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In the event of any discrepancy between these translated documents and the Japanese originals, the originals shall prevail.

JUKI CORPORATION

Securities code: 6440

# CONVOCAATION NOTICE OF THE 111TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

Date and Time: Monday, March 30, 2026, at 10:00 a.m.

Place: Multi-purpose Hall, 3rd floor of the East  
Tower of the Company's Head Office,  
2-11-1, Tsurumaki, Tama-shi, Tokyo, Japan

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In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Securities code: 6440  
March 6, 2026

To All Shareholders:

Atsushi Narikawa  
Representative Director  
JUKI CORPORATION  
2-11-1, Tsurumaki, Tama-shi,  
Tokyo, Japan

CONVOCAION NOTICE OF  
THE 111TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

We are pleased to announce the 111th Ordinary General Meeting of Shareholders (the “Meeting”) of JUKI CORPORATION (the “Company”) to be held as indicated below.

An electronic provision system is adopted for convening this General Meeting of Shareholders, and the “Convocation Notice of the 111th Ordinary General Meeting of Shareholders” is posted on the following website on the Internet.

Website of the Company  
<https://www.juki.co.jp/en/ir/library/>

The “Convocation Notice of the 111th Ordinary General Meeting of Shareholders” is available on the Tokyo Stock Exchange (TSE) website in addition to the above website. Please access the TSE website (Listed Company Search) below, enter “JUKI” in the “Issue name (company name)” or the Company’s security code “6440” in “Code,” and click “Search,” and then click “Basic information” and “Documents for public inspection/PR information.”

TSE website  
<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

In addition to attending the meeting, you can exercise your voting rights via the Internet or in writing. Please review the Reference Materials for the Ordinary General Meeting of Shareholders listed in the “Convocation Notice of the 111th Ordinary General Meeting of Shareholders,” refer to the “Instructions on Exercise of Voting Rights” below, and exercise your voting rights by 5:15 p.m. JST on Friday, March 27, 2026.

1. Date and Time: Monday, March 30, 2026, at 10:00 a.m. JST
2. Place: Multi-purpose Hall, 3rd floor of the East Tower of the Company's Head Office, 2-11-1, Tsurumaki, Tama-shi, Tokyo, Japan
3. Meeting Agenda:  
Report matters:
  1. The Business Report and the Consolidated Financial Statements for the 111th Fiscal Year (January 1, 2025, to December 31, 2025), and the results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board
  2. Non-consolidated Financial Statements for the 111th Fiscal Year (January 1, 2025, to December 31, 2025)

Resolution matters:

- First proposal: Appropriation of Surplus
- Second proposal: Election of 6 Directors
- Third proposal: Election of 1 Substitute Audit & Supervisory Board Members

[Matters Decided upon Convening Shareholders Meeting]

- If voting rights are exercised in duplicate via the Voting Right Exercise Form and the Internet, the contents of the exercise of voting rights via the Internet will be treated as valid.
- In the event voting rights are exercised more than once via the Internet, the contents of voting rights most recently exercised will be treated as valid.
- In the event there is no indication of approval or disapproval of a proposal in the Voting Right Exercise Form, it will be treated as if the proposal has been affirmed.
- The following items are not included in this document in accordance with the provisions of the law and Article 16, paragraph 2 of the Company's Articles of Association. Please refer to the Company's website or the TSE website. The auditors and accounting auditors have audited the documents to be audited, including the following matters
  - All of the "Business Report (partial)," "Consolidated Financial Statements," "Financial Statements," and "Audit Report"

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- If you plan to attend the Meeting, please submit the Voting Right Exercise Form to the receptionist at the Meeting.
  - In the event of any amendment to the "Convocation Notice of the 111th Ordinary General Meeting of Shareholders," details of such amendment will be posted on each of the websites listed.

## Instructions on Exercise of Voting Rights

Please refer to the “Reference Materials for the Ordinary General Meeting of Shareholders” in the Convocation Notice of the 111th Ordinary General Meeting of Shareholders and exercise your voting rights. To exercise your voting rights, please follow one of the methods described below.

### **Exercise of voting rights by attending the Meeting in person**

Please bring the enclosed Voting Right Exercise Form and submit the form to the receptionist.

Please also bring this Notice with you.

Date and time of the Meeting: 10:00 a.m. JST on Monday, March 30, 2026

### **Exercise of voting rights when not attending the Meeting**

#### **Exercise of voting rights in writing**

Please indicate your approval or disapproval of each of the proposals on the enclosed Voting Right Exercise Form and mail it to us so that it arrives no later than the deadline. In the event there is no indication of approval or disapproval of a proposal in the Voting Right Exercise Form, it will be treated as if the proposal has been affirmed.

Deadline: To be received no later than 5:15 p.m. JST on Friday, March 27, 2026

#### **Exercise of voting rights via the Internet using the “Smart Voting” method**

Please scan the QR code for “Smart Voting” printed on the bottom right of the Vote Right Exercise Form with your smartphone or tablet and enter your approval or disapproval of each of the proposals.

Deadline: No later than 5:15 p.m. JST on Friday, March 27, 2026

Please refer to the next page for details.

#### **Exercise of voting rights via the Internet by accessing the website**

Please access Exercise of Voting Rights Website designated by the Company and enter your approval or disapproval of each of the proposals in accordance with the instructions on the screen.

Deadline: No later than 5:15 p.m. JST on Friday, March 27, 2026

Please refer to the next page for details.

## Instructions on Exercise of Voting Rights via the Internet

### Smart Voting Scanning the QR Code

You can simply log in to the voting website without entering the Exercise of Voting Rights Code and the Password.

1. Please scan the QR Code printed on the right-hand side of the Voting Right Exercise Form.  
\* “QR Code” is a registered trademark of DENSO WAVE INCORPORATED.  
This requires installation of an application or functionality that enables a device to read QR Codes.
2. Please enter your approval or disapproval in accordance with the instructions on the screen.

### Note that your voting rights can be exercised only once by using the “Smart Voting” method.

If you need to make a correction to your approval/disapproval after you have exercised your voting rights, please access the website in accordance with “Entering Exercise of Voting Rights Code and Password” written on the right, and exercise your voting rights again.

- \* If you scan the QR code again, you will be transferred to the Exercise of Voting Rights Website.

### Exercise by Accessing the Website Entering Exercise of Voting Rights Code and Password

**Exercise of Voting Rights Website:**  
<https://soukai.mizuho-tb.co.jp/>

1. Please access the Exercise of Voting Rights Website.
2. Please enter the Exercise of Voting Rights Code (ID) printed on the right-hand side of the back of the Voting Right Exercise Form.
3. Please enter the password printed on the Voting Right Exercise Form. It is necessary for you to change your password when you log in for the first time.
4. Please enter information in accordance with the instructions on the screen.

- \* If you enter your password incorrectly for a certain number of times, the password will be locked, and you will no longer be able to use it. If this occurs, please complete the procedures indicated in the instructions on the screen.
- \* If you exercise your voting rights both in writing and via the Internet, only your vote via the Internet shall be deemed effective. If you exercise your voting rights several times via the Internet, only your final vote shall be deemed effective.
- \* You shall bear your own expenses for connection to the Internet.

If you have any questions on how to exercise your voting rights via the Internet using a personal computer or a smartphone, please contact the contact information stated on the right.

Stock Transfer Agency Department,  
Mizuho Trust & Banking Co., Ltd.  
0120-768-524 (**toll free within Japan only**)  
(9:00 a.m. to 9:00 p.m. JST on weekdays)

## Reference Materials for the Ordinary General Meeting of Shareholders

### Proposals and Reference Information

#### First proposal: Appropriation of Surplus

Our fundamental policy regarding profit distribution is to strive for stable dividends that enhance returns to shareholders, while maintaining a balance between internal reserves for capital expenditure, development investment, and information system investment, alongside remuneration for employees such as bonuses and salaries, and consideration of the current period's performance. This approach is based on the principle of equitable profit distribution among employees, the company, and shareholders/investors.

Considering this policy, we propose the following Year-end dividend for the 111th fiscal period.

#### Year-end dividend

- (1) Type of dividend assets  
Cash
- (2) Distribution of dividend assets to shareholders and the total amount of dividends  
Payment of 10.00 yen per share of common shares  
Total amount of dividends: 298,263,240 yen
- (3) Effective date of distribution of surplus  
March 31, 2026

#### Second proposal: Election of six (6) Directors

The term of office of all six (6) Directors will expire at the conclusion of this Ordinary General Meeting of Shareholders. Accordingly, the election of six (6) Directors (including three (3) Outside Directors) is proposed.

The candidates for Directors are as follows, and their career summaries and the reasons for their nomination are provided in the following pages.

| No. | Name         |                   |                        |        |
|-----|--------------|-------------------|------------------------|--------|
| 1   | Reelection   | Atsushi Narikawa  |                        | Male   |
| 2   | Reelection   | Hiroshi Anzai     |                        | Male   |
| 3   | Reelection   | Keiichi Hashimoto |                        | Male   |
| 4   | Reelection   | Hiroko Nihei      | Outside<br>Independent | Female |
| 5   | New election | Hideyo Nakano     | Outside<br>Independent | Female |
| 6   | New election | Hirotaro Katayama | Outside<br>Independent | Male   |

| No.  | Name<br>(Date of birth)   | Career summary, positions, responsibilities, and significant concurrent positions   | Number of shares of the Company held |
|--|---|---|--------------------------------------|
| 1  | <p style="text-align: center;">Reelection</p> <p style="text-align: center;">Atsushi Narikawa<br/>(May 13, 1959)</p> <p style="text-align: center;">Male</p> <p style="text-align: center;">Attendance at Board of Directors meetings in FY 2025: 13/13</p> | <p>April 1982      Joined Fuji Bank Limited (currently Mizuho Bank, Ltd.)</p> <p>October 2000    Deputy Manager of Americas Sales Dept., ditto</p> <p>April 2004      Deputy Manager of Americas Business Administration Div., Mizuho Corporate Bank, Ltd.</p> <p>March 2006     General Manager of Seoul Branch, ditto</p> <p>April 2009      Executive Officer and General Manager of Corporate Banking Div. No. 13, ditto</p> <p>July 2010       Managing Executive Officer and Chief Officer for the European Regional, ditto</p> <p>July 2013       Managing Executive Officer and Head of the Europe Regional Unit, Mizuho Bank, Ltd.</p> <p>June 2015       Senior Managing Director and Assistant to the President, Foster Electric Company, Limited,</p> <p>June 2020       President and Representative Director, COO, ditto</p> <p>June 2023       Director and Chairperson, ditto (retired in March 2024)</p> <p>April 2024       Director and Senior Managing Officer of the Company</p> <p>July 2024       Representative Director of the Company (Present)</p> | 59,106 shares                        |
| <p>[Reasons for nomination as candidate for Director]</p> <p>From 2015 to March 2024, he served as the manager of a global manufacturing company, where he achieved growth from the restructuring of the company's business.</p> <p>As President of the Company from July 2024, he has been working to rebuild the company's performance based on his wealth of experience in overseas operations and excellent knowledge of corporate management.</p> <p>He has been involved in the restructuring of the company's business performance based on his extensive experience in overseas operations and excellent knowledge of corporate management.</p> <p>We have judged that he is capable of driving the Group's medium- to long-term strengthening of its business foundations and improvement in corporate value.</p> |   |   |                                      |

| No.  | Name<br>(Date of birth)   | Career summary, positions, responsibilities, and significant concurrent positions  | Number of shares of the Company held |
|--|---|--|--------------------------------------|
| 2  | <p>Reelection</p> <p>Hiroshi Anzai<br/>(August 19, 1972)</p> <p>Male</p> <p>Attendance at Board of Directors meetings in FY 2025: 11/11 (after Appointment as Director)</p> | <p>March 1995      Joined the Company</p> <p>April 2014      General Manager of Corporate Planning Dept.</p> <p>April 2019      Executive Officer for Global Cooperate center (Corporate Planning Dept., Information Technology Dep.) , General Manager of Corporate Planning Dept. and General Manager of Information Technology Dept.</p> <p>April 2020      Executive Officer for Global Cooperate center (Corporate Planning Dept., Information Technology Dep.) and Development Center (Innovation Promotion Office), and Global Cooperate center (Information Technology Dep.)</p> <p>March 2021      Managing Officer for Development Center, and General Manager of Corporate Planning Dept.</p> <p>July 2022        Managing Officer for Development Center, and Managing Officer for Development Center of Juki Automation Systems Corporation, and Director and Managing Officer of Juki Technosolutions Corporation, and General Manager of Development Center of Juki Technosolutions Corporation</p> <p>December 2024   Managing Officer for Development Center, and Representative Director of Juki Automation Systems Corporation</p> <p>January 2025    Managing Officer and General Manager of Industrial Equipment Business Unit and in charge of Development Unit, and Representative Director of Juki Automation Systems Corporation,</p> <p>March 2025      Director and Managing Officer and General Manager of Industrial Equipment Business Unit and in charge of Development Unit, and Representative Director of Juki Automation Systems Corporation,</p> <p>January 2026    Director and Managing Officer and General Manager of Industrial Equipment Business Unit and Head of Business Planning Dept. and in charge of Development Unit, (Present)</p> | 37,702 shares                        |
| <p>[Reasons for nomination as candidate for Director]</p> <p>Mr. Hiroshi Anzai has served as an executive officer since 2019 and has extensive experience and knowledge in a wide range of areas, including corporate planning, information systems, and development, and has performed his duties appropriately in both business management and business operations. The Company determined that we could expect him to contribute to the strengthening of the industrial equipment business and the peripheral business areas.</p> |   |  |                                      |

|   |   |   |   |               |
|---|---|---|---|---------------|
| 3   | <p>Reelection</p> <p>Keiichi Hashimoto<br/>(November 17, 1962)</p> <p>Male</p> <p>Attendance at Board of Directors meetings in FY 2025: 11/11 (after Appointment as Director)</p> | <p>April 1986<br/>June 2003<br/>September 2005</p>  | <p>Joined Sony Corporation<br/>Vice President of Sony Electronics Inc.<br/>General Manager of Sony International (Hong Kong) Ltd.</p>   | 24,090 shares |
|   |   | <p>April 2007<br/>May 2010<br/>November 2013<br/>March 2015<br/>April 2015<br/>April 2016<br/>July 2022<br/>March 2023<br/>July 2023<br/>January 2024<br/>March 2025<br/>January 2026</p> | <p>General Manager of Corporate Planning Dept., and of Energy Business Headquarters of Sony Corporation<br/>Deputy General Manager of Sony Precision Devices (Huizhou) Co.,Ltd.<br/>General Manager of Sony Electronics Huanan Co.,Ltd.<br/>Director of Juki Automation Systems Corporation<br/>Executive manager of Sony EMCS Corp. (currently Sony Global Manufacturing &amp; Operations Corporation)<br/>Director, ditto<br/>Joined the Company, Advisor<br/>Executive Officer for Production Center, and General Manager of Production Planning Dept.<br/>Managing Officer for Production Center, and General Manager of Production Planning Dept.<br/>Managing Officer in charge of Production Center and in charge of Group Business Company of Industrial equipment &amp; Systems Business Unit and General Manager of Production Planning Dept.<br/>Director and Managing Officer for Contract Business Company. for Production Unit and for "Internal Control &amp; Compliance", and Head of Global Corporate Unit<br/>Director and Managing Officer for Contract Business Dept., and for Production Unit and for "Internal Control &amp; Compliance", and Head of Global Corporate Unit (Present)</p> |               |
| <p>[Reasons for nomination as candidate for Outside Director and outline of expected roles]<br/>Mr. Keiichi Hashimoto has global and extensive experience as a corporate manager in production and business management, and since 2023 has been appropriately carrying out his duties in a wide range of areas, including production centers, group businesses, and corporate planning, human resources and Internal Control &amp; Compliance.<br/>The Company determined that we can expect him to execute his duties appropriately in decision-making and supervisory function as a director, backed by his deep knowledge of management.</p> |   |   |   |               |

|   |  |                |   |              |
|---|--|----------------|---|--------------|
| 4   | <p>Reelection<br/>Outside<br/>Independent</p> <p>Hiroko Nihei<br/>(August 23, 1976)</p> <p>Female</p> <p>Attendance at Board of<br/>Directors meetings<br/>in FY 2025:<br/>13/13<br/>(including attendance<br/>record as Outside Audit<br/>&amp; Supervisory Board<br/>Member)</p> | April 1999     | Joined Fuji Bank Limited (currently Mizuho Bank, Ltd.)  | 0 s<br>hares |
|   |  | March 2008     | Resigned from Mizuho Bank, Ltd.   |              |
|   |  | September 2009 | Completed the Legal Training and Research Institute of the Supreme Court of Japan, and registered as an attorney (Dai-ichi Tokyo Bar Association) |              |
|   |  | October 2009   | Joined O' Melveny & Myers LLP, Associate  |              |
|   |  | September 2014 | Received Magister Juris (MJur) from University of Oxford  |              |
|   |  | January 2016   | Counsel of O' Melveny & Myers LLP (Present)   |              |
|   |  | March 2019     | Received Master of Laws in Studies of Legal Frontiers from Waseda University, Graduate School of Law, LL.M. in Intellectual Property Law          |              |
|   |  | June 2019      | Outside Auditor of SEED Co., Ltd. (Present)   |              |
|   |  | January 2020   | Supervisory Director of Invesco Office J-REIT, Inc.   |              |
|   |  | June 2022      | Outside Director of Hokuetsu Corporation (Present)  |              |
| March 2023  | Audit & Supervisory Board Member of the Company (Present)  |                |   |              |
| June 2025   | Non-standing auditor of Tsuda University (Present)   |                |   |              |
| October 2025  | Managing Partner of Hillford law (Present)   |                |   |              |
| <p>[Reasons for nomination as candidate for Outside Director and outline of expected roles]</p> <p>Ms. Hiroko Nihei has served as the Company's Outside Director since 2025 and will have been in office for one (1) year at the conclusion of this Annual General Meeting.</p> <p>The Company determined that she is an appropriate person to serve as Outside Director, because she has extensive experience in legal affairs, including specialist legal knowledge and international commercial affairs cultivated as a lawyer, as well as experience as a director and auditor of other companies in the business world, and is expected to provide accurate advice and decision-making, including on compliance matters.</p> |  |                |   |              |

|   |   |  |  |                     |
|---|---|--|--|---------------------|
| 5 | <p>New election<br/>Outside<br/>Independent</p> <p>Hideyo Nakano<br/>(September 13, 1959)</p> <p>Female</p> | <p>April. 1982</p> <p>October. 1986</p> <p>April. 1989</p> <p>November,1991</p> <p>October. 1993</p> <p>January. 2000</p> <p>March. 2004</p> <p>March. 2020</p> <p>June 2021</p> <p>June 2022</p> <p>June 2023</p>   | <p>Joined Sony Corporation (currently Sony Group Corporation)</p> <p>Resigned from Sony Group Corporation</p> <p>Joined Citibank, N.A. Private Bank Group (Secondment to Cititrust and Banking Corporation )</p> <p>Vice President of Cititrust and Banking Corporation</p> <p>Senior Portfolio Manager and Head of Private Investment</p> <p>Director and Head of Investment Division of FuNNeX Asset Management Inc.</p> <p>Founded Trias Corporation, CEO (present)</p> <p>Outside Director of OUTSOURCING Inc.</p> <p>Outside Director of HOCHIKI CORPORATION (present)</p> <p>Outside Director of DKS Co. Ltd. (present)</p> <p>Independent Outside Director (Audit &amp; Supervisory Committee Member) of NS TOOL CO.LTD (present)</p> | <p>0<br/>shares</p> |
|   |   | <p>[Reasons for nomination as candidate for Outside Director and outline of expected roles]</p> <p>In addition to managing an IR and PR consulting firm, he has been involved in asset management operations both domestically and internationally for many years. Based on his extensive experience, broad knowledge, and supervisory capabilities from a global perspective, he is expected to provide objective and accurate advice and decision-making to support our company's sustainable growth and enhancement of corporate value.</p> |  |                     |

|  |   |            |   |             |
|--|---|------------|---|-------------|
| 6  | New election<br>Outside<br>Independent<br><br>Hirotaro Katayama<br>(January 23, 1969)<br><br>Male   | April 1991 | Joined MABUCHI MOTOR CO.LTD   | 0<br>shares |
|  |   | March 2007 | President of MABUCHI INDUSTRIAL (JIANGSU) CO.LTD.   |             |
|  |   | July 2014  | Head of Operations Control Headquarters   |             |
|  |   | March 2015 | Member of the Board, Executive Officer, Head of Operations Control Headquarters, ditto  |             |
|  |   | March 2017 | Member of the Board, Executive Officer, Chief Business Operation Officer, ditto   |             |
|  |   | March 2019 | Member of the Board, Managing Executive Officer, Assistant to the President, Chief Officer of Mabuchi Group Subsidiaries, ditto   |             |
|  |   | July 2020  | Member of the Board, Managing Executive Officer, Assistant to the President, Chief Officer of Mabuchi Group Subsidiaries, Chief Administrative Officer, Head of Human Resources and General Affairs Headquarters, ditto                             |             |
|  |   | March 2021 | Member of the Board, Managing Executive Officer, Assistant to the President, Chief Officer of Mabuchi Group Subsidiaries, Chief Administrative Officer, Responsible for Purchasing, Head of Human Resources and General Affairs Headquarters, ditto |             |
|  |   | March 2022 | Member of the Board, Senior Managing Executive Officer, Chief Officer of Mabuchi Group Subsidiaries, Head of Life and Industrial Product Business Unit, ditto   |             |
|  |   | March 2023 | Member of the Board, Senior Managing Executive Officer, Chief Officer of Mabuchi Group Subsidiaries, Head of Life and Industrial Product Business Unit, General Manager of Mabuchi Group Management Department, ditto                               |             |
| August 2023  | Representative Director, Executive Vice President and Executive Officer, Chief Officer of Mabuchi Group Subsidiaries, Head of Life and Industrial Product Business Unit, Head of Smart Transformation Headquarters, General Manager of Mabuchi Group Management Department, ditto |            |   |             |
| March 2024   | Representative Director, Executive Vice President and Executive Officer, ditto  |            |   |             |
| March 2025   | Senior Adviser, ditto (present)   |            |   |             |
| <p>[Reasons for nomination as candidate for Outside Director and outline of expected roles]</p> <p>In addition to his proven track record as an executive in global manufacturing, his extensive experience and broad expertise across diverse fields including quality assurance, production, purchasing, and human resources/general affairs, coupled with his supervisory capabilities, position him to provide objective and precise advice and decision-making from a global perspective in overseeing the Company's operations. We therefore judge him to be well-suited for the role of Outside Director.</p> |   |            |   |             |

- (Notes)
- None of the above candidates for Directors have any special interest with the Company.
  - Ms. Hiroko Nihei, Ms. Hideyo Nakano and Mr. Hirotaro Katayama are candidates for Outside Directors and will be independent officers as specified by the Tokyo Stock Exchange if the candidates are elected in accordance with the original proposal.
  - The Company has concluded a "Contract for Limitation of Liability" with Ms. Hiroko Nihei for the purpose of limiting their liability, as provided for in Article 423, paragraph (1) of the Companies Act, in accordance with Article 31 of the Company's Articles of Incorporation. The maximum amount of liability under said contracts is the amount provided for in the applicable laws and regulations. If they are reelected, the Company plans to renew the aforementioned contracts. Also, in the event that Ms. Hideyo Nakano and Mr. Hirotaro Katayama are elected, a similar contract will be concluded.
  - The Company has entered into a directors and officers liability insurance policy with an insurance agency. This insurance policy covers damages arising from liability borne by the insured persons in the course of execution of their duties as an officer, etc. or claims pertaining to the pursuit of such liability. The insurance was executed on July 25, 2025, and we plan to renew it on the same terms and conditions at the next renewal after one year.

(Reference)

The composition of officers and skill matrix if the second proposal is approved

If the second proposal is approved, the structure of the Board of Directors and the specialties of each officer will be as follows:

[Structure of the Board of Directors] Skill matrix of the Company's Directors

| Name                     | Independent<br>Outside<br>Director | Corporate<br>manage-<br>ment | Finance<br>/Accounting | Legal<br>/Compli-<br>ance | Global | Sales<br>/Marketing | Manufactu-<br>ring<br>/Quality<br>control<br>/Research<br>and<br>develop-<br>ment | Environmen<br>t /Society | Human<br>resources<br>and labor<br>relations<br>/Human<br>resource<br>develop-<br>ment |
|--------------------------|------------------------------------|------------------------------|------------------------|---------------------------|--------|---------------------|---|--------------------------|--|
|                          |                                    |                              |                        |                           |        |                     |   |                          |  |
| Mr. Atsushi<br>Narikawa  |                                    | ○                            | ○                      | ○                         | ○      | ○                   |   | ○                        | ○  |
| Mr. Hiroshi<br>Anzai     |                                    | ○                            |                        | ○                         |        | ○                   | ○   | ○                        |  |
| Mr. Keiichi<br>Hashimoto |                                    | ○                            |                        | ○                         | ○      |                     | ○   | ○                        | ○  |
| Ms. Hiroko<br>Nihei i    | ○                                  |                              |                        | ○                         | ○      |                     |   | ○                        | ○  |
| Ms. Hideyo<br>Nakano     | ○                                  | ○                            | ○                      |                           | ○      | ○                   |   | ○                        |  |
| Mr. Hirotaro<br>Katayama | ○                                  | ○                            | ○                      | ○                         | ○      | ○                   | ○   | ○                        | ○  |

(Note) The above list does not show all knowledge and experience of each candidate for Director but indicates skills that are considered significant.

Third proposal: Election of one (1) Substitute Audit & Supervisory Board Member

The resolution by the General Meeting of Shareholders on the election of substitute Audit & Supervisory Board Member, Mr. Masahiko Suzuki, shall remain in effect until the start of this Ordinary General Meeting of Shareholders. Accordingly, in order to prepare for a case in which the number of Audit & Supervisory Board Members falls short of the number stipulated by laws and regulations, the election of one (1) substitute Audit & Supervisory Board Members is proposed.

The Audit & Supervisory Board consented to the proposal of this resolution.

The candidate for substitute Audit & Supervisory Board Members is as follows:

| No.   | Name<br>(Date of birth)                                  | Career summary, positions, and significant concurrent positions                            |   | Number of<br>shares of the<br>Company held |
|---|--|--|---|--|
| 1   | Mr. Masahiko<br>Suzuki<br>(January 25, 1958)<br><br>Male | April 1980<br>November 2006<br>June 2011<br><br>April 2016<br><br>March 2019<br>March 2025 | Joined the Company<br>Deputy General Manager of Accounting Dept.<br>General Manager of Finance & Accounting<br>Dept.<br>Corporate Officers and General Manager of<br>Finance & Accounting Dept.<br>Full-time Internal Auditor and Auditor<br>Resignation of Auditor at the end of his term of<br>office | 13,290<br>shares                           |
| <p>[Reasons for nomination as candidate for substitute Audit &amp; Supervisory Board Member]</p> <p>Mr. Masahiko Suzuki was a full-time auditor from 2019 to 2025 and audited directors' performance of their duties objectively and neutrally.</p> <p>His experience as responsible for the business administration, financial and accounting management of the Group companies enables him to conduct accurate audits of the Company's overall management.</p> <p>The Company determined that he is suitable for the position as he can be expected to conduct accurate audits of the Company's overall management.</p> |  |  |   |  |

- (Notes)
- None of the above candidates for substitute Audit & Supervisory Board Members have any special interest with the Company.
  - Mr. Masahiko Suzuki is a substitute for Audit & Supervisory Board Member other than Outside Audit & Supervisory Board Members.
  - The Company has entered into a directors and officers liability insurance policy with an insurance agency in which the Audit & Supervisory Board Members are listed as the insured persons. If the substitute for Outside Audit & Supervisory Board Member should be appointed as Audit & Supervisory Board Member, this insurance policy covers damages arising from liability borne by the insured persons in the course of execution of their duties as an officer, etc. or claims pertaining to the pursuit of such liability.
  - The Company may cancel the election of substitute Audit & Supervisory Board Members before he assumes office as Audit & Supervisory Board Members. The cancellation procedure requires a resolution by a majority of the Board of Directors and the consent of the Audit & Supervisory Board.

Business Report  
(January 1, 2025, to December 31, 2025)

1. Overview of the JUKI Group (the “Group”)

(1) Business Progress and Results

During the fiscal year ended December 31, 2025, the business environment remained uncertain due to undeterminable external factors such as the ongoing conflicts in Ukraine and the Middle East, soaring costs resulting mainly from high resource prices and global inflation, the delayed recovery of the Chinese economy and curtailment of capital investment, as well as the U.S. tariff policies and political tensions between Japan and China.

The Company’s Sewing Machinery Business saw steady demand through agents in China and in regions west of India, while demand for automotive-related products in Europe and the U.S. rapidly recovered in the fourth quarter.

On the other hand, in the Industrial Equipment Business, the major market of China showed signs of bottoming out and is gradually recovering, but performance in Europe and the U.S. remained sluggish, leading to overall stagnation.

Net sales for the fiscal year ended December 31, 2025, amounted to 88,761 million yen (down 6.7% year-on-year) due to a significant shift in focus from sales-focused to profit-oriented strategies.

In terms of profits, there was a significant improvement as the shift in focus to high-end markets in the Sewing Machinery Business improved gross profit, and the optimization of production capacity through model reduction led to improved profitability. As a result, operating profit improved to 2,662 million yen (versus an operating loss of 962 million yen in the same period of the previous fiscal year), and ordinary profit improved to 1,412 million yen (versus an ordinary loss of 3,327 million yen in the same period of the previous fiscal year). Extraordinary profit amounted to 3,320 million yen due to improved asset efficiency through the sale of cross-shareholdings, while extraordinary loss amounted to 2,603 million yen due to production capacity optimization and the implementation of the Next Career Program at the head office. Consequently, profit attributable to owners of parent was 1,399 million yen (versus a loss attributable to owners of parent of 3,235 million yen in the same period of the previous year).

(Circumstances by Segment)

Business results by major segment are as follows:

1) Sewing Machinery and Business Segment

In the Sewing Machinery and Systems Business, demand through agents in China and in regions west of India remained steady. In Asia, where customers were cautious about capital investment due to the mutual tariff impacts with the U.S., there were signs of bottoming out, and demand for automotive-related products in Europe and the U.S. rapidly recovered in the fourth quarter.

Due to a significant shift in focus from sales-focused to profit-oriented strategies, net sales for the fiscal year ended December 31, 2025, amounted to 66,616 million yen (down 4.6% year-on-year).

On the other hand, in terms of profits, profitability improved due to a shift in focus to high-end markets, which improved gross profit, and the optimization of production capacity through model reduction. As a result, segment profit significantly improved, with an operating profit of 5,010 million yen (versus an operating profit of 1,095 million yen in the same period of the previous fiscal year) and an ordinary profit of 3,231 million yen (versus an ordinary loss of 710 million yen in the same period of the previous fiscal year).

2) Industrial Equipment Business Segment

In the Industrial Equipment Business, while the major market of China showed signs of bottoming out and is gradually recovering, performance in Europe and the U.S. remained sluggish, resulting in overall stagnation. Consequently, net sales for the fiscal year ended December 31, 2025, amounted to 21,847 million yen (down 12.7% year-on-year).

In terms of profits, although the Electronic Assembly Systems Business was affected by a decrease in sales, the Contract Business saw improved profitability due to a shift from a sales-focused to a profit-oriented business model. As a result, segment loss improved year-on-year, with an operating loss of 1,101 million yen (versus an operating loss of 1,198 million yen in the same period of the previous fiscal year) and an ordinary loss of 534 million yen (versus an ordinary loss of 971 million yen in the same period of the previous fiscal year).

From the middle of the year onward, the Electronic Assembly Systems Business shifted its policy to a “Global Niche Strategy,” focusing on key areas and regions without relying on external factors such as market recovery. The accompanying structural reforms, including organizational restructuring and optimization of plant size, were mostly completed by 2025. In addition to these measures, the increase in sales at the end of the fourth quarter resulted in an operating profit.

In FY 2026, we will accelerate the “Global Niche Strategy” and work towards establishing sustained profitability.

**(2) Capital Investments**

Capital investment totaling 1,676 million yen was disbursed in FY 2025, including 1,108 million yen for software, 243 million yen for machinery, equipment, and vehicles, and 184 million yen for tools, furniture, and fixtures.

**(3) Financing**

Financing for FY 2025 was arranged using the Group’s own funds, borrowings from financial institutions and funds raised through the “Sale and Leaseback “ of headquarters, etc.

**(4) Succession of Rights and Obligations Related to the Business of Other Corporations, etc. as a Result of an Absorption-Type Merger**

As of December 31, 2025, the Company has absorbed JUKI AUTOMATION SYSTEMS CORPORATION and JUKI TECHNOSOLUTIONS CORPORATION through a merger, with the aim of accelerating management integration and speeding up decision-making.

**(5) Issues to Address**

(Acknowledgement of business environment and issues)

During the fiscal year ended December 31, 2025, the business environment remained uncertain due to undeterminable external factors such as the ongoing conflicts in Ukraine and the Middle East, soaring costs resulting mainly from high resource prices and global inflation, the delayed recovery of the

Chinese economy and curtailment of capital investment, as well as the U.S. tariff policies and political tensions between Japan and China.

In the market, intensified price competition with Chinese companies and the growing demand for automation and labor-saving among customers have become challenges that necessitate the construction of a business model that takes these factors into account.

Technological innovations such as AI/robotics/IoE are accelerating, and social demand for sustainability (realization of a decarbonized society, reduction of environmental footprints, job mobility, quality and safety, automation, corporate governance, and respect for human rights) are increasing further.

In response to these environmental changes, we have been promoting the five-year Medium-term Management Plan, “Building Sustainable JUKI,” which began in 2025. This plan aims to enhance our business competitiveness by leveraging our strengths and to achieve sustainable growth, taking into account the rapidly changing business environment. Additionally, to appropriately reflect changes in the external environment and the progress of our internal initiatives, the Group has adopted a policy of reviewing the Medium-term Management Plan annually, ensuring flexible and agile business operations.

(The Medium-term Management Plan’s vision)

We will spend the first three years aiming to become a “significant strategic partner that demonstrates JUKI’s essential qualities.” During this period, we will build new business models by shifting to growth areas. For the remaining two years, we will become the one and only solutions partner supporting the future of “clothing” and society by further developing the business models built during the first three years, with the aim of achieving sustainable growth.

(Strategy)

In light of the changes in the business environment in 2025, the first year of the Medium-term Management Plan, as well as the progress and challenges in transforming our business model and addressing sustainability issues, we have revised some strategies and adjusted the targets for each milestone phase. The basic policies and respective strategies are as follows:

Basic policies

- 1) Focus growth on our two main businesses
- 2) Cost competitiveness and tightening financial foundation
- 3) Practice ESG management

- 1) Focus growth on our two main businesses

We aim for sustainable growth by focusing on our two main businesses: the Sewing Machinery and Systems Business and the Industrial Equipment and Systems Business.

In the Sewing Machinery Business, we will differentiate ourselves from competitors by accelerating the engagement of high-end customers (Global 100) through solution proposals that integrate IoT. Additionally, we will expand sales of household sewing machines, where we have strengths in professional sewing machines in Europe and the United States.

In the Industrial Equipment Business, particularly within the Electronic Assembly Systems Business, we will shift to a “Global Niche Strategy” that focuses on key areas and regions. In addition to our core Electronic Assembly Systems Business, we will leverage our technological capabilities in the Contract Business to focus on high-profit areas while strengthening efforts to explore JUKI’s Third Pillar.

- 2) Cost competitiveness and tightening financial foundation

The Group will work on strengthening cost competitiveness and the financial foundation in light of the increasingly uncertain business environment. To enhance cost competitiveness, we will optimize global procurement, engage in VE activities in collaboration with suppliers, automate production processes, and optimize logistics by reducing stock points and implementing direct shipping. We will also promote the integration and consolidation of systems and the digital transformation of operations using AI. Additionally, we aim to improve profitability by optimizing working capital through reducing inventory and encouraging gains on trade receivables. We will also strengthen our financial foundation by reducing interest-bearing debt and regularly reviewing our asset holding policies.

- 3) Practice ESG management

We recognize that practicing ESG management is an important responsibility that companies must fulfill to achieve a sustainable society. By addressing materiality through our business activities, we aim to contribute to solving social issues and enhance corporate value in the medium to long term. The main

themes are “Realize carbon neutrality,” “Implement our grand design for human resources,” “Sustainable procurement,” “Practice thorough quality management” and “Strengthen governance.”

(Targets)

Based on the progress of shifting from a traditional sales-focused approach to profit-oriented management and the advancement of our business strategies, we have revised our targets. The summary of changes to our sales and profit targets is as follows. Moving forward, we will continue to emphasize profit-oriented management.

(billion yen)

| Target fiscal year  | Targets for sales and profit | Revised figures | Before revision | Change |
|---------------------|------------------------------|-----------------|-----------------|--------|
| Phase 1: Until 2027 | Net sales                    | 100.0           | 131.0           | (31.0) |
|                     | Ordinary profit              | 8.0             | 5.0             | 3.0    |
| Phase 2: Until 2029 | Net sales                    | 125.0           | 156.0           | (31.0) |
|                     | Ordinary profit              | 15.0            | 15.0            | 0.0    |

Based on the above revisions, our targets for the final year, FY 2029, are to shrink the cash conversion cycle to 7.0 months for net sales (3.0 months for trade receivables and 5.0 months for inventory) and to reduce interest-bearing debt to 51.0 billion yen. We will also aim for an equity ratio of 40% and ROE of 23%.

(Management with an awareness of cost of capital and stock prices)

Through the promotion of the above Medium-term Management Plan, we are working to strengthen management with an awareness of cost of capital and stock prices. Currently, although ROE is on an improving trend, it has not yet reached a level that sufficiently exceeds the cost of equity, and the PBR is below 1.0, which we recognize as not fully meeting the expectations of our shareholders and investors.

With this understanding, we consider our top priority to be the expansion of profits through improved profitability to further enhance ROE and achieve a PBR of 1.0 or higher as soon as possible. We will work to accelerate profit improvement centered on our two main businesses and promote measures to maximize capital efficiency, aiming to enhance corporate value in the medium to long term.

Additionally, to further strengthen constructive dialogue with shareholders and investors, we will expand the implementation of briefings for individual and institutional investors and enhance information disclosure through our website and integrated report.

We are committed to addressing these issues in a unified manner throughout the Group and striving to meet the expectations of shareholders. We look forward to your continued support and guidance.

## (6) Changes in Assets and Profit (Loss)

### 1) Group

(million yen, except for per share amounts)

| Item   | The 108th fiscal year ended<br>December 31, 2022 | The 109th fiscal year ended<br>December 31, 2023 | The 110th fiscal year ended<br>December 31, 2024 | The 111th fiscal year ended<br>December 31, 2025 |
|--|--|--|--|--|
| Net sales                                      | 117,454  | 94,750   | 95,185   | 88,761   |
| Ordinary profit (loss)                         | 1,163  | (3,684)  | (3,327)  | 1,412  |
| Profit (loss) attributable to owners of parent | (78)   | (7,035)  | (3,235)  | 1,399  |
| Basic earnings (loss) per share                | ¥ (2.66)   | ¥ (238.54)                                       | ¥ (109.00)                                       | ¥46.96   |
| Total assets                                   | 145,169  | 139,304  | 142,219  | 120,594  |
| Net assets                                     | 37,482   | 32,370   | 32,234   | 32,687   |
| Net assets per share                           | ¥1,250.84  | ¥1,069.34  | ¥1,049.72  | ¥1,083.78  |

(Notes) 1. Basic earnings (loss) per share is calculated using the average number of outstanding shares during the fiscal year (excluding treasury shares). Net assets per share is calculated using the number of outstanding shares as of the end of the fiscal year (excluding treasury shares).

2. We have applied the “Accounting Standard for Revenue Recognition” (Accounting Standards Board of Japan (ASBJ) Statement No. 29, March 31, 2020), etc. since the beginning of the 108th fiscal year.

2) Company

(million yen, except for per share amounts)

| Item                            | The 108th fiscal year ended<br>December 31, 2022 | The 109th fiscal year ended<br>December 31, 2023 | The 110th fiscal year ended<br>December 31, 2024 | The 111th fiscal year ended<br>December 31, 2025 |
|---------------------------------|--|--|--|--|
| Net sales                       | 61,565   | 35,991   | 37,732   | 38,844   |
| Ordinary profit (loss)          | 2,017  | (3,734)  | (2,033)  | 2,011  |
| Profit (loss)                   | 1,856  | (5,393)  | (2,510)  | 4,143  |
| Basic earnings (loss) per share | ¥63.24   | ¥(182.87)  | ¥(84.58)   | ¥139.06  |
| Total assets                    | 105,175  | 100,887  | 105,269  | 83,256   |
| Net assets                      | 29,181   | 23,451   | 20,519   | 24,445   |
| Net assets per share            | ¥993.56  | ¥793.68  | ¥690.05  | ¥819.58  |

- (Notes) 1. Basic earnings (loss) per share is calculated using the average number of outstanding shares during the fiscal year (excluding treasury shares). Net assets per share is calculated using the number of outstanding shares as of the end of the fiscal year (excluding treasury shares).
2. We have applied the “Accounting Standard for Revenue Recognition” (Accounting Standards Board of Japan (ASBJ) Statement No. 29, March 31, 2020), etc. since the beginning of the 108th fiscal year.

(7) Principal Subsidiaries

1) Principal Subsidiaries

| Company name                                     | Capital               | The Company's percentage of voting rights |          | Main business  |
|--|-----------------------|---|----------|--|
|  |                       | Direct                                    | Indirect |  |
| JUKI INDUSTRIAL EQUIPMENT TECHNOLOGY CORPORATION | (million yen)<br>90   | 100%                                      | –        | Manufacture and sales of mounters and others   |
| JUKI SALES (JAPAN) CORPORATION                   | (million yen)<br>86   | 100%                                      | –        | Sales of sewing machinery in Japan   |
| JUKI SINGAPORE PTE. LTD.                         | U.S.\$29,435 thousand | 100%                                      | –        | Sales of sewing machinery in Asian regions   |
| JUKI (CHINA) CO., LTD.                           | RMB363,366 thousand   | 100%                                      | –        | Administration of subsidiaries in China and sales of sewing machinery, mounters and others |
| JUKI (SHANGHAI) INDUSTRIAL CO., LTD.             | RMB239,025 thousand   | 22.7%                                     | 77.3%    | Manufacture and sales of industrial sewing machines  |
| JUKI AMERICA, INC.                               | U.S.\$82,433 thousand | 100%                                      | –        | Sales of sewing machinery, mounters and others in the Americas                             |
| JUKI CENTRAL EUROPE SP. ZO.O.                    | PLN50 thousand        | 100%                                      | –        | Sales of sewing machinery in European regions  |
| JUKI (VIETNAM) CO., LTD.                         | U.S.\$20,000 thousand | 100%                                      | –        | Manufacture and sales of industrial sewing machines, precision casting parts and others    |
| JUKI (LANGFANG) INDUSTRIAL CO., LTD.             | RMB160,000 thousand   | –   | 100%     | Manufacture and sales of industrial sewing machines  |

2) Status of Specified Wholly Owned Subsidiaries

No items to report.

(8) Principal Businesses

| Segment                       | Summary of business  |
|-------------------------------|--|
| Sewing Machinery Business     | Manufacture and sales of industrial sewing machines and household sewing machines  |
| Industrial Equipment Business | Manufacture and sales of electronics assembly & systems (mounters and others), sales of parts, maintenance services and commissioned processing business |

(9) Principal Offices and Plants

| Company name                                     | Office or plant       | Location              |
|--|-----------------------|-----------------------|
| JUKI CORPORATION                                 | Head Office           | Tokyo, Japan          |
|  | Ohtawara Plant        | Tochigi Pref., Japan  |
| JUKI INDUSTRIAL EQUIPMENT TECHNOLOGY CORPORATION | Head Office and Plant | Akita Pref., Japan    |
| JUKI SALES (JAPAN) CORPORATION                   | Head Office           | Tokyo, Japan          |
| JUKI SINGAPORE PTE. LTD.                         | Head Office           | Singapore             |
| JUKI (CHINA) CO., LTD.                           | Head Office           | Shanghai, China       |
| JUKI (SHANGHAI) INDUSTRIAL CO., LTD.             | Head Office and Plant | Shanghai, China       |
| JUKI AMERICA, INC.                               | Head Office           | Florida, U.S.A.       |
| JUKI CENTRAL EUROPE SP. ZO.O.                    | Head Office           | Warsaw, Poland        |
| JUKI (VIETNAM) CO., LTD.                         | Head Office and Plant | Ho Chi Minh, Vietnam  |
| JUKI (LANGFANG) INDUSTRIAL CO., LTD.             | Head Office and Plant | Hebei Province, China |

## (10) Employees

## 1) Group

(As of December 31, 2025)

| Segment                         | Number of employees | Change from previous fiscal year-end |
|---------------------------------|---------------------|--------------------------------------|
| Sewing Machinery Business       | 2,061               | (562)                                |
| Industrial Equipment Business   | 1,503               | (196)                                |
| Other business                  | 72                  | (28)                                 |
| Corporate headquarters (common) | 192                 | (7)                                  |
| Total                           | 3,828               | (793)                                |

(Note) The above figures include contract employees and part-timers and exclude dispatched employees.

## 2) Company

| Number of employees | Change from previous fiscal year-end | Average age    | Average years of service |
|---------------------|--------------------------------------|----------------|--------------------------|
| 848                 | 53 persons increased                 | 47.2 years old | 18.4 years               |

(Note) The above figures include contract employees and part-timers and exclude dispatched employees. And they include 93 employees from JUKI Automation Systems Co., Ltd., which was absorbed by our company on December 31, 2025, and 47 employees from JUKI Techno Solutions Co., Ltd.

## (11) Major Creditors and Balance of Borrowings

(As of December 31, 2025)

| Creditor                            | Balance of borrowings (million yen) |
|-------------------------------------|-------------------------------------|
| Mizuho Bank Ltd.                    | 20,520                              |
| Mizuho Trust & Banking Co., Ltd.    | 8,387                               |
| Sumitomo Mitsui Trust Bank, Limited | 8,029                               |
| The Hiroshima Bank, Ltd.            | 4,415                               |
| Development Bank of Japan Inc.      | 3,514                               |
| The Shoko Chukin Bank, Ltd.         | 2,993                               |
| The Joyo Bank, Ltd.                 | 2,877                               |
| The Akita Bank, Ltd.                | 2,363                               |

2. Status of Shares (As of December 31, 2024)

- (1) Total Number of Authorized Shares 80,000,000 shares
- (2) Total Number of Issued Shares 29,874,179 shares  
(including 47,855 treasury shares)
- (3) Number of Shareholders 15,390 persons
- (4) Major Shareholders (Top 10)

| Shareholder name                                     | Number of shares | Shareholding ratio |
|--|------------------|--------------------|
|  | thousand shares  | %                  |
| The Master Trust Bank of Japan, Ltd. (Trust Account) | 3,839            | 12.87              |
| PEGASUS CO., LTD.                                    | 1,045            | 3.51               |
| Mizuho Bank Ltd.                                     | 938              | 3.15               |
| Custody Bank of Japan, Ltd. (Trust Account)          | 893              | 3.00               |
| Nippon Life Insurance Company                        | 732              | 2.45               |
| Asahi Mutual Life Insurance Company                  | 569              | 1.91               |
| The Dai-ichi Life Insurance Company, Limited         | 511              | 1.72               |
| Meiji Yasuda Life Insurance Company                  | 460              | 1.54               |
| Mizuho Trust & Banking Co., Ltd.                     | 401              | 1.34               |
| JUKI Client Shareholding Association                 | 394              | 1.32               |

(Note) The shareholding ratio is calculated by means of deducting treasury shares (47,855 shares) from the number of the issued shares.

- (5) The status of shares delivered to officers as a consideration for the execution of duties during the relevant fiscal year

Details of stock-based remuneration delivered during the current fiscal year are as follows.

|   | Number of shares | Number of persons subject to delivery |
|---|------------------|---------------------------------------|
| Directors<br>(excluding Outside Directors)  | 47,432 shares    | 3 persons                             |
| Managing Officers and<br>Executive Officers | 55,592 shares    | 20 persons                            |

### 3. Company Officers

#### (1) Directors and Audit & Supervisory Board Members

(As of December 31, 2025)

| Position                                     | Name              | Areas of responsibility within the Company  | Significant concurrent positions  |
|--|-------------------|---|---|
| Representative Director, President           | Atsushi Narikawa  | —   | —   |
| Director                                     | Hiroshi Anzai     | General Manager of Industrial Equipment Business Unit and in charge of Development Unit,  | —   |
| Director                                     | Keiichi Hashimoto | Managing Officer for Contract Business Department, for Production Unit and for "Internal Control & Compliance", and Head of Global Corporate Unit | —   |
| Director                                     | Yutaka Hori       | —   | <ul style="list-style-type: none"> <li>• Attorney</li> <li>• Executive and Vice President, National University Corporation Chiba University</li> <li>• Outside Director of FIDEA Holdings Co., Ltd.</li> </ul>    |
| Director                                     | Junko Watanabe    | —   | <ul style="list-style-type: none"> <li>• Audit &amp; Supervisory Board Member (Outside) of KYB Corporation</li> <li>• Outside Director of Chuo Gyorui Co.,Ltd</li> </ul>  |
| Director                                     | Hiroko Nihei      | —   | <ul style="list-style-type: none"> <li>• Attorney</li> <li>• Outside Auditor of SEED Co., Ltd.</li> <li>• Outside Director of Hokuetsu Corporation</li> <li>• Non-standing auditor of Tsuda University</li> </ul> |
| Audit & Supervisory Board Member (Full-time) | Michinari Sougawa | —   | —   |
| Audit & Supervisory Board Member             | Minoru Takenaka   | —   | <ul style="list-style-type: none"> <li>• Certified Public Accountant (CPA)</li> <li>• Certified Public Tax Accountant</li> </ul>  |
| Audit & Supervisory Board Member             | Takashi Yoneyama  | —   | Attorney  |

- (Notes) 1. Directors Mr. Hiroshi Anzai, Mr. Keiichi Hashimoto, Ms. Hiroko Nihei and Audit & Supervisory Board Member Mr. Michinari Sougawa were newly elected and assumed their positions at the 110th Ordinary General Meeting of Shareholders held on March 25, 2025.
2. Audit & Supervisory Board Member Ms. Hiroko Nihei resigned at the conclusion of the 110th Ordinary General Meeting of Shareholders held on March 25, 2025
3. Directors Mr. Yutaka Hori, Ms. Junko Watanabe, Ms. Hiroko Nihei and are Outside Directors as defined in Article 2, item (xv) of the Companies Act and independent officers as specified by the Tokyo Stock Exchange.
4. Audit & Supervisory Board Members, Mr. Minoru Takenaka and Mr. Takashi Yoneyama, are Outside Audit & Supervisory Board Members as defined in Article 2, item (xvi) of the Companies Act and independent officers as specified by the Tokyo Stock Exchange.

5. Audit & Supervisory Board Members Mr. Minoru Takenaka is Certified Public Accountant (CPA) and Certified Public Tax Accountant and has sufficient financial and accounting knowledge.

(2) Summary of contract for limitation of liability

The Company has concluded contracts for limitation of liability with Outside Directors Mr. Yutaka Hori, Ms. Junko Watanabe, and Ms. Hiroko Nihei and Outside Audit & Supervisory Board Members Mr. Minoru Takenaka and Mr. Takashi Yoneyama to limit their liability as stipulated in Article 423, paragraph (1) of the Companies Act up to the total sum stipulated in Article 425, paragraph (1) of the Companies Act.

(3) Summary of contract for a directors and officers liability insurance policy

The Company concluded a directors and officers liability insurance policy stipulated in Article 430-3, paragraph (1) of the Companies Act with an insurance company. The scope of the insureds under the insurance agreement covers the Company's officers (Directors, Audit & Supervisory Board Members, Managing Officers, and Executive Officers), and all of the insurance premiums are borne by the Company.

The insurance agreement will cover legal damages and costs incurred by the insureds for a claim for damages attributable to the execution of their duties.

However, by excluding the damage, etc., arising from any criminal acts and illegal acts that the insureds benefited personally or received favorable treatment, the Company has put in place measures to maintain the appropriateness of the execution of duties by the insured.

(4) Amount of Remuneration, etc. to Directors and Audit & Supervisory Board Members

1) Matters related to the policy for determining the details of individual remuneration for Directors

At the Designation and reward Advisory Committee and a meeting of the Board of Directors held on October 9, 2025, the Company resolved the policy for determining details of remuneration, etc. for individual Directors. Details of the determination policy are as follows.

(Basic policy)

The remuneration, etc., for Directors of the Company, is provided under a remuneration system whereby incentives function to enhance the company's sustainable growth and corporate value.

Directors' remuneration, etc. consists of "fixed remuneration (monthly money remuneration and Restricted stock remuneration)" and "bonus (performance-linked restricted stock remuneration)"

Fixed remuneration is determined based on the evaluation of the Director's responsibilities every fiscal year. And bonus is determined based on the evaluation of individual performance and achievement and paid at a determined point in time every fiscal year by taking into account comprehensive factors, including the status of achieving company business performance and dividends and calculating the total payment amount using consolidated ordinary profit as a key indicator, which reflects the level of earning power of the Company Group.

In the fiscal year under review, a consolidated ordinary profit of 1,412 million yen was recorded. Restricted stock remuneration paid as fixed remuneration and bonuses will be granted in April of the following year (April 2026 for fiscal year 2025). The reason for paying a portion of fixed remuneration and bonuses as restricted stock compensation is to enhance the incentive effect. This aims to increase the proportion of restricted stock compensation within total remuneration, which was relatively low compared to previous years, thereby further advancing value sharing with our shareholders.

Remuneration, etc., for Outside Directors consists of only monthly remuneration from the viewpoint of their role of overseeing and supervising management and their independence.

The overview of restricted stock-based remuneration is as follows:

- Maximum amount of restricted stock-based remuneration: 50 million yen in total (per year)
- Maximum number of restricted stocks granted: 100,000 (per year)
- Transfer restriction period: Until the day of resignation

(Determination process)

As for the process of determining Directors' remuneration, etc., to reinforce the independence and objectivity of the function related to the determination of remuneration for Directors, the Designation and reward Advisory Committee, which is comprised of four (4) Directors, including three (3) Independent Outside Directors, deliberates a remuneration plan proposed by the Representative

Director and reports to the Board of Directors. The Board of Directors deliberates the appropriateness of the details of the report submitted by the committee.

In addition, with regard to remuneration, etc. for individual Directors for the current fiscal year, the Board of Directors has confirmed that the method for determining the contents of remuneration, etc. and the contents of remuneration, etc. determined are consistent with the determination policy resolved by the Board of Directors based on the report by the said committee and judged that these are in line with the relevant determination policy.

The remuneration, etc. of Audit & Supervisory Board Members consists of only monthly remuneration by taking into account their roles.

2) Matters related to the resolution of the Board of Directors concerning remuneration, etc.

The 92nd Ordinary General Meeting of Shareholders held on June 28, 2007, resolved that the maximum amount of the remuneration, etc. for the Directors (excluding employee salary for employees concurrently assuming a position as a Director) and Audit & Supervisory Board Members of the Company would be 480 million yen and 80 million yen per year, respectively.

As of the conclusion of the General Meeting of Shareholders, the number of Directors was nine, and the number of Audit & Supervisory Board Members was four.

In addition, it was resolved at the 107th Ordinary General Meeting of Shareholders held on March 28, 2022 that, within the scope of remuneration, etc. above, the annual amount of restricted stock-based remuneration shall be 50 million yen or less, and the maximum number of shares shall be 100,000 with respect to Directors other than Outside Directors. The number of Directors excluding Outside Directors as of the conclusion of the General Meeting of Shareholders was three.

3) Total Amount of Remuneration, etc.

| Classification  | Total Amount of Remuneration (million yen) | Total amount of remuneration, etc. by type (million yen) |                               |                               |                                 | The number of target officers |
|---|--|--|-------------------------------|-------------------------------|---------------------------------|-------------------------------|
|   |  | Fixed remuneration                                       |                               | Bonus                         | Non-monetary remuneration, etc. |                               |
|   |  | monthly money remuneration                               | Restricted stock remuneration | Restricted stock remuneration |                                 |                               |
| Director (Outside Director)   | 110<br>(25)                                | 89<br>(25)   | 22<br>(-)                     | -<br>(-)                      | 22<br>(-)                       | 8<br>(4)                      |
| Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member) | 29<br>(16)                                 | 29<br>(16)   | -<br>(-)                      | -<br>(-)                      | -<br>(-)                        | 5<br>(3)                      |
| Total amount (Outside Officer)  | 141<br>(41)                                | 119<br>(45)  | 22<br>(-)                     | -<br>(-)                      | 22<br>(-)                       | 13<br>(7)                     |

- (Notes) 1. The above number of payees and amount of remuneration, etc. include one Audit & Supervisory Board Member who retired during the fiscal year under review.  
2. The above stock-based remuneration represents the amount recorded in the current fiscal year as expenses for restricted stock-based remuneration.  
3. There is no equivalent amount for the employee portion of remuneration for directors who also serve as employees.  
4. Regarding bonuses, the Board of Directors meeting held on March 27, 2026, determined the total amount payable for the 2025 fiscal year. However, as the bonus payment is scheduled for April 2026, the bonus amount is not disclosed. The amount of the bonus (restricted stock compensation) scheduled for payment to directors (excluding outside directors) in April 2026 is ¥33 million.

(5) Outside Officers

1) Significant concurrent positions

Significant concurrent positions held by outside officers are as described on page 24 herein. There are no specific relationships between the Company and such outside officers/the organizations where their concurrent positions are held.

2) Main activities

| Title    | Name        | The status of main activities and the outline of duties conducted in relation to expected roles by Outside Directors   |
|----------|-------------|--|
| Director | Yutaka Hori | Participated in all 13 Board of Directors' meetings held in FY 2025, and actively provided objective and appropriate advice on and proposals for the management of the Company and its Group companies by sharing his specific stories based on his actual experiences given his abundant experience and knowledge as a corporate manager in the manufacturing industry, his deep insight into company management, and his supervising capability. |

|                                  |                  |  |
|----------------------------------|------------------|--|
|                                  | Junko Watanabe   | Participated in all 13 Board of Directors' meetings held in FY 2025 and actively provided objective and appropriate advice on and proposals for the management of the Company and its Group companies based on her abundant experience and knowledge as a corporate manager regarding diversity management and business management, her deep insight into company management, and her supervising capability.  |
|                                  | Hiroko Nihei     | Participated in all 13 Board of Directors' meetings held in FY 2025 (including two meetings at the time of her appointment as outside auditor) and in all 4 Audit & Supervisory Board meetings held in FY 2025 (at the time of her appointment as outside auditor) and actively provided precise advice and recommendations, particularly regarding compliance matters by drawing on her specialized legal knowledge cultivated as an attorney, extensive experience in international commercial and other legal affairs, and her experience as a director and auditor at other companies in the business world. |
| Audit & Supervisory Board Member | Minoru Takenaka  | Participated in all 13 Board of Directors' meetings and in all 14 Audit & Supervisory Board meetings held after he assumed office as Outside Audit & Supervisory Board Member; provided expert opinions, mainly as a certified public accountant and certified public tax accountant, as necessary   |
|                                  | Takashi Yoneyama | Participated in all 13 Board of Directors' meetings and in all 14 Audit & Supervisory Board meetings held after he assumed office as Outside Audit & Supervisory Board Member; provided expert opinions, mainly as an attorney, as necessary   |

#### 4. Accounting Auditor

(1) Accounting Auditor's Name

Deloitte Touche Tohmatsu LLC

(2) Accounting Auditor's Remuneration, etc.

- |  |                |
|--|----------------|
| 1) Remuneration to Accounting Auditor as provided in Article 2, paragraph (1) of the Certified Public Accountants Act of Japan | 80 million yen |
| 2) Total amount of cash and other property benefits payable by the Company and its subsidiaries to Accounting Auditor          | 84 million yen |

- (Notes) 1. The audit contract between the Company and Accounting Auditor does not clearly distinguish between remuneration, etc. paid for the audit conducted in accordance with the Companies Act and remuneration, etc. paid for the audit conducted in accordance with Financial Instruments and Exchange Act. It is practically impossible to make such a distinction. Accordingly, the amount specified in 1) above is the aggregate amount of remuneration, etc. for these two types of audits.
2. The Audit & Supervisory Board has checked and reviewed the audit plan, the status of the execution of duties of the Accounting Auditor and the grounds for calculation of remuneration estimates. As a result of this review, the Audit & Supervisory Board consents to the remuneration for the Accounting Auditor in accordance with Article 399, paragraph (1) of the Companies Act.
3. Our principal subsidiaries are audited by audit corporations other than the Company's Accounting Auditor (including those who have qualifications equivalent to these qualifications in foreign countries).

(3) Policy Regarding Determination of Termination or Nonrenewal of Appointment of Accounting Auditors

If any of the reasons provided in Article 340, paragraph (1) of the Companies Act applies to the Accounting Auditor, the Audit & Supervisory Board shall terminate the appointment of the Accounting Auditor with the full consensus of the Audit & Supervisory Board Members. In such cases, an Audit & Supervisory Board Member appointed by the Audit & Supervisory Board shall report on the termination and the reason for it at the first General Meeting of the Shareholders of the Company to be convened following the termination.

Moreover, the Audit & Supervisory Board shall determine the content of proposals for submission to the General Meeting of Shareholders of the Company relating to the termination or nonrenewal of Accounting Auditors if it judges that it is difficult for the Accounting Auditor to carry out its duties appropriately.

5. Systems to ensure that business is conducted properly  
 Details of the systems for ensuring appropriate business operations confirmed on February 12, 2026, by the Board of Directors of the Company are as follows.
- (1) System to ensure that Directors execute their duties in compliance with relevant laws and regulations and the Articles of Incorporation of the Company
    - 1) The Company shall establish the “JUKI Code of Conduct”, which shall provide the principles of the JUKI corporate philosophy as a legal entity, in order to make clear its positive attitude towards legal compliance.
    - 2) The Company shall establish the “JUKI Group Employees’ Code of Conduct”, a set of specific guidelines for the execution of duties, in order to make officers and employees proactively acknowledge the importance of compliance with laws and regulations.
    - 3) The system for compliance and compliance management of the whole business Group consisting of the Company and its subsidiaries (hereinafter “Group companies”) shall be provided in the “Compliance Rules”.
    - 4) The Company shall take a resolute attitude toward any antisocial individuals and organizations that adversely influence social order and sound corporate activities.
  - (2) System to store and control information related to Directors’ execution of duties
    - 1) The Company shall establish the “Rules for Retaining Important Documents” and shall retain and control information related to the execution of duties by Directors in accordance with the said Rules.
  - (3) Rules and other systems for managing risk of loss of the Company and Group companies
    - 1) The Company shall establish the “Risk Management Rules” to manage risks of the Company and all Group companies.
    - 2) The Company shall establish the “Risk Management Committee” to examine significant risks the Company faces and prepare preventive measures against such risks and shall manage each division’s and each department’s preventive measures activities against risks.
    - 3) When risk turns into crisis, The “Crisis Control Headquarters” or the “Crisis-Management Task Force” shall take prompt actions against any materialized risks depending on the scale of the risks.
  - (4) System to ensure that Directors, etc. of the Company and Group companies execute their duties efficiently
    - 1) The Company is striving to facilitate the prompt execution of duties by Directors by adopting a Managing Officer system and Executive Officer system (Executive officers are Corporate Officers who are not Managing Officer) under which the Managing Officers and Executive Officer may be given some of the authority required for executing Directors’ duties.
    - 2) Employees may be given some of the authority required for executing Directors’ duties in accordance with the “Board of Directors Rules” and “Authorization Rules”, for the purpose of efficient decision making.
    - 3) Important decision-making matters shall be discussed at the “Management Strategy Committee” and shall be decided by the Representative Director after such discussion.
    - 4) The Sustainability Promotion Committee deliberates and decides on the formulation of company-wide policies and targets for sustainability, establishes and maintains systems for implementing them, and monitors various measures.
    - 5) Rules for executing Directors’ duties shall be provided in the “Organization Rules”, and Directors shall make efforts to efficiently execute their duties in accordance with the said Rules.

- (5) System to ensure that employees of the Company, and Directors, etc. and employees of Group companies execute their duties in compliance with relevant laws and regulations and the Articles of Incorporation of the Company
  - 1) The Company shall establish the “JUKI Code of Conduct”, which shall provide the principles of the JUKI corporate philosophy as a legal entity, in order to make clear its positive attitude towards legal compliance.
  - 2) The Company shall establish the “JUKI Group Employees’ Code of Conduct”, a set of specific guidelines for the execution of duties, in order to make employees proactively acknowledge the importance of compliance with laws and regulations.
  - 3) The department in charge of handling legal affairs shall conduct activities to spread compliance education and compliance management for enhanced legal compliance.
  - 4) The position of Corporate Officer in charge of Internal Control & Compliance shall be established, and this Officer shall be responsible for legal compliance and shall bear the duties of supervision of relevant organizations and their activities.
  - 5) The system for compliance and compliance management of the Company and all Group companies shall be provided in the “Compliance Rules”.
  - 6) The Company shall establish a “Compliance Helpline” available for direct access by employees, for the purpose of making such Helpline available to respond to questions related to compliance raised by employees.
- (6) System to report to the Company of matters related to the execution of duties of Directors, etc. of Group companies
  - 1) The Group companies shall report the management policies and management plans to the Company at the “Group Management Conference” and check and adjust them.
  - 2) The Group companies shall report to the Company regularly and as required, in accordance with the “Group companies management rules”.
  - 3) The Directors, etc. of the Group companies shall promptly report to the Corporate Officer in charge of Internal Control & Compliance of the Company on any event likely to cause significant damage to their group companies, any sign of fraudulence in the Directors’ execution of duties, any serious event in violation of laws and regulations or the Articles of Incorporation, and other events equivalent thereto.
- (7) Other systems to ensure the propriety of the business operations of the business group consisting of the Company and Group companies
  - 1) The Company shall determine the management control system according to functional organization in its “Organization Rules” and “Group companies management rules”.
  - 2) Decision making on the allocation of management resources in Group companies shall be provided in the “Authorization Rules”.
  - 3) The Internal Auditing Department of the Company shall conduct internal audits, as needed, on Group companies.
- (8) Employees to be assigned at the request of Audit & Supervisory Board Members for their assistance
  - 1) The “Audit & Supervisory Board Members Section” directly reporting to the Audit & Supervisory Board Members shall be established as an organization to assist the Audit & Supervisory Board Members.

- (9) Independence from Directors of such employees as specified in the preceding item (8) and matters related to ensuring the effectiveness of instructions of Audit & Supervisory Board Members of the Company to such employees
- 1) The Audit & Supervisory Board Members may express opinions on the personnel transfer and performance evaluation of the employees belonging to the “Audit & Supervisory Board Members Section”.
  - 2) Employees belonging to the “Audit & Supervisory Board Members Section” shall follow the directions and instructions of the Audit & Supervisory Board Members and collect information necessary for the Audit & Supervisory Board Members’ audit promptly.
- (10) System for Directors, etc. and employees of the Company and Group companies to report to Audit & Supervisory Board Members of the Company
- 1) Full-time Audit & Supervisory Board Members shall attend the Board of Directors’ meetings, Management Strategy Committee, Group Management Conference, Risk Management Committee, and other important meetings, and collect necessary information by themselves.
  - 2) Directors, etc. and employees of the Company and Group companies shall promptly report to the Audit & Supervisory Board Members on any event likely to cause significant damage to the Company or Group companies, any sign of fraudulence in the Directors’ execution of duties, any serious event in violation of laws and regulations or the Articles of Incorporation, and other events equivalent thereto.
  - 3) Audit & Supervisory Board Members shall request the relevant departments of the Company and Directors, etc. and employees of Group companies to directly report to them on any information the Audit & Supervisory Board Members deem to be necessary.
- (11) System to ensure that the reporting person of the preceding item (10) does not receive unfavorable treatment for making such report
- 1) The Company shall state in the “Compliance Rules” that a person who has made a report to an Audit & Supervisory Board Member shall not receive unfavorable treatment for making such a report, and it shall give the widest possible publicity of this rule to Directors, etc. and employees of the Company and Group companies.
- (12) Procedures for prepayment or reimbursement of costs arising from the execution of duties of the Audit & Supervisory Board Members and policy related to the handling of costs and liabilities arising from the execution of other duties
- 1) The Company shall ensure the availability of funds to meet costs, etc. arising from the execution of duties of Audit & Supervisory Board Members by including a planned budget for Audit & Supervisory Board Members in annual budgeting.
  - 2) The Company shall respond appropriately in the event of the expectation of the occurrence of costs judged by the Audit & Supervisory Board Member as necessary to ensure the effectiveness of audits, regardless of whether it was included in the budgeting of the previous sub-item.
- (13) Other systems to ensure that the Audit & Supervisory Board Members conduct audits effectively
- 1) In addition to expressing their opinions at the Board of Directors’ meetings, the Audit & Supervisory Board Members shall exchange opinions with Representative Directors as needed in order to enhance the effectiveness of the Audit & Supervisory Board Members’ audits.
  - 2) Audit & Supervisory Board Members shall conduct the Audit & Supervisory Board Members’ audit in cooperation with the Group Internal Auditing Department, as needed.
  - 3) Audit & Supervisory Board Members shall conduct the Audit & Supervisory Board Members’ audit in cooperation with corporate attorneys and certified public accountants, as needed.

(14) System to ensure the reliability of financial reporting

- 1) The Company shall develop and manage systems for effective internal control over financial reporting in order to ensure reliable financial reporting.

## 6. Overview of operation status of system to ensure that business is conducted properly

An overview of the operation status of the system to ensure that business is conducted properly in FY 2022 is as follows.

### (1) Compliance system

- In accordance with the “Compliance Rules”, the Company and its Group companies have been rigorously applying the system to ensure compliance.
- The “JUKI Group Employees’ Code of Conduct” has been enacted, the contents of which have been made simple and universal so that the Group employees can easily understand, and which has been distributed to ensure that each Group employee has a thorough understanding of compliance.
- The Company has made a “Declaration with Regard to Antisocial Forces”, which is reflected in clauses of contracts.
- We have established a whistleblowing policy and take necessary measures to receive reports, investigate them, and implement corrective actions.

### (2) Risk management system

- In accordance with the “Risk Management Rules”, the Company held the Risk Management Committee meetings once every quarter in principle to identify, evaluate and take measures to risks including those at Group companies.
- Subject to the “Crisis response regulations”, the Company improved the system by establishing the “Crisis Control Headquarters” and the “Crisis-Management Task Force” to address risks depending on the regions, scale, and content of the emerged risks, and carry out deliberation and reports to the Board of Directors.

### (3) System for Directors to execute their duties

- Under the “Board of Directors Rules”, “Director and Managing Officer Rules”, “Corporate Officer Rules”, “Authorization Rules”, and “Organization Rules”, the Company strives to ensure that duties are executed promptly and efficiently by Directors.
- The Management Strategy Committee is held once a month in principle, and decisions on important matters are made promptly.
- The “Sustainability Promotion Committee” is held four times a year, in principle, and it deliberates and decides on sustainability-related policies, plans, and measures, confirms progress, and reports and makes proposals to the Board of Directors, etc.

### (4) System for management of Group companies

- The Company has determined the reporting system, and the management control system by functional organization in its “Organization Rules” and “Group Companies Management Rules”. The Group Management Conference was held three times in the current fiscal year to report on management policies and management plans of Group companies, and to check and adjust their implementation.

### (5) Internal audits

- Internal audits of the Company and its Group companies were conducted in accordance with an internal audit plan.
- Self-assessments centered on key matters and individual topics were carried out, targeting Group companies and sites, and guidance for improvement was given based on the outcomes of these self-assessments.

### (6) System relating to activities of the Audit & Supervisory Board Members

- The “Audit & Supervisory Board Members Section” has been established as an organization to assist the Audit & Supervisory Board Members and has been collecting necessary information.
- The Audit & Supervisory Board Members have been exchanging opinions with the Representative Director once every three months.
- The Audit & Supervisory Board Members have been regularly exchanging information with certified public accountants regarding accounting audits, to ensure the effectiveness of the audits.

Consolidated Financial Statements  
(January 1, 2025 - December 31, 2025)

Consolidated Balance Sheet  
(As of December 31, 2025)

(million yen)

| Description   | FY 2025<br>(As of December<br>31, 2025) | Description  | FY 2025<br>(As of December<br>31, 2025) |
|---|---|--|---|
| <b>(Assets)</b>   |   | <b>(Liabilities)</b>   |   |
| Current assets  | 89,647                                  | Current liabilities  | 67,248                                  |
| Cash and deposits   | 13,136                                  | Notes and accounts payable -<br>trade                                      | 6,209                                   |
| Notes and accounts receivable -<br>trade, and contract assets | 23,887                                  | Electronically recorded<br>obligations - operating                         | 1,971                                   |
| Merchandise and finished goods                                | 36,220                                  | Short-term borrowings  | 51,696                                  |
| Work in process   | 3,573                                   | Lease liabilities  | 202                                     |
| Raw materials and supplies                                    | 10,727                                  | Accounts payable - other   | 968                                     |
| Other   | 2,529                                   | Accrued expenses   | 2,790                                   |
| Allowance for doubtful accounts                               | (427)                                   | Income taxes payable   | 395                                     |
| Non-current assets  | 30,946                                  | Contract liabilities   | 1,208                                   |
| Property, plant and equipment                                 | 20,840                                  | Provisions for bonuses   | 14                                      |
| Buildings and structures, net                                 | 9,168                                   | Electronically recorded<br>obligations – related facilities                | 35                                      |
| Machinery, equipment, and<br>vehicles, net                    | 2,411                                   | Forward exchange contracts   | -                                       |
| Tools, furniture, and fixtures, net                           | 580                                     | Other  | 1,756                                   |
| Land  | 6,139                                   | Non-current liabilities  | 20,658                                  |
| Leased assets, net  | 766                                     | Long-term borrowings   | 13,870                                  |
| Construction in progress                                      | 79                                      | Lease liabilities  | 629                                     |
| Other   | 1,694                                   | Provision for retirement<br>benefits for directors (and<br>other officers) | 20                                      |
| Intangible assets   | 3,719                                   | Retirement benefit liability   | 4,239                                   |
| Software  | 2,565                                   | Other  | 1,898                                   |
| Software in progress  | 308                                     | <b>Total liabilities</b>   | <b>87,906</b>                           |
| Other   | 845                                     | <b>(Net assets)</b>  |   |
| Investments and other assets                                  | 6,386                                   | Shareholders' equity   | 25,271                                  |
| Investment securities   | 2,125                                   | Share capital  | 18,044                                  |
| Long-term loans receivable                                    | 9                                       | Capital surplus  | 1,802                                   |
| Long-term prepaid expenses                                    | 33                                      | Retained earnings  | 5,463                                   |
| Deferred tax assets   | 1,384                                   | Treasury shares  | (39)                                    |
| Retirement benefit asset                                      | 1,851                                   | Accumulated other comprehensive<br>income                                  | 7,053                                   |
| Other   | 998                                     | Valuation difference on<br>available-for-sale securities                   | 279                                     |
| Allowance for doubtful accounts                               | (15)                                    | Foreign currency translation<br>adjustment                                 | 6,596                                   |
|   |   | Remeasurements of defined<br>benefit plans                                 | 176                                     |
|   |   | Non-controlling interests  | 362                                     |
|   |   | <b>Total net assets</b>  | <b>32,687</b>                           |
| <b>Total assets</b>   | <b>120,594</b>                          | <b>Total liabilities and net assets</b>                                    | <b>120,594</b>                          |

(Note) Figures less than one million yen are rounded down to the nearest million.

Consolidated Statement of Income  
(January 1, 2025 – December 31, 2025)

(million yen)

| Description  | FY 2025<br>(Fiscal year ended December 31, 2025) |        |
|--|--|--------|
| Net sales  |  | 88,761 |
| Cost of sales                                      |  | 62,587 |
| Gross profit                                       |  | 26,174 |
| Selling, general, and administrative expenses      |  | 23,511 |
| Operating profit                                   |  | 2,662  |
| Non-operating income                               |  |        |
| Interest income                                    | 62   |        |
| Dividend income                                    | 124  |        |
| Commission income                                  | 32   |        |
| Reversal of allowance for loan losses              | 33   |        |
| Subsidy income                                     | 86   |        |
| Income from recycling                              | 40   |        |
| Foreign exchange gain                              | 357  |        |
| Other  | 298  | 1,036  |
| Non-operating expenses                             |  |        |
| Interest expenses                                  | 1,869  |        |
| Equity method investment losses                    | 184  |        |
| Other  | 232  | 2,286  |
| Ordinary profit                                    |  | 1,412  |
| Extraordinary income                               |  |        |
| Gain on sales of non-current assets                | 293  |        |
| Gain on sales of investment securities             | 2,687  |        |
| Gain on sale of businesses                         | 70   |        |
| Gain on liquidation of affiliated company          | 269  | 3,320  |
| Extraordinary losses                               |  |        |
| Loss on sales and retirement of non-current assets | 28   |        |
| Loss on valuation of investment securities         | 16   |        |
| Loss on sale of subsidiary stock                   | 656  |        |
| Impairment losses                                  | 379  |        |
| Business restructuring expenses                    | 1,522  | 2,603  |
| Profit before income taxes                         |  | 2,130  |
| Income taxes – current                             | 779  |        |
| Income taxes – deferred                            | (81)   | 698    |
| Profit   |  | 1,431  |
| Profit attributable to non-controlling interests   |  | 32     |
| Profit attributable to owners of parent            |  | 1,399  |

(Note) Figures less than one million yen are rounded down to the nearest million.

Consolidated Statement of Changes in Equity  
(January 1, 2025 - December 31, 2025)

(million yen)

|  | Shareholders' equity |                 |                   |                 |                            |
|--|----------------------|-----------------|-------------------|-----------------|----------------------------|
|  | Share capital        | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |
| Balance at beginning of period                       | 18,044               | 1,798           | 4,549             | (143)           | 24,248                     |
| Changes of items during period                       |                      |                 |                   |                 |                            |
| Dividends of surplus                                 |                      |                 |                   |                 |                            |
| Profit attributable to owners of parent              |                      |                 | 1,399             |                 | 1,399                      |
| Purchase of treasury shares                          |                      |                 |                   | (0)             | (0)                        |
| Disposal of treasury shares                          |                      | (54)            |                   | 103             | 49                         |
| Change in scope of consolidation                     |                      | 59              | (484)             |                 | (424)                      |
| Net changes in items other than shareholders' equity |                      |                 |                   |                 | —                          |
| Total changes during period                          | —                    | 4               | 914               | 103             | 1,023                      |
| Balance at end of period                             | 18,044               | 1,802           | 5,463             | (39)            | 25,271                     |

(million yen)

|  | Accumulated other comprehensive income                |   |   |  | Non-controlling interests | Total net assets |
|--|---|---|---|--|---------------------------|------------------|
|  | Valuation difference on available-for-sale securities | Foreign currency translation adjustment | Remeasurements of defined benefit plans | Total accumulated other comprehensive income |                           |                  |
| Balance at beginning of period                       | 546   | 6,084                                   | 334                                     | 6,965  | 1,020                     | 32,234           |
| Changes of items during period                       |   |   |   |  |                           |                  |
| Dividends of surplus                                 |   |   |   |  |                           |                  |
| Loss attributable to owners of parent                |   |   |   | —  |                           | 1,399            |
| Purchase of treasury shares                          |   |   |   | —  |                           | (0)              |
| Disposal of treasury shares                          |   |   |   | —  |                           | 49               |
| Change in scope of consolidation                     |   |   |   | —  |                           | (424)            |
| Net changes in items other than shareholders' equity | (266)   | 512                                     | (158)                                   | 87   | (658)                     | (570)            |
| Total changes during period                          | (266)   | 512                                     | (158)                                   | 87   | (658)                     | 452              |
| Balance at end of period                             | 279   | 6,596                                   | 176                                     | 7,053  | 362                       | 32,687           |

(Note) Figures less than one million yen are rounded down to the nearest million.

## Notes to Consolidated Financial Statements

### 1. Notes on the Basis for the Preparation of Consolidated Financial Statements, etc.

#### (1) Scope of consolidation

1) Number of consolidated subsidiaries: 19

Names of major consolidated subsidiaries:

JUKI INDUSTRIAL EQUIPMENT TECHNOLOGY CORPORATION, JUKI SINGAPORE PTE. LTD., JUKI (CHINA) CO., LTD., JUKI (SHANGHAI) INDUSTRIAL CO., LTD., and 15 other subsidiaries.

Suzutami Precision Industries Co., Ltd. and JUKI Metal Corporation were excluded from consolidated subsidiaries as we transferred all shares held by us. And Shanghai JUKI Sewing Machine Corporation were excluded from consolidated subsidiaries due to the completion of liquidation. Furthermore, JUKI AUTOMATION SYSTEMS CORPORATION, and JUKI TECHNO SOLUTIONS CORPORATION have been absorbed into our company through merger.

2) Names of major non-consolidated subsidiaries:

Five non-consolidated subsidiaries, including JUKI MACHINERY VIETNAM CO., LTD., are excluded from the scope of consolidation because their exclusion does not preclude reasonable judgment on the Group's financial situation and management results as a whole.

#### (2) Application of equity method

Number of associates accounted for using the equity method: one (1)

Company name: ESSEGI AUTOMATION S.r.l.

The five non-consolidated subsidiaries and NISSEN Co., Ltd. and one (1) other associate are excluded from the scope of application of the equity method because their exclusion does not preclude reasonable judgment on the Group's financial situation and management results as a whole.

AIMECHATEC, LTD was excluded from the scope of application of the equity method, as we have transferred all shares held.

#### (3) Accounting periods of consolidated subsidiaries

The year-end balance sheet dates for all consolidated subsidiaries, other than JUKI INDIA PVT. LTD. whose balance sheet date is March 31, are the same as the consolidated balance sheet date. The financial statements of JUKI INDIA PVT. LTD. prepared on the basis of a provisional closing of accounts as of the consolidated balance sheet date are used in preparing the consolidated financial statements.

#### (4) Accounting policies

1) Standards and methods for valuation of important assets

##### A. Securities

Available-for-sale securities other than shares that do not have a market value

Stated based on the market price, etc. on the consolidated balance sheet date

(Unrealized gains and losses are excluded from income and reported in a separate component of net assets. The cost of sales is calculated using the moving-average method.)

Available-for-sale securities that have no market value

Stated at cost using the moving-average method

##### B. Inventories

Stated at the lower of cost or market

Merchandise and finished goods and work in process

Mainly by the average method or first-in first-out method

Raw materials and supplies

Mainly by the average method or last cost method

## 2) Depreciation & amortization method for important depreciable assets

### A. Property, plant, and equipment (excluding leased assets)

The declining-balance method is applied for the Company and its domestic consolidated subsidiaries. However, the straight-line method is applied for buildings acquired on and after April 1, 1998 (excluding any facilities attached to buildings) and facilities attached to buildings and structures acquired on and after April 1, 2016. Overseas consolidated subsidiaries are mainly subject to the straight-line method.

The main economic useful lives are as follows:

|                                    |               |
|------------------------------------|---------------|
| Buildings and structures           | 10 - 50 years |
| Machinery, equipment, and vehicles | 3 - 17 years  |
| Tools, furniture, and fixtures     | 2 - 20 years  |

### B. Intangible assets (excluding leased assets) and long-term prepaid expenses

The Company and its domestic consolidated subsidiaries use the straight-line method. Software bundled with a device sold is amortized every fiscal year at no less than an amount equally divided over the effective period (three years), and software used in-house is amortized using the straight-line method over a useful life of five years. Overseas consolidated subsidiaries are subject to the straight-line method.

### C. Leased assets

Leased assets pertaining to finance leases without ownership transfer of the leased assets to the lessee

The straight-line method is applied on the assumptions that the useful life equals the lease term and the residual value is zero.

## 3) Standards for recognition of important reserves

### A. Allowance for doubtful accounts

For loss caused by uncollectible debt to the Company and its domestic consolidated subsidiaries, an allowance for doubtful accounts is provided based on the historical write-off rate for ordinary receivables and the estimated amount of irrecoverable debt based on the recoverability of individual cases for specified receivables such as debt with a possibility of default. For overseas consolidated subsidiaries, the estimated write-off amount is provided.

### B. Provision for bonuses

A provision for bonuses is provided based on the estimated future payment of bonuses to employees.

### C. Provision for retirement benefits for directors (and other officers)

Four (4) consolidated subsidiaries provide the provision in an amount that would be required by the internal rule if all the eligible Directors retired at the balance sheet date.

## 4) Standards for recording revenue and expenses

The Company recognizes revenue by applying the following five steps with respect to a customer contract. Consideration for performance obligation is generally received within one year and does not include significant financial elements.

Step 1: Identify the customer contract.

Step 2: Identify the performance obligations under the contract.

Step 3: Calculate the transaction price.

Step 4: Allocate the transaction price to performance obligations under the contract.

Step 5: Recognize revenue when a company has fulfilled (or as it fulfills) the performance obligations.

In the Sewing Machinery Business, the Company engages mainly in the manufacture and sales of industrial sewing machines and household sewing machines. In the Industrial Equipment Business, we mainly engage in the manufacture and sales of mounters, and others. In sales of these products, because control over these products is transferred to the customer and the performance obligation is fulfilled at the time such products are delivered to the customer or at the time the customer accepts these products, the Company recognizes revenue at the aforementioned point in time.

The Company applies the alternative treatment stipulated in Paragraph 98 of the Implementation Guidance on Accounting Standard for Revenue Recognition, and recognizes revenue, in domestic sales of products, at the time of shipment in cases where the period between shipment and transfer of control over those products to the customer is normal.

In export sales, the Company recognizes revenue when risk-bearing based on trade conditions set out in Incoterms and others is transferred to the customer.

- 5) Method of amortization of goodwill and amortization period  
Goodwill is amortized using the straight-line method over a period of seven years.
- 6) Method of accounting for retirement benefits
- A. Method of attributing expected retirement benefits to periods  
In calculating the retirement benefit obligations, the benefit formula basis is used to attribute the expected retirement benefits to the period up to the end of the current fiscal year.
- B. Method of recognizing actuarial gains and losses and past service cost  
Actuarial gains and losses are amortized on a straight-line basis over a period equal to or less than the average remaining service period for employees at the time of each fiscal year in which such gains and losses are realized (10 years). The amortization of net gains and losses starts from the fiscal year immediately following the year in which such gains and losses are realized.  
Past service cost is expensed wholly in the fiscal year in which it is realized.
- C. Application of simplified accounting method by small-size enterprises  
In calculating the retirement benefit liability (net defined benefit liability) and retirement benefit expenses, certain consolidated subsidiaries apply a simplified accounting method in which retirement benefit obligations are determined based on the amount of retirement benefits required to pay if all eligible employees retired voluntarily at the balance sheet date.
- 7) Standards for translation of important assets or liabilities in foreign currencies into yen  
Monetary assets and liabilities in foreign currencies are translated into yen based on the spot exchange rate in the foreign exchange market on the consolidated balance sheet date, and the foreign exchange gains and losses from the translations are recognized in the income statement. Assets and liabilities of overseas consolidated subsidiaries are translated into yen based on the spot exchange rate in the foreign exchange market on the consolidated balance sheet date, while revenue and expenses are translated into yen based on the average exchange rate for the fiscal term. The differences resulting from these translations are included in “Foreign currency translation adjustment” and “Non-controlling interests” under net assets.

## 2. Notes on Changes in Accounting Policies

(Application of the Accounting Standard for Income Taxes, Resident Taxes, and Business Taxes, etc.)  
The Accounting Standard for Income Taxes, Resident Taxes, and Business Taxes, etc. (ASBJ Statement No. 27, October 28, 2022; hereinafter referred to as the “2022 Revised Accounting Standard”) and related standards have been applied from the beginning of the current consolidated fiscal year. Regarding the amendment concerning the classification of income taxes (taxation of other comprehensive income), the transitional treatment specified in the proviso to Paragraph 20-3 of the 2022 Revised Accounting Standard and the exception stipulated in the proviso to Paragraph 65-2(2) of the “Guidance on Accounting Standards for Tax Effect Accounting” (ASBJ Guidance No. 28, October 28, 2022; hereinafter referred to as the “2022 Revised Guidance”). This change in accounting policy has no impact on the consolidated financial statements.  
Furthermore, regarding amendments related to the revised treatment in consolidated financial statements for deferring gains or losses arising from the sale of subsidiary shares, etc., between consolidated companies for tax purposes, the 2022 Revised Guidance has been applied from the beginning of the current consolidated fiscal year. This change in accounting policy has no impact on the consolidated financial statements for the current consolidated fiscal year.

## 3. Notes on Significant Accounting Estimates

Impairment loss on fixed assets

### (1) Amount recorded on Consolidated Financial Statements for the fiscal year under review

|                                |                    |
|--------------------------------|--------------------|
| Property, plant, and equipment | 20,840 million yen |
| Intangible assets              | 3,719 million yen  |
| Impairment loss                | 379 million yen    |

### (2) Information on the details of significant accounting estimates for recognized items

1) Calculation method

The Company Group sets a business unit and each company as a grouping unit for the Company and its consolidated subsidiaries, respectively, and determines whether there is any sign of impairment for each asset group. When we find a sign of impairment, we estimate future cash flow generated with the asset group and compare it with the book value to judge if it is necessary to recognize an impairment loss.

During the current consolidated fiscal year, impairment losses have been recognized in respect of certain asset groups of the Company and its consolidated subsidiaries.

2) Major assumptions

The undiscounted future cash flows are estimated based on the Medium-Term Management Plan, etc., which factors in significant accounting estimates involving significant judgments and uncertainties such as a certain assumption about a recovery in demand.

3) Impact on the consolidated financial statements for the following fiscal year

The undiscounted future cash flows are estimated based on the Medium-Term Management Plan, etc., which factors in significant accounting estimates involving significant judgments and uncertainties such as a certain assumption about a recovery in demand.

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#### 4. Notes to Consolidated Balance Sheet

##### (1) Assets offered as collateral and collateralized loans

(Assets offered as collateral)

|  |                          |
|--|--------------------------|
| Buildings and structures                       | 2,286 million yen        |
| Machinery, equipment, and vehicles             | 196 million yen          |
| Land   | 2,367 million yen        |
| Intangible assets                              | 153 million yen          |
| Guaranteed Time Deposit                        | 1,582 million yen        |
| <b>Total</b>                                   | <b>6,586 million yen</b> |
| of which assets offered as foundation mortgage | 3,844 million yen        |

(Collateralized loans)

|  |                           |
|--|---------------------------|
| Short-term borrowings                                | 30,075 million yen        |
| Long-term borrowings                                 | 12,108 million yen        |
| <b>Total</b>   | <b>42,184 million yen</b> |
| of which loans collateralized as foundation mortgage | 40,073 million yen        |

- (2) **Accumulated depreciation of property, plant, and equipment** 49,823 million yen  
The accumulated impairment loss is included in the accumulated depreciation.

##### (3) Assets and Liabilities Accounted for as Financial Transactions

Based on the “Practical Guidelines Concerning the Accounting Treatment of Transferors in Real Estate Securitization Utilizing Special Purpose Companies” (JICPA Accounting System Committee Report No. 15), assets and liabilities accounted for as financial transactions are as follows:

|                      |                   |
|----------------------|-------------------|
| Buildings            | 5,585 million yen |
| Land                 | 3,067 million yen |
| Long-term borrowings | 5,477 million yen |

#### 5. Notes to Consolidated Statement of Changes in Equity

##### (1) Type and total number of issued shares as of this fiscal year-end

Common shares 29,874,179 shares

##### (2) Treasury shares

| Type of stock          | Balance at beginning of period | Increase | Decrease | Balance at end of period |
|------------------------|--------------------------------|----------|----------|--------------------------|
| Common shares (shares) | 138,456                        | 19,810   | 110,411  | 47,855                   |

(Summary of reasons for change)

Detail of the increase in number are as follows:

- Increase due to the purchase of shares of less than one unit 135 shares
- Increase due to free acquisition of retired employees of restricted stock compensation plan 19,675 shares

Details of the decrease in number are as follows:

- Decrease due to allotment to Directors, etc. as restricted stock-based remuneration 110,411 shares

##### (3) Dividends

Dividends with a record date falling within the current consolidated fiscal year but an effective date in the subsequent consolidated fiscal year.

We plan to propose the following matters concerning dividends on common stock as agenda items for the Ordinary General Meeting of Shareholders to be held on March 30, 2026.

| Resolution   | Type of stock | Source of dividend | Total dividends (million yen) | Dividend per share (yen) | Record date       | Effective date |
|--|---------------|--------------------|-------------------------------|--------------------------|-------------------|----------------|
| Ordinary General Meeting of Shareholders on March 25, 2024 | Common shares | Retained earnings  | 298                           | 10.00                    | December 31, 2025 | March 31, 2026 |

## 6. Notes on Financial Instruments

### (1) Status of financial instruments

The Group procures necessary funds mainly by borrowing from financial institutions based on the capital investment plan. A temporary surplus fund is invested in financial assets that are highly secure.

For customer credit risk concerning trade receivables (notes and accounts receivable - trade), write-off risk is kept lower by the division in charge according to the credit control rules. Investment securities are mainly stocks and the market value of listed stocks is checked quarterly.

Borrowed money is used for working funds (mainly short-term) and capital investment funds (long-term). Interest-swap contracts are used against the interest fluctuation risk of some long-term borrowings to fix the amount of interest expenses. Derivative transactions (related to foreign exchange and interest rate) are conducted only in the scope of practical purposes according to the internal control rules.

### (2) Fair value of financial instruments

The amounts posted on the consolidated balance sheet, fair values, and differences thereof as of December 31, 2025 (consolidated balance sheet date for this fiscal year) are as follows:

Securities that have no market value are not included.

Descriptions of “cash and deposits,” “notes and accounts receivable – trade,” “notes and accounts payable – trade,” and “short-term borrowings” are omitted, because these items are cash, or their fair values are equivalent to book values as they are settled over the short term.

(million yen)

|  | Consolidated<br>balance sheet<br>amount (*1) | Fair value (*1) | Difference |
|--|--|-----------------|------------|
| (1) Investment securities<br>Available-for-sale securities | 557  | 557             | –          |
| (2) Long-term borrowings (*2)                              | [21,622]                                     | [21,618]        | (3)        |

(\*1) Amounts for which the net total is payable are shown in [ ].

(\*2) Current portion of long-term borrowings, an item included in short-term borrowings in the consolidated balance sheet, is included in long-term borrowings here.

Note 1: Method for calculating the fair value of financial instruments

#### (1) Investment securities

The going share price on the exchange is used as the fair value.

#### (2) Long-term borrowings

The fair value of long-term borrowings is calculated by discounting the sum of principal and interest by an interest rate assumed in cases where similar borrowing is to be newly conducted. The fair value of long-term borrowings with variable interest rates to which special treatment of interest rate swaps is applied (see (3) below) is calculated by discounting the sum of principal and interest, which is treated in combination with the said interest rate swaps, at a reasonably estimated rate applied to a similar new borrowing.

Note 2: Securities that have no market value (1,568 million yen included in the consolidated balance sheet) are not included in “(1) Investment securities, Available-for-sale securities.”

### (3) Matters on breakdown by fair value level of financial instruments

The Company categorizes the fair value of financial instruments according to the observability and significance of inputs for fair value measurement into the following three levels.

Level 1 fair value: Fair value measured using observable inputs for fair value measurement, which are quoted prices in active markets for identical assets or liabilities

Level 2 fair value: Fair value measured using observable inputs for fair value measurement other than the inputs in Level 1

Level 3 fair value: Fair value measured using unobservable inputs for fair value measurement

In cases where multiple inputs that have a material impact on fair value measurement are used, the fair

value measurement is categorized at the level with the lowest priority among the levels to which such inputs belong.

1) Financial assets and financial liabilities recorded on the consolidated balance sheet using their fair values

(million yen)

|                               | Fair value |         |         |       |
|-------------------------------|------------|---------|---------|-------|
|                               | Level 1    | Level 2 | Level 3 | Total |
| Investment securities         |            |         |         |       |
| Available-for-sale securities |            |         |         |       |
| Shares                        | 557        | –       | –       | 557   |

2) Financial assets and financial liabilities not recorded on the consolidated balance sheet using their fair values

(million yen)

|                      | Fair value |          |         |          |
|----------------------|------------|----------|---------|----------|
|                      | Level 1    | Level 2  | Level 3 | Total    |
| Long-term borrowings | –          | (21,618) | –       | (21,618) |
| Total liabilities    | –          | (21,618) | –       | (21,618) |

Note: Explanation of the valuation methods and inputs used for fair value measurement

Investment securities

Listed shares are valued using quoted prices. Because listed shares are traded on active markets, their fair value is categorized as Level 1 fair value.

Long-term borrowings

Long-term borrowings are valued using the discounted method of taking the total amount of principal and interest and discounting it by the rate assumed for an equivalent new loan, and their fair value is categorized as Level 2 fair value. Long-term borrowings with variable interest rates that are subject to the special provisions for interest-rate swaps are valued by taking the total amount of principal and interest treated as one along with the relevant interest-rate swap and discounting it by a reasonably estimated rate assumed to be applied for an equivalent loan, and their fair value is categorized as Level 2 fair value.

## 7. Notes on Revenue Recognition

### (1) Breakdown of revenue generated from customer contracts

(million yen)

|                               | Japan  | Asia   | China  | India | The Americas | America | Europe | Others | Total  |
|-------------------------------|--------|--------|--------|-------|--------------|---------|--------|--------|--------|
| Sewing Machinery Business     | 5,659  | 17,756 | 14,117 | 9,194 | 2,054        | 8,622   | 7,731  | 1,420  | 66,616 |
| Industrial Equipment Business | 9,217  | 2,032  | 4,400  | 453   | 635          | 2,668   | 2,393  | 46     | 21,847 |
| Other business                | 297    | –      | –      | –     | –            | –       | –      | –      | 297    |
| Total                         | 15,175 | 19,789 | 18,577 | 9,647 | 2,689        | 11,290  | 10,124 | 1,466  | 88,761 |

Note: Net sales are based on the location of customer and categorized under country or region.

### (2) Basic information for understanding revenue generated from customer contracts

Basic information for understanding revenue generated from customer contracts is as stated in “1. Notes on the Basis for the Preparation of Consolidated Financial Statements, etc. (4) Accounting policies 4)

Standards for recording revenue and expenses.”

**(3) Information for understanding revenue amounts in the fiscal year under review and subsequent fiscal years**

1) Balance of contract assets and contract liabilities

|  | Current consolidated fiscal year |
|--|----------------------------------|
| Contract assets (beginning of period)      | 20 million yen                   |
| Contract assets (end of period)            | 484 million yen                  |
| Contract liabilities (beginning of period) | 2,265 million yen                |
| Contract liabilities (end of period)       | 1,208 million yen                |

2) Allocation of transaction prices to residual performance obligations

Since the JUKI Group has no significant transactions whose initial expected contract period exceeds one year, we apply a practical expedient and omit the description of information on residual performance obligations. In addition, there is no significant amount that is not included in transaction prices in consideration generated from customer contracts.

**8. Notes on Per Share Information**

|                                 |             |
|---------------------------------|-------------|
| <b>(1) Net assets per share</b> | 1,083.78yen |
| <b>(2) Basic loss per share</b> | 46.96 yen   |

Non-consolidated Financial Statements  
(January 1, 2025 - December 31, 2025)

Non-consolidated Balance Sheet  
(As of December 31, 2025)

| (million yen)  |   |  |   |
|--|---|--|---|
| Description  | FY 2025<br>(As of December<br>31, 2025) | Description  | FY 2025<br>(As of December<br>31, 2025) |
| (Assets)   |   | (Liabilities)  |   |
| Current assets   | 38,006                                  | Current liabilities                                    | 44,330                                  |
| Cash and deposits  | 7,450                                   | Notes payable - trade                                  | 8                                       |
| Notes receivable - trade   | 483                                     | Electronically recorded obligations - operating        | 717                                     |
| Accounts receivable - trade  | 11,867                                  | Accounts payable - trade                               | 4,587                                   |
| Merchandise and finished goods   | 6,348                                   | Short-term borrowings                                  | 30,887                                  |
| Work in process  | 1,746                                   | Short-term borrowings from subsidiaries and associates | 5,866                                   |
| Raw materials and supplies   | 74                                      | Lease obligations                                      | 22                                      |
| Accrued income   | 188                                     | Accounts payable - other                               | 619                                     |
| Short-term loans receivable  | 1,517                                   | Accrued expenses                                       | 900                                     |
| Accounts receivable - other  | 7,052                                   | Income taxes payable                                   | 398                                     |
| Other  | 1,277                                   | Contract liabilities                                   | 103                                     |
| Non-current assets   | 45,250                                  | Deposits received                                      | 147                                     |
| Property, plant and equipment  | 11,301                                  | Electronically recorded obligations - facilities       | 35                                      |
| Buildings, net   | 6,460                                   | Other  | 34                                      |
| Structures, net  | 69                                      | Non-current liabilities                                | 14,481                                  |
| Machinery and equipment, net   | 341                                     | Long-term borrowings                                   | 11,667                                  |
| Vehicles, net  | 1                                       | Lease obligations                                      | 24                                      |
| Tools, furniture, and fixtures, net                                    | 180                                     | Provision for retirement benefits                      | 2,469                                   |
| Land   | 4,188                                   | Deferred tax liabilities                               | 77                                      |
| Leased assets, net   | 36                                      | Other  | 242                                     |
| Construction in progress   | 24                                      | Total liabilities                                      | 58,811                                  |
| Intangible assets  | 3,175                                   | (Net assets)   |   |
| Patent right   | 404                                     | Shareholders' equity                                   | 24,165                                  |
| Software   | 2,457                                   | Share capital  | 18,044                                  |
| Software in progress   | 239                                     | Capital surplus  | 2,094                                   |
| Leased assets, net   | 10                                      | Legal capital surplus                                  | 2,094                                   |
| Other  | 63                                      | Retained earnings                                      | 4,066                                   |
| Investments and other assets   | 30,773                                  | Legal retained earnings                                | 798                                     |
| Investment securities  | 628                                     | Other retained earnings                                | 3,27                                    |
| Shares of subsidiaries and associates                                  | 20,965                                  | Retained earnings brought forward                      | 3,267                                   |
| Investments in capital of subsidiaries and associates                  | 7,165                                   | Treasury shares  | (39)                                    |
| Investments in capital   | 352                                     | Valuation and translation adjustments                  | 279                                     |
| Long-term accounts receivable from subsidiaries and associates - other | 3,412                                   | Valuation difference on available-for-sale securities  | 279                                     |
| Distressed receivables   | 17                                      | Total net assets                                       | 24,445                                  |
| Long-term prepaid expenses   | 20                                      | Total liabilities and net assets                       | 83,256                                  |
| Other  | 646                                     |  |   |
| Allowance for doubtful accounts  | (2,435)                                 |  |   |
| Total assets   | 83,256                                  |  |   |

(Note) Figures less than one million yen are rounded down to the nearest million.

Non-consolidated Statement of Income  
(January 1, 2025 - December 31, 2025)

(million yen)

| Description                                   | FY 2025<br>(Fiscal year ended December 31, 2025) |        |
|---|--|--------|
| Net sales                                     |  | 38,844 |
| Cost of sales                                 |  | 31,472 |
| Gross profit                                  |  | 7,372  |
| Selling, general, and administrative expenses |  | 7,486  |
| Operating loss                                |  | (114)  |
| Non-operating income                          |  |        |
| Interest and dividend income                  | 2,161  |        |
| Commission income                             | 591  |        |
| Foreign exchange gain                         | 197  |        |
| Other   | 478  | 3,429  |
| Non-operating expenses                        |  |        |
| Interest expenses                             | 1,150  |        |
| Other   | 152  | 1,303  |
| Ordinary profit                               |  | 2,011  |
| Extraordinary income                          |  |        |
| Gain on sale of non-current assets            | 122  |        |
| Gain on sale of investment securities         | 2,798  |        |
| Gain on the extinction of bundled shares      | 1,396  |        |
| Gain on sale of subsidiary stock              | 115  | 4,432  |
| Extraordinary losses                          |  |        |
| Loss on retirement of non-current assets      | 2  |        |
| Loss on valuation of investment securities    | 16   |        |
| Loss on valuation of subsidiary stock         | 55   |        |
| Loss on sale of subsidiary stock              | 731  |        |
| Impairment losses                             | 238  |        |
| Business restructuring expenses               | 817  | 1,861  |
| Profit before income taxes                    |  | 4,582  |
| Income taxes - current                        | 438  | 438    |
| Loss  |  | 4,143  |

(Note) Figures less than one million yen are rounded down to the nearest million.

Non-consolidated Statement of Changes in Equity  
(January 1, 2025 - December 31, 2025)

(million yen)

|  | Shareholders' equity |                       |                       |                         |                                   |                         |                         |
|--|----------------------|-----------------------|-----------------------|-------------------------|-----------------------------------|-------------------------|-------------------------|
|  | Share capital        | Capital surplus       |                       |                         | Retained earnings                 |                         |                         |
|  |                      | Legal capital surplus | Other capital surplus | Total capital surpluses | Legal retained earnings           | Other retained earnings | Total retained earnings |
|  |                      |                       |                       |                         | Retained earnings brought forward |                         |                         |
| Balance at beginning of period                       | 18,044               | 2,094                 | –                     | 2,094                   | 798                               | (821)                   | (22)                    |
| Changes of items during period                       |                      |                       |                       |                         |                                   |                         |                         |
| Provision of legal retained earnings                 |                      |                       |                       |                         |                                   |                         | –                       |
| Dividends of surplus Profit                          |                      |                       |                       |                         |                                   | 4,143                   | 4,143                   |
| Purchase of treasury shares                          |                      |                       |                       |                         |                                   |                         | –                       |
| Disposal of treasury shares                          |                      |                       | (54)                  | (54)                    |                                   |                         | –                       |
| Transfer of loss on disposal of treasury shares      |                      |                       | 54                    | 54                      |                                   | (54)                    | (54)                    |
| Net changes in items other than shareholders' equity |                      |                       |                       |                         |                                   |                         | –                       |
| Total changes during period                          | –                    | –                     | –                     | –                       | –                                 | 4,088                   | 4,088                   |
| Balance at end of period                             | 18,044               | 2,094                 | –                     | 2,094                   | 798                               | 3,267                   | 4,066                   |

(million yen)

|  | Shareholders' equity |                            | Valuation and translation adjustments                 |   | Total net assets |
|--|----------------------|----------------------------|---|---|------------------|
|  | Treasury shares      | Total shareholders' equity | Valuation difference on available-for-sale securities | Total valuation and translation adjustments |                  |
| Balance at beginning of period                       | (143)                | 19,973                     | 546   | 546   | 20,519           |
| Changes of items during period                       |                      |                            |   |   |                  |
| Provision of legal retained earnings                 |                      | –                          |   |   | –                |
| Dividends of surplus Profit                          |                      | 4,143                      |   |   | 4,143            |
| Purchase of treasury shares                          | (0)                  | (0)                        |   |   | (0)              |
| Disposal of treasury shares                          | 103                  | 49                         |   |   | 49               |
| Transfer of loss on disposal of treasury shares      |                      | –                          |   |   | –                |
| Net changes in items other than shareholders' equity |                      |                            | (266)   | (266)                                       | (266)            |
| Total changes during period                          | 103                  | 4,192                      | (266)   | (266)                                       | 3,925            |
| Balance at end of period                             | (39)                 | 24,165                     | 279   | 279   | 24,445           |

(Note) Figures less than one million yen are rounded down to the nearest million.

## Notes to Non-consolidated Financial Statements

### 1. Notes on Significant Accounting Policies

#### (1) Standards and methods for valuation of assets

##### 1) Securities

Shares of subsidiaries and associates

Stated at cost using the moving-average method

Available-for-sale securities with market quotations

Stated based on the market price, etc. on the balance sheet date

(Unrealized gains and losses are excluded from income and reported in a separate component of net assets. The cost of sales is calculated using the moving-average method.)

Available-for-sale securities without market quotations

Stated at cost using the moving-average method

##### 2) Derivatives

Stated mainly at market

##### 3) Inventories

Stated at the lower of cost or market

Merchandise and finished goods and work in process      Using the average method

Raw materials and supplies      Using the last cost method

#### (2) Depreciation & amortization method for non-current assets

##### 1) Property, plant, and equipment (excluding leased assets)

The declining-balance method is applied. However, the straight-line method is applied for buildings acquired on and after April 1, 1998 (excluding any facilities attached to buildings) and facilities attached to buildings and structures acquired on and after April 1, 2016.

The main economic useful lives are as follows:

Buildings      10 - 50 years

Structures      10 - 50 years

Machinery, equipment, and vehicles      3 - 15 years

Tools, furniture, and fixtures      2 - 20 years

##### 2) Intangible assets (excluding leased assets) and long-term prepaid expenses

The straight-line method is applied. Software bundled with a device sold is amortized every fiscal year at no less than an amount equally divided over the effective period (three years), and software used in-house is amortized using the straight-line method over a useful life of five years.

##### 3) Leased assets

Leased assets pertaining to finance leases without ownership transfer of the leased assets to the lessee

The straight-line method is applied on the assumptions that the useful life equals the lease term and the residual value is zero.

#### (3) Standards for recognition of reserves

##### 1) Allowance for doubtful accounts

For loss caused by uncollectible debt, an allowance for doubtful accounts is provided based on the historical write-off rate for ordinary receivables and the estimated amount of irrecoverable debt based on the recoverability of individual cases for specified receivables such as debt with a possibility of default.

##### 2) Provision for retirement benefits

A provision for retirement benefits is provided based on the estimated retirement benefit obligation and plan assets as of this fiscal year-end.

###### A. Method of attributing expected retirement benefits to periods

In calculating the retirement benefit obligations, the benefit formula basis is used to attribute the expected retirement benefits to the period up to the end of the current fiscal year.

- B. Method of recognizing actuarial gains and losses and past service cost  
 Actuarial gains and losses are amortized on a straight-line basis over a period equal to or less than the average remaining service period for employees at the time such gains and losses are realized (10 years). The amortization of net gains and losses starts from the fiscal year immediately following the year in which such gains and losses are realized.  
 Past service cost is expensed wholly in the fiscal year in which it is realized.

**(4) Standards for recording revenue and expenses**

The Company recognizes revenue by applying the following five steps with respect to a customer contract. Consideration for performance obligation is generally received within one year and does not include significant financial elements.

- Step 1: Identify the customer contract.
- Step 2: Identify the performance obligations under the contract.
- Step 3: Calculate the transaction price.
- Step 4: Allocate the transaction price to performance obligations under the contract.
- Step 5: Recognize revenue when a company has fulfilled (or as it fulfills) the performance obligations.

In the Machinery and Systems Business, the Company engages mainly in the manufacture and sales of industrial sewing machines and household sewing machines. In sales of these products, because control over these products is transferred to the customer and the performance obligation is fulfilled at the time such products are delivered to the customer or at the time the customer accepts these products, the Company recognizes revenue at the aforementioned point in time.

The Company applies the alternative treatment stipulated in Item 98 of the Implementation Guidance on Accounting Standard for Revenue Recognition, and recognizes revenue, in domestic sales of products, at the time of shipment in cases where the period between shipment and transfer of control over those products to the customer is normal.

In export sales, the Company recognizes revenue when risk-bearing based on trade conditions set out in INCOTERMS and others is transferred to the customer.

**(5) Other significant basic matters for the preparation of financial statements**

1) Standards for translation of assets and liabilities in foreign currencies into yen

Monetary assets and liabilities in foreign currencies are translated into yen based on the spot exchange-rate in the foreign exchange market on the balance sheet date, and the foreign exchange gains and losses from the translations are recognized in the income statement.

2) Accounting for hedging activities

A. Method

Deferred hedge accounting is applied.

Designation is applied to forward exchange contracts that qualify for designation, and designated exceptional accounting is applied to interest rate swaps that qualify for exceptional accounting.

B. Means for hedging and hedged item

| Means for hedging          | Hedged item  |
|----------------------------|--|
| Interest rate swaps        | Long-term borrowings   |
| Forward exchange contracts | Foreign currency receivables (including forecast transactions) |

C. Hedging policy

Based on internal rules, hedging is limited to transactions (including forecast transactions) in the scope of practical purposes under the management of the department in charge of finance, and is undertaken to avoid future risks from fluctuations in interest rates and foreign exchange rates.

D. Method for assessing the effectiveness of hedges

At the start of hedging, the Company assesses the effectiveness of offset in interest rate or foreign exchange rate fluctuation. Then, during the period of hedging, the Company uses the predetermined assessment method to assess whether the high effectiveness of offset is maintained at every fiscal year-end. For forward exchange contracts, assessment of the effectiveness of hedges is omitted as important terms regarding hedged items and means for hedging are the same, and changes in the cash flow from foreign exchange rate fluctuations are expected to be completely offset. Assessment of the effectiveness of interest rate swaps subject to designated exceptional accounting is also omitted.

- 3) Amortization method and period for goodwill  
The goodwill is amortized on a straight-line basis over a period of seven (7) years.
- 4) Method of accounting for retirement benefits  
The accounting methods for unrecognized actuarial gains and losses relating to retirement benefits are different from the accounting methods in the consolidated financial statements.

## 2. Notes on Changes in Accounting Policies

(Application of the Accounting Standard for Income Taxes, Resident Taxes, Business Taxes, etc.)  
The Accounting Standard for Income Taxes, Resident Taxes, and Business Taxes, etc. (ASBJ Statement No. 27, October 28, 2022; hereinafter referred to as the “2022 Revised Accounting Standard”) and related standards have been applied from the beginning of the current consolidated fiscal period.

Regarding the amendment concerning the classification of income taxes, the transitional treatment specified in the proviso to Paragraph 20-3 of the 2022 Revised Accounting Standard. This change in accounting policy has no impact on the non-consolidated financial statements.

## 3. Notes to Significant Accounting Estimates

Impairment loss on fixed assets

### (1) Amount recorded on Non-consolidated Financial Statements for the fiscal year under review

|                 |                 |
|-----------------|-----------------|
| Impairment loss | 238 million yen |
|-----------------|-----------------|

### (2) Information on the details of the significant accounting estimates for identified items

#### 1) Calculation method

The Company assesses whether there are any indications of impairment at the asset group level, treating each business segment as a grouping unit. When an indication of impairment is identified, the Company estimates the future cash flows generated by the asset group and compares them to the carrying amount to determine whether an impairment loss should be recognized. During the current fiscal year, the Company recorded impairment losses on certain asset groups.

#### 2) Major assumptions

The undiscounted future cash flows are estimated based on the Medium-Term Management Plan, etc., which factors in significant accounting estimates involving significant judgments and uncertainties such as a certain assumption about a recovery in demand.

#### 3) Impact on the financial statements for the subsequent fiscal year

This estimate may be affected by future uncertainties such as changes in economic conditions. Should future operating results deviate from the estimate, it could impact the valuation of fixed assets and significantly affect the financial statements for the subsequent fiscal year.

Recoverability of deferred tax assets

### (1) Amount recorded on Non-consolidated Financial Statements for the fiscal year under review

|                                |               |
|--------------------------------|---------------|
| Deferred tax assets (net)      | — million yen |
| Deferred tax liabilities (net) | 77million yen |

(The gross amount before offsetting against deferred tax liabilities is — million yen.)

### (2) Information on the details of the significant accounting estimates for identified items

#### 1) Calculation method

Future taxable income is estimated based on deductible temporary difference and the carryforward of unused tax losses, and the recoverable amount of deferred tax assets is calculated within a scope deemed to have the effect of reducing future tax payable.

#### 2) Major assumptions

An important assumption about the recoverability of deferred tax assets is the estimate of taxable income based on the Medium-Term Management Plan, etc., formulated based on a certain assumption about a recovery in demand etc.

#### 3) Impact on Non-consolidated Financial Statements for the following fiscal year

The estimates may be affected by changes in uncertain economic conditions. When actual profit earned, a period in which taxable income incurs, and taxable income amounts differ from the estimates, it may significantly impact the amount of deferred tax assets in the non-consolidated financial statements for the following fiscal year.

#### 4. Notes to Non-consolidated Balance Sheet

##### (1) Assets offered as collateral and collateralized loans

(Assets offered as collateral)

|                              |                          |
|------------------------------|--------------------------|
| Buildings, net               | 210 million yen          |
| Structures, net              | 8million yen             |
| Machinery and equipment, net | 0 million yen            |
| Land                         | 637 million yen          |
| Guaranteed Time Deposit      | 1,582 million yen        |
| <b>Total</b>                 | <b>2,438 million yen</b> |

of which assets offered as foundation mortgage 856 million yen

(Collateralized loans)

|                       |                           |
|-----------------------|---------------------------|
| Short-term borrowings | 24,460 million yen        |
| Long-term borrowings  | 10,999 million yen        |
| <b>Total</b>          | <b>35,459 million yen</b> |

of which loans collateralized as foundation mortgage 35,459 million yen

(2) Accumulated depreciation of property, plant, and equipment 19,221 million yen

##### (3) Guarantee liability

The Company provides guarantees on borrowings from financial institutions by other companies.

|                               |                          |
|-------------------------------|--------------------------|
| JUKI SINGAPORE PTE. LTD.      | 7,514 million yen        |
| JUKI (VIETNAM) CO., LTD.      | 3,050 million yen        |
| JUKI CENTRAL EUROPE SP. ZO.O. | 1,442 million yen        |
| <b>Total</b>                  | <b>12,028million yen</b> |

##### (4) Monetary receivables from and payables to subsidiaries and associates (excluding accounting items presented separately)

|                                 |                    |
|---------------------------------|--------------------|
| Short-term monetary receivables | 20,066 million yen |
| Short-term monetary payables    | 3,928 million yen  |

##### (5) Assets and Liabilities Accounted for as Financial Transactions

Based on the “Practical Guidelines Concerning the Accounting Treatment of Transferors in Real Estate Securitization Utilizing Special Purpose Companies” (JICPA Accounting System Committee Report No. 15), assets and liabilities accounted for as financial transactions are as follows:

|                      |                   |
|----------------------|-------------------|
| Buildings            | 5,585 million yen |
| Land                 | 3,067 million yen |
| Long-term borrowings | 5,477 million yen |

#### 5. Notes to Non-consolidated Statement of Income

##### Transactions with subsidiaries and associates (excluding accounting items presented separately)

|  |                    |
|--|--------------------|
| Net sales                                      | 36,905 million yen |
| Purchase                                       | 29,012 million yen |
| Other operating transactions                   | 1,880 million yen  |
| Transactions other than operating transactions | 3,274 million yen  |

## 6. Notes to Non-consolidated Statement of Changes in Equity

Type and number of treasury shares as of this fiscal year-end  
Common shares 47,855 shares

## 7. Notes on Tax Effect Accounting

Major causes for accrual of deferred tax assets and deferred tax liabilities

|  | (million yen)  |
|--|----------------|
| Deferred tax assets  |                |
| Enterprise tax payable   | 54             |
| Provision for retirement benefits  | 636            |
| Allowance for doubtful accounts  | 745            |
| Impairment loss  | 137            |
| Loss on valuation of inventories   | 289            |
| Loss on valuation of shares of subsidiaries and associates                 | 2,268          |
| Loss on valuation of investments in capital of subsidiaries and associates | 199            |
| Loss brought forward   | 3,100          |
| Other  | 1,463          |
| Total  | <u>8,897</u>   |
| Valuation allowance  | <u>(8,897)</u> |
| Total deferred tax assets  | -              |
| Offset to deferred tax liabilities   | <u>-</u>       |
| Net deferred tax assets  | <u>-</u>       |
| Deferred tax liabilities:  |                |
| Valuation difference on available-for-sale securities                      | <u>77</u>      |
| Total deferred tax liabilities   | <u>77</u>      |
| Offset to deferred tax assets  | <u>-</u>       |
| Net deferred tax liabilities   | <u>77</u>      |

## 8. Notes on Transactions with Related Parties

### Subsidiaries and associates

| Category                       | Company name                         | Ownership of voting rights, etc. (Ownership percentage) | Relationship with the related parties           | Transaction details            | Transaction amounts (million yen)                                      | Receivables or payables on transactions |                                       |
|--------------------------------|--------------------------------------|---|---|--------------------------------|--|---|---------------------------------------|
|                                |                                      |   |   |                                |  | Account item                            | Fiscal year-end balance (million yen) |
| Subsidiaries                   | JUKI SINGAPORE PTE. LTD.             | Direct ownership 100.0%                                 | Sales and maintenance of the Company's products | Sales of products              | 16,589   | Accounts receivable - trade             | 4,593                                 |
|                                |                                      |   |   | Subsidiary liquidation support | 575  | Accrued expenses                        | 21                                    |
|                                |                                      |   |   | Debt guarantee                 | 7,514  | -                                       | -                                     |
|                                | JUKI (CHINA) CO., LTD.               | Direct ownership 100.0%                                 | Sales and maintenance of the Company's products | Sales of products              | 4,999  | Accounts receivable - trade             | 1,409                                 |
|                                |                                      |   |   | Provision of loan              | 2,824  | Accounts receivable - other             | 2,189                                 |
|                                |                                      |   |   | Recovery of funds              | 4,027  | Short-term loans receivable             | 715                                   |
|                                |                                      |   |   | Receipt of interest            | 67   | -                                       | -                                     |
|                                | JUKI (SHANGHAI) INDUSTRIAL CO., LTD. | Direct ownership 22.7%<br>Indirect ownership 77.3%      | Manufacture of the Company's products           | Purchase of products           | 4,400  | Accounts payable - trade                | 559                                   |
|                                | JUKI TECHNO-SOLUTIONS CORPORATION    | Direct ownership 80.0%                                  | Manufacture of the Company's products           | Borrowing of fund              | 207  | -                                       | -                                     |
|                                |                                      |   |   | Repayment of fund              | 194  | -                                       | -                                     |
|                                |                                      |   |   | Payment of interest            | 18   | -                                       | -                                     |
|                                | JUKI CENTRAL EUROPE SP. ZO.O.        | Direct ownership 100.0%                                 | Sales and maintenance of the Company's products | Sales of products              | 4,353  | Accounts receivable - trade             | 2,903                                 |
|                                |                                      |   |   | Debt guarantee                 | 1,442  | -                                       | -                                     |
|                                | JUKI INDIA PVT. LTD.                 | Direct ownership 96.23%<br>Indirect ownership 3.77%     | Sales and maintenance of the Company's products | Sales of products              | 1,393  | Accounts receivable - trade             | 1,251                                 |
| JUKI SALES (JAPAN) CORPORATION | Direct ownership 100.0%              | Sales and maintenance of the Company's products         | Sales of products                               | 3,129                          | Accounts receivable - trade  | 1,952                                   |                                       |
| JUKI AUTOMATION SYSTEMS GMBH   | Direct ownership 100.0%              | Sales and maintenance of the                            | Sales of products                               | -                              | Accounts receivable - other  | 1,390                                   |                                       |
|                                |                                      |   |   |                                | Long-term accounts receivable from subsidiaries and associates - other | 1,979                                   |                                       |

| Category                | Company name                                     | Ownership of voting rights, etc. (Ownership percentage) | Relationship with the related parties           | Transaction details   | Transaction amounts (million yen)                                      | Receivables or payables on transactions |                                       |
|-------------------------|--|---|---|-----------------------|--|---|---------------------------------------|
|                         |  |   |   |                       |  | Account item                            | Fiscal year-end balance (million yen) |
|                         | JUKI AUTOMATION SYSTEMS CORPORATION              | Direct ownership 100.0%                                 | Sales and maintenance of the Company's products | Purchase of products  | — (*)  | —                                       | —                                     |
|                         |  |   |   | Provision of loan     | 1,695  | —                                       | —                                     |
|                         |  |   |   | Recovery of funds     | 2,718  | —                                       | —                                     |
|                         |  |   |   | Receipt of interest   | 103  | —                                       | —                                     |
|                         | JUKI INDUSTRIAL EQUIPMENT TECHNOLOGY CORPORATION | Direct ownership 100.0%                                 | Manufacture of the Company's products           | Purchase of products  | 130  | Accounts payable - trade                | 1,420                                 |
|                         |  |   |   | Receipt of collateral | (Note 3)   | —                                       | —                                     |
|                         | JUKI AMERICA, INC.                               | Direct ownership 100.0%                                 | Sales and maintenance of the Company's products | Sales of products     | 6,233  | Accounts receivable - trade             | 1,199                                 |
|                         |  |   |   | —                     | —  | Accounts receivable - other             | 108                                   |
|                         |  |   |   | Borrowing of fund     | 2,346  | Short-term borrowings                   | 4,043                                 |
|                         |  |   |   | Payment of interest   | 86   | —                                       | —                                     |
|                         | JUKI (VIETNAM) CO., LTD.                         | Direct ownership 100.0%                                 | Manufacture of the Company's products           | Purchase of products  | 9,638  | Accounts payable - trade                | 708                                   |
|                         |  |   |   | Debt guarantee        | 3,071  | —                                       | —                                     |
|                         | JUKI (HONG KONG) LTD                             | Direct ownership 100.0%                                 | Sales and maintenance of the Company's products | Borrowing of fund     | 816  | Short-term loans payable                | 1,466                                 |
|                         |  |   |   | Payment of interest   | 46   | —                                       | —                                     |
| JUKI SMT ASIA CO., LTD. | Direct ownership 100.0%                          | Sales and maintenance of the Company's products         | Sales of products                               | — (*)                 | Accounts receivable - other  | 46                                      |                                       |
|                         |  |   |   |                       | Long-term accounts receivable from subsidiaries and associates - other | 1,429                                   |                                       |

Terms for transactions and policies to decide them:

- (Notes)
1. Terms for sales and purchases are decided in consideration of factors such as market prices.
  2. Loan rates are reasonably decided in consideration of market interest rates and the financial status of borrowers.
  3. Real estate owned by JUKI INDUSTRIAL EQUIPMENT TECHNOLOGY CORPORATION has been received as collateral against the Company's borrowings from financial institutions (revolving mortgage at a maximum 11,640 million yen). No fees connected with collateral pledging have been paid.
  4. Debt guarantee for JUKI SINGAPORE PTE. LTD., JUKI CENTRAL EUROPE SP. ZO.O. and JUKI (VIETNAM) CO., LTD. is provided with regard to borrowing from banks. A fixed debt guarantee charge has been received.
  5. 2,419million yen in allowance for doubtful accounts has been recorded regarding claims to long-term accounts receivable from subsidiaries and associates - other with a possibility of default above. In relation to this allowance, a total of 126 million yen of provision of allowance for doubtful accounts has been recorded in the current fiscal year.
  6. JUKI AUTOMATION SYSTEMS CORPORATION and JUKI TECHNO SOLUTIONS CORPORATION were absorbed by our company through a merger effective December 31, 2025. The transaction amounts above reflect the period during which they were related parties.
  7. Transaction amounts do not include consumption taxes. The fiscal year-end balance includes consumption taxes.
- (\*)Because the Company has been carrying out sales transactions as the agent of JUKI AUTOMATION SYSTEMS CORPORATION in the Electronic Assembly Systems Business since August 1, 2013, the amounts in the non-consolidated statement of income are presented with the balance of the said sales transactions offset against the balance of purchase transactions.
- The balance of sales to JUKI AUTOMATION SYSTEMS GMBH is 1,122 million yen, and the balance of purchases from JUKI AUTOMATION SYSTEMS CORPORATION is 8,674 million yen.

## 9. Notes on Per Share Information

|                          |            |
|--------------------------|------------|
| (1) Net assets per share | 819.58 yen |
| (2) Basic loss per share | 139.06 yen |

Translation)  
Accounting Auditor's audit report on the Consolidated Financial Statements

Independent Auditor's Report

February 19, 2026

To the Board of Directors  
JUKI CORPORATION

Deloitte Touche Tohmatsu LLC  
Tokyo Office

Seibei Kyoshima, CPA  
Designated Unlimited Liability Partner,  
Engagement Partner  
Sintaro Sugihara, CPA  
Designated Unlimited Liability Partner,  
Engagement Partner

Audit Opinion

Pursuant to Article 444, paragraph (4) of the Companies Act, we have audited the consolidated financial statements, that is, the consolidated balance sheet, consolidated statement of income, consolidated statement of changes in equity and notes to consolidated financial statements of JUKI CORPORATION (the "Company") for the fiscal term from January 1, 2025 to December 31, 2025.

In our opinion, the above consolidated financial statements fairly present, in every material aspect, the financial position and results of operations of the Group consisting of the Company and its consolidated subsidiaries for the relevant term of the consolidated financial statements, in accordance with the business accounting standards generally accepted in Japan.

Basis for Audit Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the provisions of the Code of Professional Ethics in Japan (including provisions applicable to the audit of financial statements of entities with significant social impact.), and we have fulfilled our other ethical responsibilities as auditors. We believe that we have obtained sufficient and appropriate audit evidence to support our audit opinion.

Contents of Other Statements

Contents of other statements consist of the business report and supplementary schedules thereof. Management is responsible for preparing and disclosing the contents of other statements. In addition, the responsibility of the Audit & Supervisory Board Members and the Audit & Supervisory Board is to monitor the execution of duties by the Directors in the development and operation of the reporting process of the contents of other statements.

Our audit opinion regarding the consolidated financial statements does not include the contents of other statements, and we do not express an opinion on the contents of other statements.

Our responsibility when auditing the consolidated financial statements is to review the contents of other statements and, in the course of the review, to examine whether there are any material differences between the contents of other statements and the consolidated financial statements or knowledge obtained in the course of auditing, and to pay attention to whether there are any signs of material errors in the contents of other statements besides such material differences.

We are required to report the facts if we determine that there are any material errors in the contents of other statements based on the work performed.

There are no matters that we should report in connection with the contents of other statements.

Responsibilities of Management, Audit & Supervisory Board Members, and the Audit & Supervisory Board for the Consolidated Financial Statements

The responsibility of management is to prepare consolidated financial statements in accordance with business accounting standards generally accepted in Japan and present appropriate accounting information. This responsibility includes the establishment and operation of internal controls deemed necessary by management for the preparation of consolidated financial statements free of material misstatement due to fraud or error and the presentation of appropriate accounting information.

In preparing the consolidated financial statements, management is responsible for assessing whether it is appropriate to prepare the consolidated financial statements with the assumption of the Group's ability to continue as a going concern, and disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

Audit & Supervisory Board Members and the Audit & Supervisory Board are responsible for overseeing the Directors' execution of duties relating to the design, implementation, and maintenance of the Group's financial reporting process.

#### Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our responsibilities are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion on the consolidated financial statements based on our audit from an independent point of view. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

In accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. Design and perform audit procedures responsive to those risks. The procedures selected to be applied depend on the auditor's judgment. In addition, we obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- Obtain, when performing risk assessment procedures, an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of auditing the consolidated financial statements to express an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used by management and their method of application, as well as the reasonableness of accounting estimates made by management and related notes thereto.
- Conclude on the appropriateness of management's use of the going concern basis for preparing the consolidated financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related notes to the consolidated financial statements or, if such notes are inadequate, to express a qualified opinion with exceptions on the consolidated financial statements. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate whether the overall presentation of the consolidated financial statements and the notes thereto are in accordance with accounting principles generally accepted in Japan, as well as the overall presentation, structure and content of the consolidated financial statements, including the notes thereto, and whether the consolidated financial statements represent the underlying transactions and accounting events in a manner that achieves fair presentation.
- Plan and perform the audit of the consolidated financial statements to obtain sufficient and appropriate audit evidence regarding the financial information of the company and its consolidated subsidiaries, which forms the basis for our opinion on the consolidated financial statements. We are responsible for the direction, supervision, and performance of the audit of the consolidated financial statements. We remain solely responsible for our audit opinion.

We communicate with Audit & Supervisory Board Members and the Audit & Supervisory Board regarding the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit, and other matters required by auditing standards.

We also provide Audit & Supervisory Board Members and the Audit & Supervisory Board with a statement that we have complied with relevant ethical requirements in Japan regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, any measures taken to eliminate disincentive or safeguards applied to reduce disincentive to an acceptable level.

#### Interests in the Company

Our firm and its engagement partners have no interest in the Group which shall be disclosed pursuant to the provisions of the Certified Public Accountants Act.

*Notice to Readers:*

The original consolidated financial statements, which consist of the consolidated balance sheet, the consolidated statement of income, the consolidated statement of changes in equity, and the notes to consolidated financial statements, are written in Japanese.

(English Translation)

Accounting Auditor's audit report on the Non-consolidated Financial Statements

Independent Auditor's Report

February 19, 2026

To the Board of Directors  
JUKI CORPORATION

Deloitte Touche Tohmatsu LLC  
Tokyo Office

Seibei Kyoshima, CPA  
Designated Unlimited Liability Partner,  
Engagement Partner  
Sintaro Sugihara, CPA  
Designated Unlimited Liability Partner,  
Engagement Partner

Audit Opinion

Pursuant to Article 436, paragraph (2), item (i) of the Companies Act, we have audited the non-consolidated financial statements, that is, the non-consolidated balance sheet, non-consolidated statement of income, non-consolidated statement of changes in equity and notes to non-consolidated financial statements, and the supplementary schedules (collectively, "non-consolidated financial statements, etc.") of JUKI CORPORATION (the "Company") for the 111th fiscal term from January 1, 2024 to December 31, 2024

In our opinion, the above non-consolidated financial statements, etc. fairly present, in every material aspect, the financial position and results of operations of the Company for the relevant term of the non-consolidated financial statements and the supplementary schedules, in accordance with the business accounting standards generally accepted in Japan.

Basis for Audit Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Non-consolidated Financial Statements, Etc. section of our report. We are independent of the Company in accordance with the provisions of the Code of Professional Ethics in Japan (including provisions applicable to the audit of financial statements of entities with significant social impact.), and we have fulfilled our other ethical responsibilities as auditors. We believe that we have obtained sufficient and appropriate audit evidence to support our audit opinion.

Contents of other statements

Contents of other statements consist of the business report and supplementary schedules thereof. Management is responsible for preparing and disclosing the contents of other statements. In addition, the responsibility of the Audit & Supervisory Board Members and the Audit & Supervisory Board is to monitor the execution of duties by the Directors in the development and operation of the reporting process of the contents of other statements.

Our audit opinion regarding the non-consolidated financial statements, etc. does not include the contents of other statements, and we do not express an opinion on the contents of other statements.

Our responsibility when auditing the non-consolidated financial statements, etc. is to review the contents of other statements and, in the course of the review, to examine whether there are any material differences between the contents of other statements and the non-consolidated financial statements, etc. or knowledge obtained in the course of auditing, and to pay attention as to whether there are any signs of material errors in the contents of other statements besides such material differences.

We are required to report the facts if we determine that there are any material errors in the contents of other statements based on the work performed.

There are no matters that we should report in connection with the contents of other statements.

Responsibilities of Management, Audit & Supervisory Board Members, and the Audit & Supervisory Board for the Non-consolidated Financial Statements, Etc.

The responsibility of management is to prepare non-consolidated financial statements, etc. in accordance with business accounting standards generally accepted in Japan and present appropriate accounting information. This responsibility includes the establishment and operation of internal controls

deemed necessary by management for the preparation of non-consolidated financial statements, etc. free of material misstatement due to fraud or error and the presentation of appropriate accounting information.

In preparing the non-consolidated financial statements, etc., management is responsible for assessing whether it is appropriate to prepare the non-consolidated financial statements, etc. with the assumption of the Company's ability to continue as a going concern, and disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

Audit & Supervisory Board Members and the Audit & Supervisory Board are responsible for overseeing the Directors' execution of duties relating to the design, implementation, and maintenance of the Company's financial reporting process.

#### Auditor's Responsibilities for the Audit of the Non-consolidated Financial Statements, Etc.

Our responsibilities are to obtain reasonable assurance about whether the non-consolidated financial statements, etc. as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion on the non-consolidated financial statements, etc. based on our audit from an independent point of view. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these non-consolidated financial statements, etc.

In accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the non-consolidated financial statements, etc., whether due to fraud or error, and design and perform audit procedures responsive to those risks. The procedures selected to be applied depend on the auditor's judgment. In addition, we obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- Obtain, when performing risk assessment procedures, an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of auditing the non-consolidated financial statements, etc. to express an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used by management and their method of application, as well as the reasonableness of accounting estimates made by management and related notes thereto.
- Conclude on the appropriateness of management's use of the going concern basis for preparing the non-consolidated financial statements, etc. and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related notes to the non-consolidated financial statements, etc. or, if such notes are inadequate, to express a qualified opinion with exceptions on the non-consolidated financial statements, etc. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate whether the overall presentation of the non-consolidated financial statements, etc. and the notes thereto are in accordance with accounting principles generally accepted in Japan, as well as the overall presentation, structure, and content of the non-consolidated financial statements, etc., including the notes thereto, and whether the non-consolidated financial statements, etc. represent the underlying transactions and accounting events in a manner that achieves fair presentation.

We communicate with Audit & Supervisory Board Members and the Audit & Supervisory Board regarding the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit, and other matters required by auditing standards.

We also provide Audit & Supervisory Board Members and the Audit & Supervisory Board with a statement that we have complied with relevant ethical requirements in Japan regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, any measures taken to eliminate disincentive or safeguards applied to reduce disincentive to an acceptable level.

#### Interests in the Company

Our firm and its engagement partners have no interest in the Company, which shall be disclosed pursuant to the provisions of the Certified Public Accountants Act.

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*Notice to Readers:*

The original non-consolidated financial statements, which consist of the non-consolidated balance sheet, the non-consolidated statement of income, the non-consolidated statement of changes in equity, and the notes to non-consolidated financial statements, and the supplementary schedules thereof, are written in Japanese.

(English Translation)

The Audit & Supervisory Board's audit report

### Audit Report

The Audit & Supervisory Board, following review and deliberations on the reports made by each Audit & Supervisory Board Member concerning the execution of duties by Directors for the 111th fiscal term from January 1, 2025 to December 31, 2025, prepared this Audit Report and hereby submits it as follows:

9. Summary of Auditing Methods by Audit & Supervisory Board Members and the Audit & Supervisory Board
  - (1) The Audit & Supervisory Board established auditing policies and the division of duties, received reports regarding the status of audits and the results thereof from each Audit & Supervisory Board Member, received reports regarding the status of the execution of duties from Directors and the Accounting Auditor, and requested explanation as necessary.
  - (2) In accordance with the auditing standards for Audit & Supervisory Board Members determined by the Audit & Supervisory Board, and in compliance with auditing policies and the division of duties, each Audit & Supervisory Board Member made efforts to collect information and establish auditing circumstances through communication with Directors, internal audit staff and other employees, and perform the audit in accordance with the following procedures.
    1. Each Audit & Supervisory Board Member attended the Board of Directors' meetings and other important meetings to receive reports regarding execution of duties from Directors and employees, and requested explanations as necessary. Each Audit & Supervisory Board Member also inspected the approved documents and examined the status of operations and conditions of assets at the head office and principal offices. And each Audit & Supervisory Board Member communicated and shared information with the directors, auditors, etc. of the subsidiaries and received from the subsidiaries their business reports as necessary.
    2. Each Audit & Supervisory Board Member verified the resolutions adopted by the Board of Directors regarding the establishment of a system for ensuring that the Directors' duties, as stated in the business report, are executed in conformity of laws and regulations, and the Articles of Incorporation of the Company, and the establishment of a system necessary to ensure proper business operations of the whole business group consisting of a stock company and its subsidiaries set forth in Article 100, paragraphs (1) and (3) of the Regulation for Enforcement of the Companies Act. It also regularly received reports from Directors and employees on the status of the establishment and operation of the system (internal control system) established in accordance with such resolutions adopted by the Board of Directors, and requested explanations as necessary and expressed his/her opinions. With regard to the internal control over financial reporting, Audit & Supervisory Board Members received reports from Directors and Deloitte Touche Tohmatsu LLC on the status of discussion between them and the evaluation of such internal control and the status of audit, and requested explanations as necessary.
    3. Audit & Supervisory Board Members monitored and verified that the Accounting Auditor maintains independence and conduct the audits appropriately. Each Audit & Supervisory Board Member also received reports on the status of the execution of duties from Accounting Auditor and requested explanation as necessary. In addition, we were informed of the arrangement of the "System for ensuring that the duties are performed appropriately" (matters stipulated in the items of Article 131 of the Regulation on Accounting of Companies) in accordance with "Standards for the Quality Control of Audits" (Business Accounting Council) from the Accounting Auditor and requested explanations as necessary.

In accordance with the procedures mentioned above, we reviewed the business reports and supplementary schedules, the non-consolidated financial statements (non-consolidated balance sheet, non-consolidated

statement of income, non-consolidated statement of changes in equity, and notes to non-consolidated financial statements), the supplementary schedules thereto, and the consolidated financial statements (consolidated balance sheet, consolidated statement of income, consolidated statement of changes in equity, and notes to consolidated financial statements) for the fiscal term ended December 31, 2023.

## 10. Results of Audit

### (1) Results of Audit of Business Report and Other Relevant Documents

1. The business report and supplementary schedules present fairly the financial condition of the Company in conformity with related laws and regulations and the Articles of Incorporation of the Company.
2. Regarding the execution of duties by Directors, there were no instances of misconduct or material matters in violation of laws and regulations, nor of the Articles of Incorporation of the Company.
3. The resolution of the Board of Directors regarding the internal control system is fair and reasonable. There are no matters requiring additional comment regarding the contents of the business report on such internal control and the execution of duties by Directors. With regard to the internal control over financial reporting, the Audit & Supervisory Board received reports from Directors and Deloitte Touche Tohmatsu LLC that there were no material defects as of the date this audit report was prepared.

### (2) Results of Audit of Non-consolidated Financial Statements and Supplementary Schedules

The auditing methods and results of the Accounting Auditor, Deloitte Touche Tohmatsu LLC, are fair and reasonable.

### (3) Results of Audit of Consolidated Financial Statements

The auditing methods and results of the Accounting Auditor, Deloitte Touche Tohmatsu LLC, are fair and reasonable.

February 20, 2026

Audit & Supervisory Board, JUKI CORPORATION

|  |                   |
|--|-------------------|
| Audit & Supervisory Board Member (Full-time) | Michinari Sougawa |
| Audit & Supervisory Board Member             | Minoru Takenaka   |
| Audit & Supervisory Board Member             | Takashi Yoneyama  |

(Note) Audit & Supervisory Board Mr. Minoru Takenaka and Mr. Takashi Yoneyama are Outside Audit & Supervisory Board Members who are required to be appointed in accordance with Article 2, item (xvi) and Article 335, paragraph (3) of the Companies Act.