Cash Flow from investments</b>	3,124	<b>1,240</b>
<b>Cash Flow from financing</b>	△4,762	<b>△11,383</b>

Increase in retained earnings  
and foreign currency translation adjustments

CCC (Cash Conversion Cycle) improved by 0.9 months

- Trade receivables △ 0.8 months
- Inventory △ 0.5 months
- Trade payables △ 0.4 months

# FY2025 Operating Income (Excluding unrealized profit)

(100 million yen)	FY2025				FY2025 Full year
	1Q	2Q	3Q	4Q	
Net sales	230	214	198	246	888
Operating income	△3	4	6	20	27
Unrealized profit	△8	0	0	+2	△6
(Excluding unrealized profit) <b>Operating income</b>	<b>5</b>	<b>4</b>	<b>6</b>	<b>18</b>	<b>33</b>

Q1 FY2026  
Unrealized profit  
Expected to be  
△300 million yen

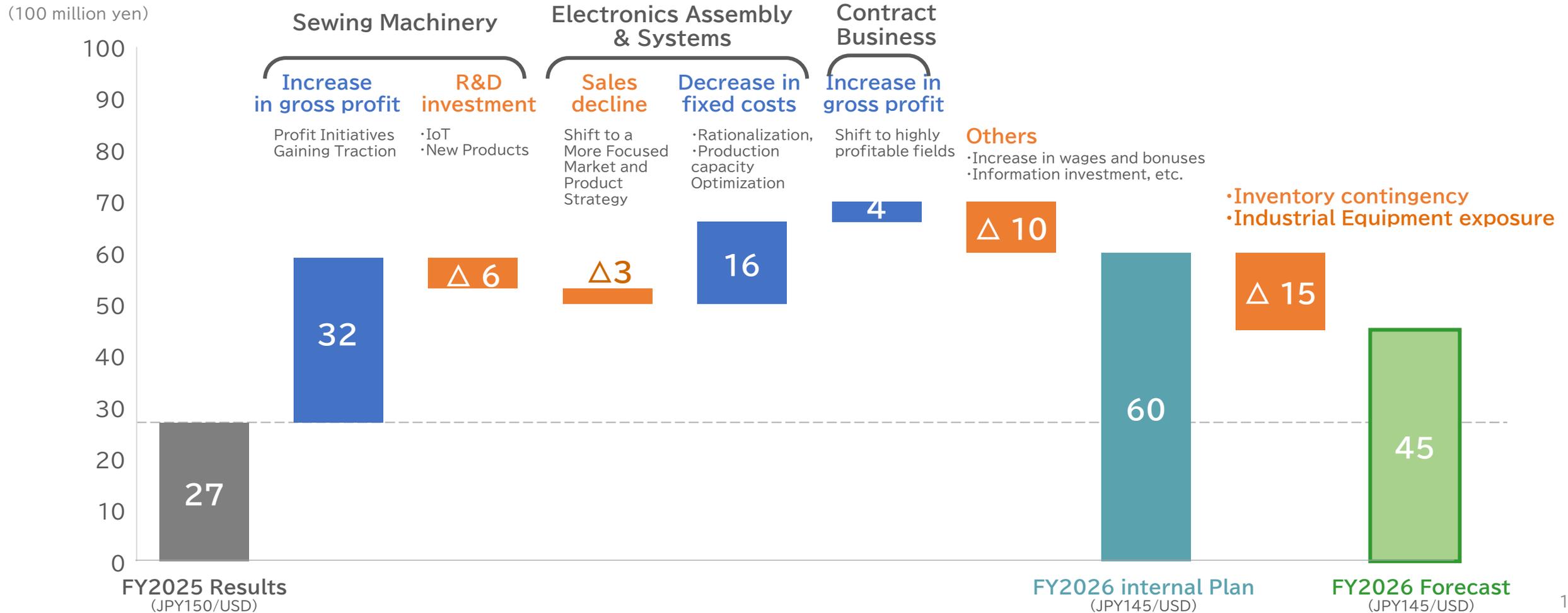
## 2. FY2026 Forecast

# FY2026 Full-Year Forecast

100 million yen	FY2025 Actual	FY2026 Earnings forecast	YoY Change	YoY Rate of change	(Reference) Medium-term plan	
					FY2027	FY2029
Net sales	888	900	+12	1%	1,000	1,250
Operating income	27	45	+18	69%	95	160
Ordinary income	14	20	+6	42%	80	150
Net Income	14	15	+1	7%	55	100
Dividends	JPY10 per share	JPY15 per share	+JPY5 per share	-	-	-
USD Average exchange rate	JPY150	JPY145	ΔJPY5	-	-	-

# Factors behind Changes in Operating Income in FY2026 (compared to Fiscal Year 2025)

- Targeting operating income of ¥6 billion through "Last Year's Measures Now Taking Hold and Continuing" in Sewing Machinery and "Rationalization of size" in Electronics Assembly & Systems
- Operating profit forecast of ¥4.5 billion after factoring in 1.5 billion costs such as inventory contingency expenses



# FY2026 Forecast – Detailed

(100 million yen)	FY2025 Results			FY2026 Earnings forecast	YoY Change
	Cumulative 1Q-3Q	4Q	Full year		
<b>Net sales</b>	642	246	888	<b>900</b>	+12
<b>Gross profit</b> [Gross profit margin]	183 [28.5%]	79 [32.0%]	262 [29.5%]	<b>285</b> [31.7%]	+23
<b>Operating income</b> [Operating margin]	7 [2.0%]	20 [8.1%]	27 [3.0%]	<b>45</b> [5.0%]	+18
<b>Ordinary income</b> [Ordinary income margin]	△8 [△0.1%]	22 [8.9%]	14 [1.6%]	<b>20</b> [2.2%]	+6
<b>Net Income</b> [Net income margin]	1 [0.4%]	13 [5.4%]	14 [1.6%]	<b>15</b> [1.7%]	+1

- Gross margin: FY2026: 31.7% FY2025: 29.5% (Q4 FY2025 :32.0%)
- Unrealized Profit: Includes an unrealized profit impact of △0.3 billion yen in the FY2026 earnings forecast

### **3. Review of 5-Year Medium-Term Management Plan “Building Sustainable JUKI”**

# History of Business Recovery

FY2024 (July: Start of new management team)

FY2025

## Sales Leveling

⇒ No Forced End-of-term Sales Push

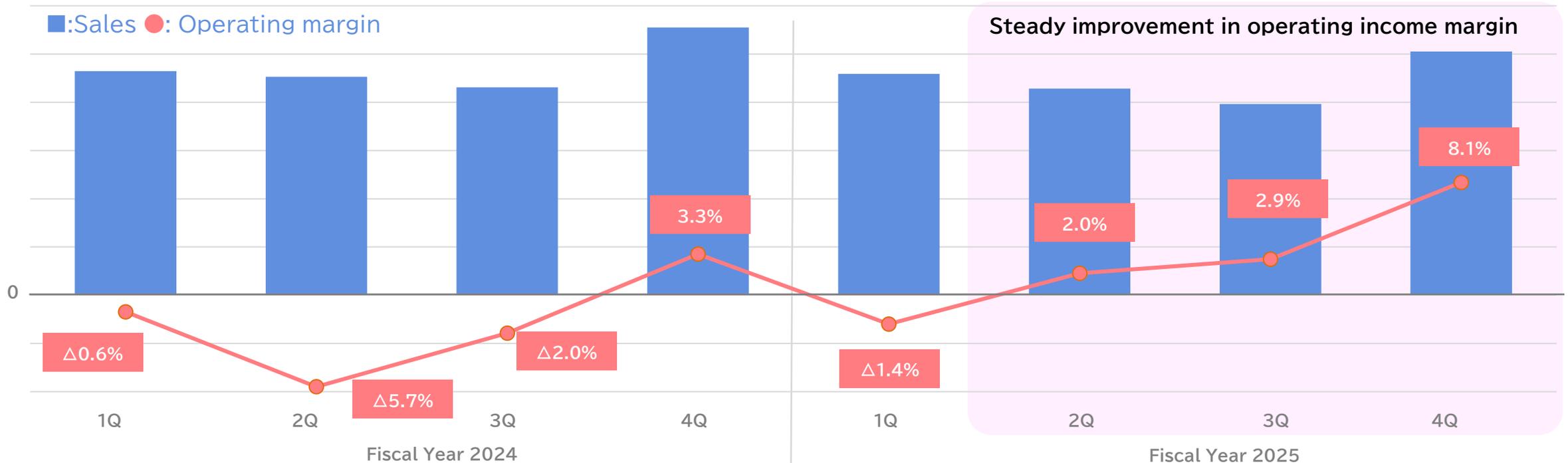
- Normalize production, sales, and inventory balance
- Improved efficiency

## Shift to benefit-oriented strategy

⇒ Focus on high-end markets

## Right-sizing of Production Capacity

⇒ Reduction of models, particularly low-margin models



# Measures Taken (FY2024-FY2025)

## Right-sizing of Production Capacity

- Reduction of models (about One-third of the total)
- Reduce excess capacity (50% Sewing Machinery / 60% Electronics Assembly & Systems / 60% Contract biz)
- Reduction of plant personnel  
(Reduce headcount by 700, extraordinary loss ¥800 million)
- Reduction of Head Office Personnel
- Transfer of factories and businesses  
(SUZUTAMI Precision Industry CO., LTD, Inspection & Measurement Business, etc.)

## Improving Decision-Making Agility

- Dissolution of the joint venture JAS&JTS, and Absorption-type merger with JUKI
- Simplification of head office organization  
(number of departments to One-third)
- Review alliances (dissolve JIN brands)

## Improvement in efficiency of asset

- Sale of Cross-Shareholdings  
(Total:¥6.8 billion, Extraordinary Gain: ¥3.2 billion)
- Financing through Headquarters leaseback
- Capital tie-up ⇒ Transitioned to business tie-up  
(PEGASUS CO.,LTD. , AIMECHATEC, Ltd. )

## Enhancement of Employee Engagement

- Increase in the ratio of female managers 7.8% ⇒ 10.2%
- Reduce annual prescribed working hours by 75 hours
- Setting of telecommuting incentive date (every Friday)
- Setting of holiday recommendation date (8 days per year)
- Employee Rate of Taking 12+ Days of Paid Leave 45% ⇒ 51%
- Implementing a 5% Base Wage increase and raising Bonus Levels  
Average Annual Salary ¥5,400 thousand ⇒ ¥5,580 thousand
- Development and expansion of succession plans
- Personnel evaluation period from 6 months to 1 year

# JUKI Share Price Range



No change in basic policy,  
”Growth strategy centered on 2 major businesses”

## ~Phase 1 FY2027

Initial Review

Net sales	131 billion yen	▶ Δ31	<u>100</u> billion yen
Operating income	6 billion yen	▶ +3.5	<u>9.5</u> billion yen
Ordinary income	5 billion yen	▶ +3	<u>8</u> Billion yen

## ~Phase 2 FY2029

Initial Review

Net sales	156 billion yen	▶ Δ31	<u>125</u> billion yen
Operating income	16 billion yen	▶ ±0	<u>16</u> billion yen
Ordinary income	15 billion yen	▶ ±0	<u>15</u> billion yen

Growth strategy centered on 2 major businesses

## Sewing Machinery

- Accelerate integration with IoT
- Strategies centered around our key accounts “Global 100”
- Reframing Household Sewing Machinery Business

## Industrial Equipment

- Electronics Assembly & Systems  
“Shifts to Global Niche Strategy”
- Contract Business  
Full-Scale Exploration of the Third Pillar

## Strengthen relationships with key accounts ”Global 100”

100 major global companies defined as the core of JUKI customers

### High-quality products and services

- Selling Solutions
- Highly regarded after-sales service
- Products that satisfy strict quality standards
- **Development of Smart Factory Coordinators**
- **Horizontal Deployment of Success Cases**

### Acquire borderless projects

- Supporting relocation of apparel production facilities by leveraging our global sales network
  - Apparel  
China → Asia (Vietnam, Cambodia, etc.)
  - Automotive-related  
Europe → North Africa (Morocco, Tunisia)
- Strengthen sales activities in Asia and Africa
  - FY2025 ¥17.1 billion → FY2029 ¥28.4 billion
  - Area between India and Africa  
FY2023 ¥14.7 billion  
(+16% compared to FY2023-FY2025)

### Enhancing Our Presence in the Automotive Industry

- Further expand from top share  
2023: 30%, 2025: 35% → 2029: 50%
- Acquisition of high-repeat projects  
(high barriers to new entry)

# Electronics Assembly & Systems “Global Niche Strategy”

- ✓ Concentrate management resources on the “Large-Scale, Irregular circuit boards area” where competitive advantages are most leveraged
- ✓ Shift to a marketing strategy focused on key industries and regions

## Large Electronic Components/Large Boards

Areas where it is difficult for major competitors to enter due to the complexity of responding to specifications

### Server board market

Priority regions: U.S.A., Taiwan

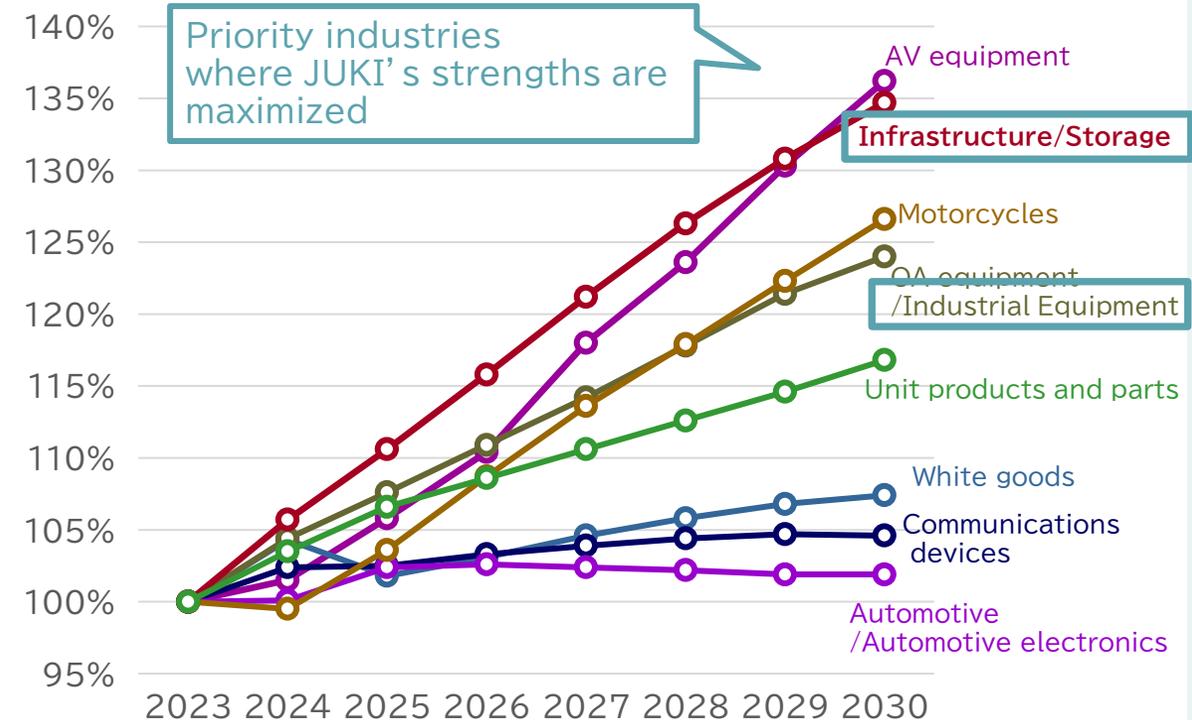
### Energy storage equipment market

Priority regions: China, Southeast Asia, Mexico

## Strengths of JUKI Insertion Solutions

- Designed to handle larger boards, heavier components, and unique shapes
- Capability to support high-mix, low-volume production
- High-value-added solutions using Insertion machine and related peripheral systems

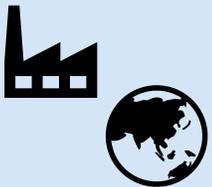
## Growth Forecast by Industry (Based on 2023 levels)



## Enhance cost competitiveness

Consolidation of site almost completed →  
Establishment of highly efficient business operations

### Procurement Production



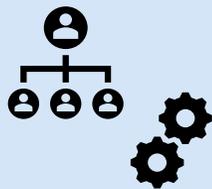
- Optimize global procurement
- Promoting value engineering activities in collaboration with suppliers
- Automation and process improvement in production processes
- To optimize the number of models and production scale
- Regular review

### Logistics



- Reduction of stock points
- Direct delivery from factory to customer
- Redesign inventory strategy based on model profitability (hybridization of order production/stock replenishment method)

### Organization



- Facilitate efficiency and decision-making by organizational simplification (Absorption-type merger of the JAS/JTS into the JUKI)
- Promote business DX through system integration and AI use, etc.

## Strengthening the financial foundation

### Improving cash flow

Inventory reduction/promotion of collection of trade receivables

### Reducing interest-bearing debt

Optimize working capital and increase profits

### Optimizing operating assets

Sale of stocks/real estate/other assets

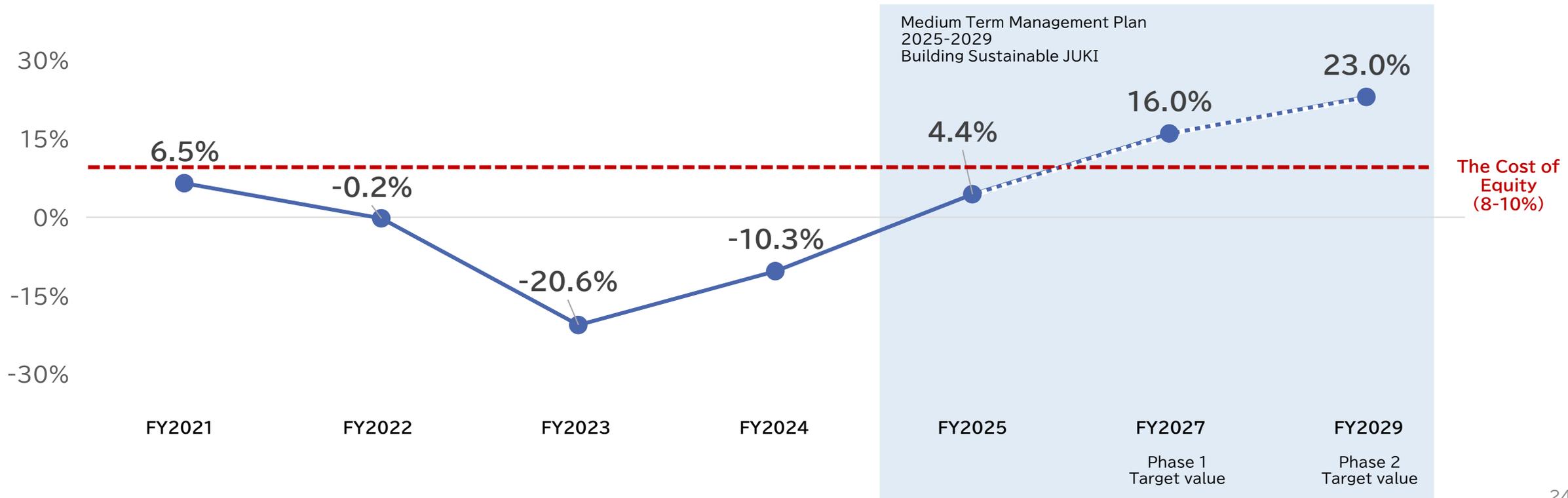
# Management Focused on Capital Cost and Share Price

## [Current Status]

- Cost of equity to be around 8–10%
- ROE is 4.4%
- PBR is 0.5 times

Although ROE has been improving, we are not yet generating returns that sufficiently exceed our cost of equity, and therefore have not fully met shareholder and investor expectations.

[ROE trends]



# Management Focused on Capital Cost and Share Price

## Measures

Top priority for improving ROE and achieving PBR above 1.0 is profit growth.

On that basis, we will implement initiatives to maximize capital efficiency and enhance corporate value.

### Profit Growth

- Strengthen profitability through growth in 2 major businesses
- Continue measures to strengthen cost competitiveness

### Improving Cash Flow

- Optimize working capital (inventory/receivables)

### Capital Rationalization

- Payment of dividends to increase shareholder value
- Strategic Investment in Priority Areas to Support Sustainable Growth
- Fair Return to Employees

- Optimize stockholdings, real estate, and other assets

### Enhancing Investor relations

- Dialogue with Institutional and Individual Investors
- Expansion of disclosures through websites and integrated reports

## 4. Reference Materials

## *Mind & Technology*

Trade Name	JUKI CORPORATION
Established	December 15, 1938
Representative	Atsushi Narikawa, President and Representative Director
Paid-in capital	18,044 million yen
Main offices	Head Office: 2-11-1 Tsurumaki, Tama-shi, Tokyo 206-8551, JAPAN Ohtawara Plant: 1863, Kita-Kanemaru, Ohtawara-shi, Tochigi-ken, 324-0011
Business Activities	Industrial sewing machines/Electronics Assembly & Systems/Household sewing machines etc.
Employees	3,828 (consolidated), 848 (non-consolidated) *As of December 31, 2025
Consolidated subsidiaries	19 companies
Listed on	Prime Market of the Tokyo Stock Exchange (From April 4, 2022)
Fiscal year end	December 31

Segment	Business	Business Activities	Main Products and Services
Sewing Machinery 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"> <li>•For apparel (fabrics)</li> <li>•Automatic machine</li> </ul>  <ul style="list-style-type: none"> <li>•For apparel (knit)</li> <li>•For non-apparel (leather and thick fabrics)</li> </ul>   <ul style="list-style-type: none"> <li>•Parts supply</li> <li>•Repair &amp; Maintenance</li> <li>•Educational support</li> <li>•Software</li> <li>•Automation equipment</li> </ul>   
	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"> <li>•Home-use sewing machines</li> <li>•Small overlock sewing machines</li> <li>•Professional-use sewing machines</li> </ul>   
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"> <li>•Mounter for PCB productions</li> <li>•Odd-shaped components Insertion machines</li> <li>•Automated warehouse systems</li> </ul>   
	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"> <li>•Contract manufacturing (Material / Parts processing / Assembly)</li> <li>•Development/ Design/Engineering</li> <li>•Semiconductor equipment</li> </ul>  

# Half-Year and Full-Year Financial Results

(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	44,388	88,761
Operating income	1,558	1,300	2,858	△1,689	△1,010	△2,699	△1,428	466	△962	92	2,570	2,662
Ordinary income	1,581	△418	1,163	△1,317	△2,367	△3,684	△2,119	△1,208	△3,327	△1,014	2,427	1,412
Net Income	846	△924	△78	△1,541	△5,494	△7,035	△1,999	△1,236	△3,235	139	1,259	1,399
Operating income margin	2.7%	2.2%	2.4%	-	-	-	-	1.2%	-	0.2%	5.8%	3.0%
Ordinary income margin	2.7%	-	1.0%	-	-	-	-	-	-	-	5.5%	1.6%
Net income margin	1.4%	-	-	-	-	-	-	-	-	0.3%	2.8%	1.6%

## (Million yen) Net sales



## (Million yen) Profit

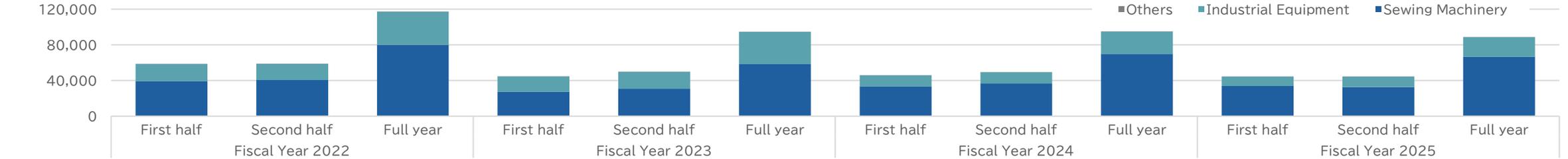


# Half-Year and Full-Year Performance by segment

(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	32,725	66,616
Industrial Equipment	19,097	18,156	37,253	17,150	19,081	36,231	12,526	12,499	25,025	10,323	11,523	21,847
Others	130	133	263	171	143	314	162	142	304	158	139	297
<b>Total</b>	<b>58,577</b>	<b>58,877</b>	<b>117,454</b>	<b>44,770</b>	<b>49,980</b>	<b>94,750</b>	<b>45,882</b>	<b>49,303</b>	<b>95,185</b>	<b>44,372</b>	<b>44,388</b>	<b>88,761</b>
<b>Ordinary income</b>												
Sewing Machinery	25	94	119	△1,530	△1,770	△3,300	△911	202	△710	1,278	1,953	3,231
Industrial Equipment	1,246	696	1,942	△125	517	392	△925	△46	△971	△951	417	△534
Others	19	26	45	34	48	82	19	△21	△2	△37	△5	△42
Adjusted amount	289	△1,232	△943	302	△1,160	△858	△302	△1,341	△1,643	△1,304	62	△1,241
<b>Total</b>	<b>1,581</b>	<b>△418</b>	<b>1,163</b>	<b>△1,317</b>	<b>△2,367</b>	<b>△3,684</b>	<b>△2,119</b>	<b>△1,208</b>	<b>△3,327</b>	<b>△1,014</b>	<b>2,427</b>	<b>1,412</b>

※Segment change 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

## Net sales



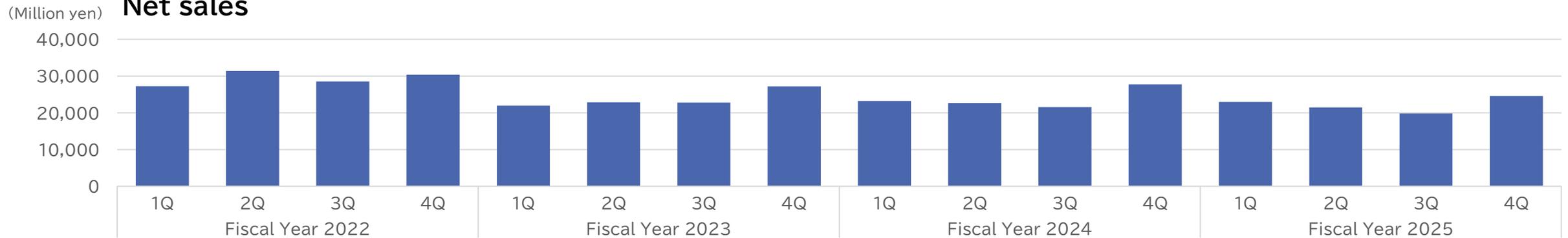
## Ordinary income



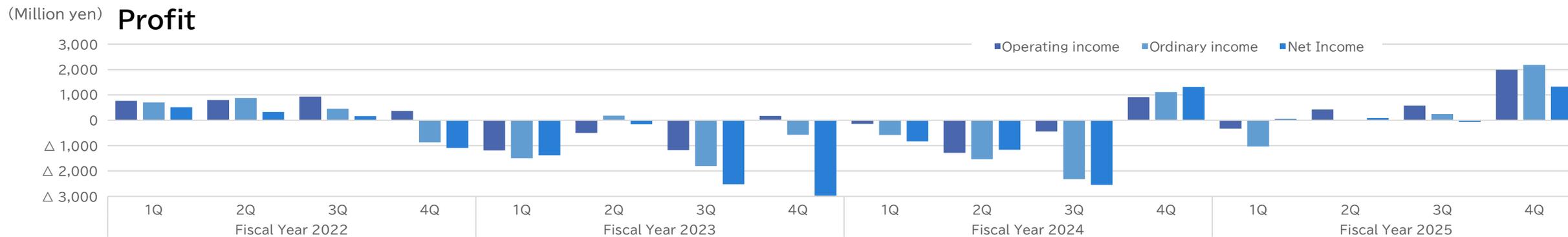
# Quarterly performance

(Millions of yen)	FY2022				FY2023				FY2024				FY2025			
	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	24,556
Operating income	764	794	929	371	Δ1,190	Δ499	Δ1,181	171	Δ145	Δ1,283	Δ441	907	Δ332	425	582	1,988
Ordinary income	703	878	454	Δ872	Δ1,496	179	Δ1,799	Δ568	Δ581	Δ1,538	Δ2,325	1,117	Δ1,035	20	243	2,183
Net Income	516	330	165	Δ1,089	Δ1,385	Δ156	Δ2,522	Δ2,972	Δ833	Δ1,166	Δ2,551	1,315	49	90	Δ64	1,323
Operating income margin	2.8%	2.5%	3.3%	1.2%	-	-	-	0.6%	-	-	-	3.3%	-	2.0%	2.9%	8.1%
Ordinary income margin	2.6%	2.8%	1.6%	-	-	0.8%	-	-	-	-	-	4.0%	-	0.1%	1.2%	8.9%
Net income margin	1.9%	1.1%	0.6%	-	-	-	-	-	-	-	-	4.7%	0.2%	0.4%	-	5.4%

## Net sales



## Profit

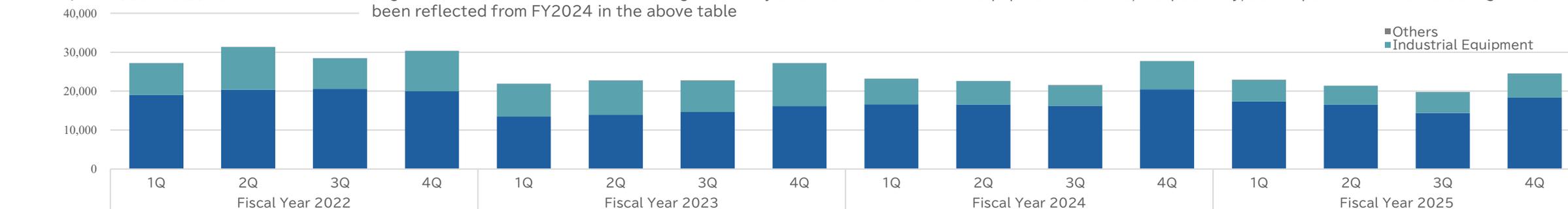


# Quarterly Performance by Segment

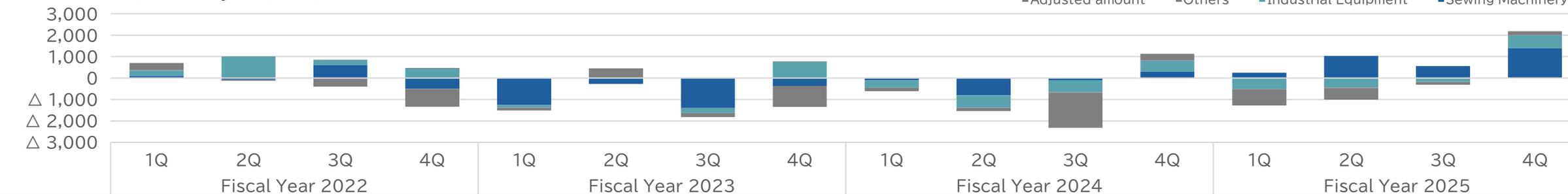
(Millions of yen)	FY2022				FY2023				FY2024				FY2025			
Net sales	1Q	2Q	3Q	4Q												
Sewing Machinery	18,990	20,360	20,588	19,999	13,465	13,983	14,633	16,123	16,605	16,588	16,234	20,427	17,370	16,521	14,410	18,314
Industrial Equipment	8,159	10,938	7,860	10,296	8,400	8,750	8,067	11,014	6,549	5,976	5,254	7,245	5,494	4,828	5,355	6,168
Others	68	62	61	72	92	79	74	69	82	80	64	78	92	65	66	72
<b>Total</b>	<b>27,218</b>	<b>31,359</b>	<b>28,510</b>	<b>30,367</b>	<b>21,959</b>	<b>22,811</b>	<b>22,776</b>	<b>27,204</b>	<b>23,237</b>	<b>22,645</b>	<b>21,553</b>	<b>27,750</b>	<b>22,957</b>	<b>21,415</b>	<b>19,832</b>	<b>24,556</b>
Ordinary income																
Sewing Machinery	101	△76	600	△506	△1,259	△271	△1,400	△370	△105	△806	△99	301	249	1,029	555	1,398
Industrial Equipment	245	1,001	252	444	△127	2	△237	754	△353	△572	△562	516	△506	△444	△176	593
Others	16	3	4	22	16	18	23	25	27	△8	△15	△6	△17	△19	△13	6
Adjusted amount	339	△50	△401	△831	△126	428	△184	△976	△150	△152	△1,647	306	△760	△543	△123	184
<b>Total</b>	<b>703</b>	<b>878</b>	<b>454</b>	<b>△872</b>	<b>△1,496</b>	<b>179</b>	<b>△1,799</b>	<b>△568</b>	<b>△581</b>	<b>△1,538</b>	<b>△2,325</b>	<b>1,117</b>	<b>△1,035</b>	<b>20</b>	<b>243</b>	<b>2,183</b>

※Segment change 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

## Net sales

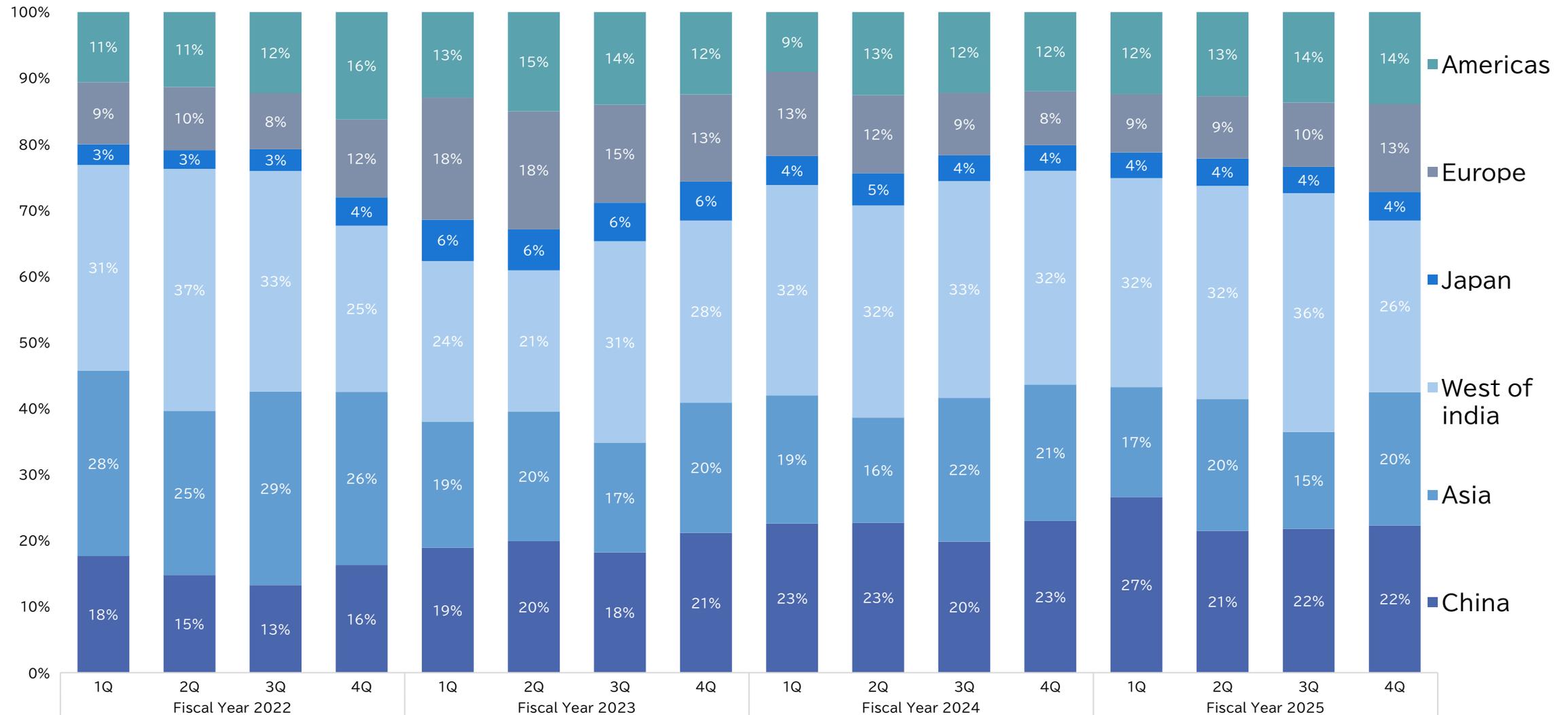


## Ordinary income

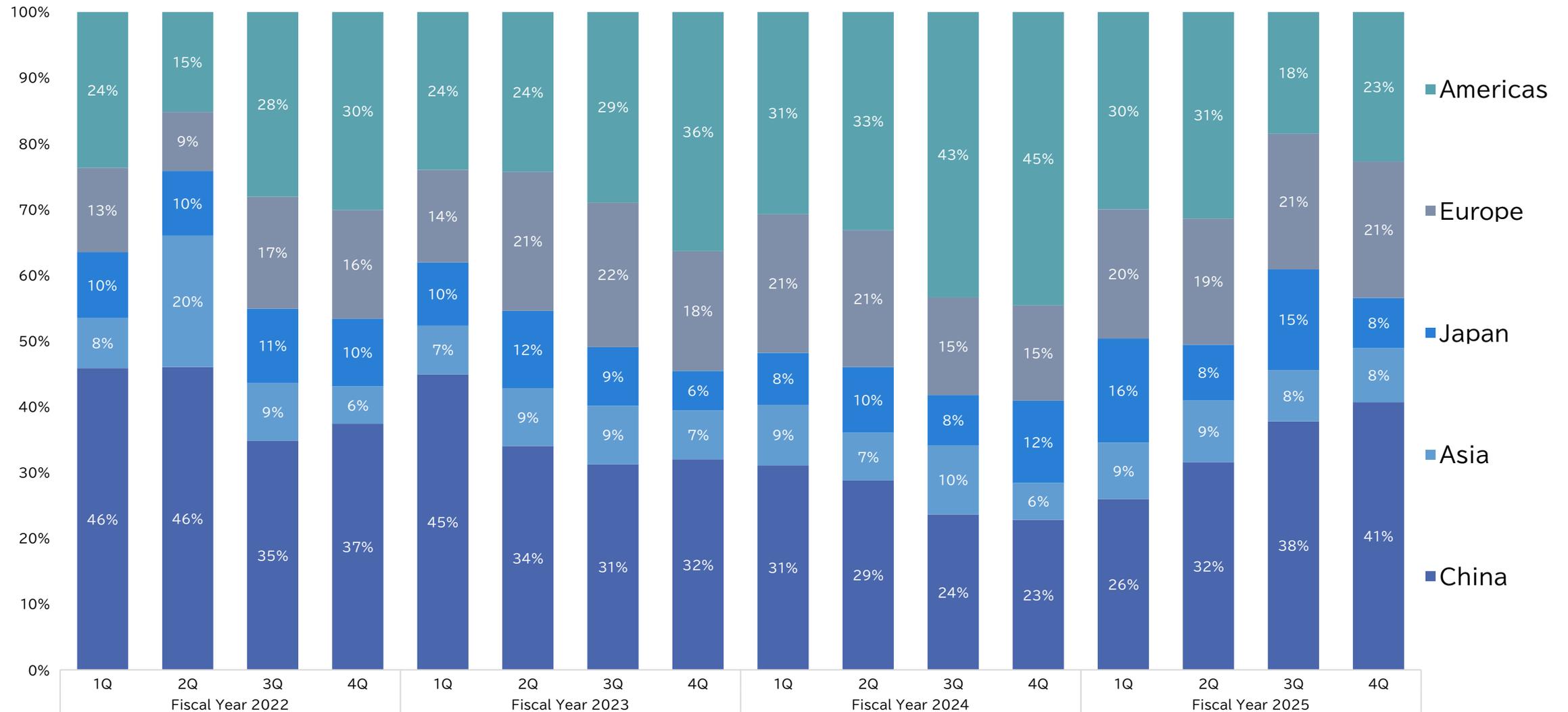


# Quarterly Sales by Region-Industrial sewing machines-

## Industrial sewing machines Sales Breakdown by Region



## Electronics Assembly & Systems Sales Breakdown by Region

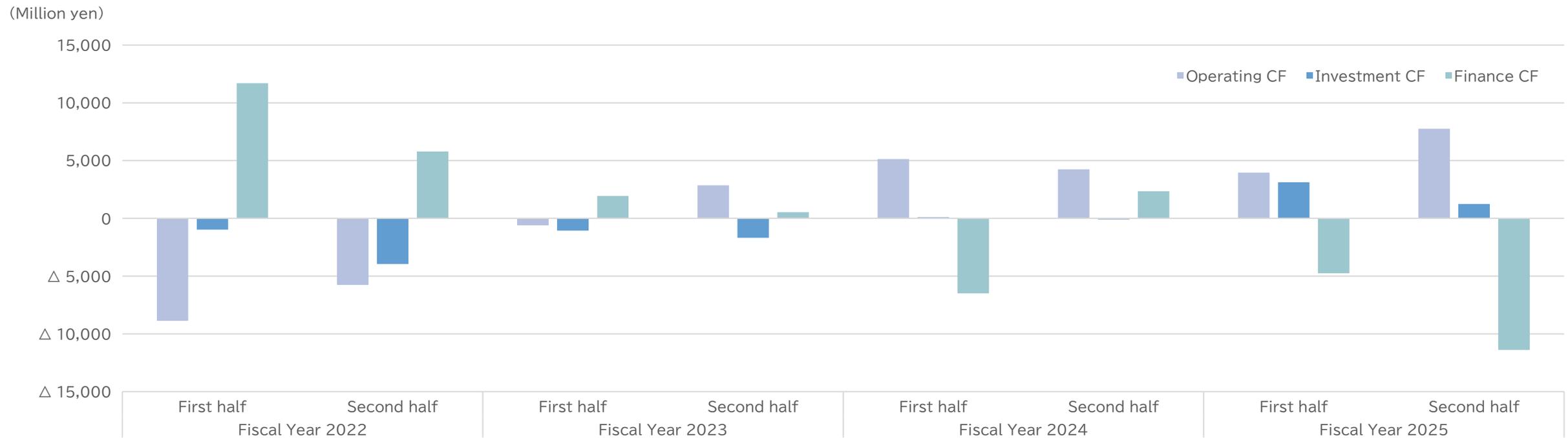


# Quarterly Balance Sheets

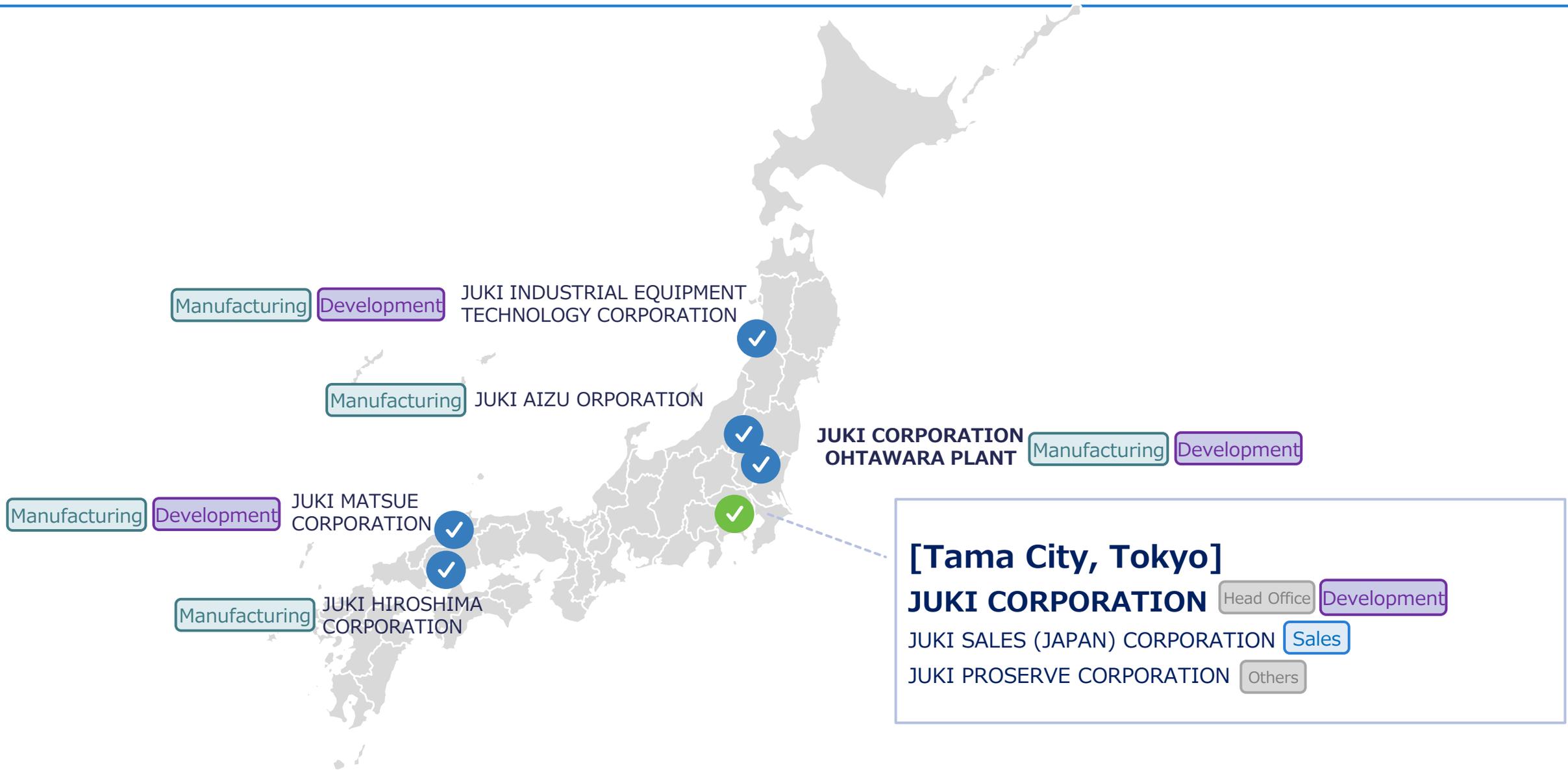
(Millions of yen)		FY2022				FY2023				FY2024				FY2025			
		1Q	2Q	3Q	4Q												
<b>Current assets</b>		106,129	116,439	117,410	107,677	106,338	110,140	109,750	102,779	103,984	104,900	92,707	105,384	98,067	94,102	98,970	89,647
	Cash and deposits	8,412	9,264	6,013	4,931	5,409	5,706	5,824	7,199	8,134	6,623	5,350	13,170	13,129	14,878	21,933	13,136
	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	23,887
	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	50,521
	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	2,102
<b>Fixed assets</b>		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	30,946
	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	20,840
	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	3,719
	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	6,386
<b>Total assets</b>		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	120,594
<b>Current liabilities</b>		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	67,248
	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	8,180
	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	51,696
	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	7,371
<b>Long-term liabilities</b>		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	20,658
	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	13,870
	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	4,239
	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	2,548
<b>Net assets</b>		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	32,687
	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	25,271
	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	7,053
	Non-controlling shareholders' equity	426	491	725	743	744	767	792	773	750	982	976	1,020	1,015	982	972	362
<b>Total liabilities and net assets</b>		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	120,594

# Half-Year and Full-Year Cash Flow Statements

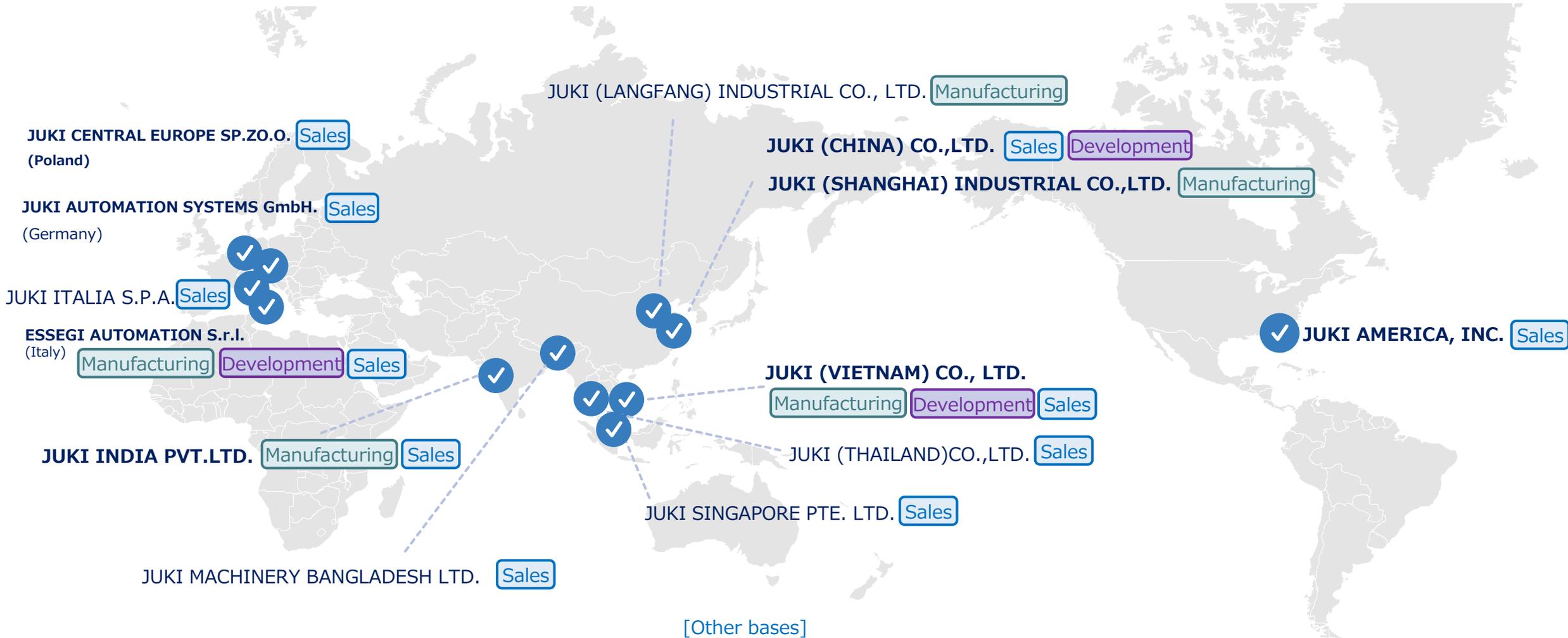
(Millions of yen)	FY2022			FY2023			FY2024			FY2025		
	First half	Second half	Full year	First half	Second half	Full year	First half	Second half	Full year	First half	Second half	Full year
Cash flow from operations	△ 8,879	△ 5,762	△ 14,641	△ 599	2,854	2,254	5,127	4,244	9,371	3,956	7,756	11,712
Cash flow from investments	△ 977	△ 3,953	△ 4,930	△ 1,067	△ 1,684	△ 2,751	82	△ 84	△ 2	3,124	1,240	4,364
Cash flow from financing	11,693	5,791	17,484	1,929	526	2,456	△ 6,489	2,342	△ 4,147	△ 4,762	△ 11,383	△ 16,145



# 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

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

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