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Summary of the Results of the Evaluation of the Effectiveness of the Board of Directors

JUKI CORPORATION (the “Company”) announces conducted its Evaluation of the Effectiveness of the Board of Directors for fiscal year 2025 with the aim of ensuring the effectiveness of the Board and further enhancing its functions. A summary of the results is outlined below.

1. Method of Evaluation

After explaining the purpose of the self-evaluation to six Directors and three Audit & Supervisory Board Members, the Company conducted a questionnaire survey covering the following items:

- Composition of the Board of Directors
- Operation of the Board of Directors
- Deliberations of the Board of Directors
- Systems and frameworks supporting the Board of Directors

In order to improve the accuracy of the evaluation, interviews were also conducted following the questionnaire survey. Based on an analysis of the questionnaire responses and interview results, the Company carried out the Evaluation of the Effectiveness of the Board of Directors.

2. Summary of Analysis and Evaluation Results

Overall, the effectiveness of the Board of Directors was confirmed. At the same time, several areas for further functional enhancement were identified.

(1) Composition of the Board of Directors

The size, diversity, and ratio of Outside Directors on the Board were assessed as appropriate. On the other hand, several opinions were expressed regarding the expectation to appoint Outside Directors with expertise in manufacturing industries, as well as the need to strategically develop management executive candidates in view of the future composition of the Board.

(2) Operation of the Board of Directors

The frequency of meetings and the time allocated for deliberations were assessed as appropriate. It was also evaluated that improvements have been made compared to the past in terms of the quality and volume of materials, as well as the timing of their

advance distribution. Meanwhile, some responses indicated that there remains room for further improvement.

(3) Deliberations of the Board of Directors

The number and content of agenda items and the time allocated for deliberations were considered appropriate, and it was noted that an atmosphere in which free and open discussion is encouraged has been increasingly fostered. At the same time, several opinions called for securing and expanding time for deliberation on more strategic matters.

(4) Systems Supporting the Board of Directors

Opportunities for information sharing and for deepening understanding of the Company's businesses were evaluated as appropriate. Looking ahead, multiple opinions were expressed regarding the expectation of creating opportunities for Outside Directors and Audit & Supervisory Board Members to engage in dialogue with employees at various levels outside the Board meetings, in order to further deepen their understanding of the Company's businesses.

3. Future Initiatives

Based on the results of this analysis and evaluation of the effectiveness of the Board of Directors, the Company will undertake the following initiatives:

- Strengthening governance under a new structure that includes two newly appointed Outside Directors
- Strategic development of executive candidates in preparation for the future composition of the Board
- Further improvement of the quality and volume of materials and the timing of their advance distribution
- Development of systems and environments to focus discussions more effectively on strategic matters
- Creation of regular opportunities outside Board meetings for dialogue between Outside Directors and Audit & Supervisory Board Members and employees at various levels of the organization

Through steadily implementing these improvements, the Company will further enhance the effectiveness of the Board of Directors, strengthen its governance framework to earn the trust of its stakeholders, and strive to improve corporate value.