

Financial Results Briefing for the 1Q of 2026

(Ended December 31, 2026)

May 12, 2026

JUKI CORPORATION

<Securities code: 6440>

Building Sustainable JUKI

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1. FY2026 1Q Actual

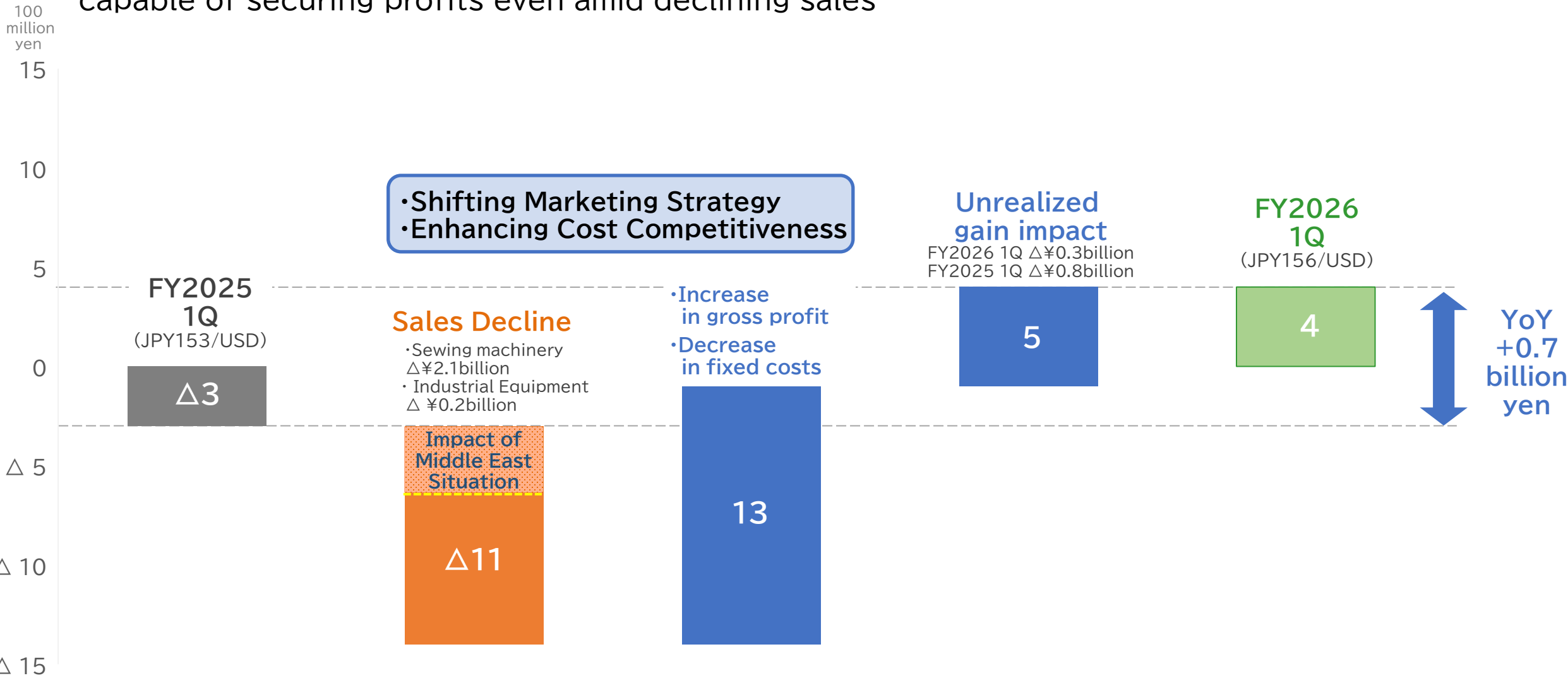
FY2026 1Q Results

- Continue to prioritize profit-focused management, including a strategic shift toward the high-end market and optimization of production capacity through product lineup consolidation
- Operating income increased by ¥700 million, resulting in an operating profit of ¥300 million. Ordinary income recorded a loss of ¥300 million due in part to higher interest expenses. Net income remained positive, supported by gains from the sale of policy-holding shares

(Millions of yen)	FY2025				FY2026	YoY Change
	1Q	2Q	3Q	4Q	1Q	
Net sales	22,957	21,415	19,832	24,556	20,682	△2,275
Gross profit [Gross profit margin]	5,755 [25.1%]	6,408 [29.9%]	6,145 [31.0%]	7,864 [32.0%]	6,019 [29.1%]	+325 [+4.0%]
Operating income [Operating margin]	△332 [-]	425 [2.0%]	582 [2.9%]	1,988 [8.1%]	399 [1.9%]	+732 [-]
Ordinary income [Ordinary income margin]	△1,035 [-]	20 [0.1%]	243 [1.2%]	2,183 [8.9%]	△342 [-]	+692 [-]
Net Income [Net income margin]	49 [0.2%]	90 [0.4%]	△64 [-]	1,323 [5.4%]	37 [0.2%]	△11 [△0%]
USD Average exchange rate for the year	JPY153	JPY144	JPY148	JPY156	JPY156	+JPY3

FY2026 1Q Operating Profit YoY Analysis

By shifting from a sales-driven to a profit-focused strategy and promoting a transformation in marketing strategy and stronger cost competitiveness, we have achieved a business structure capable of securing profits even amid declining sales



Operating Income (Excluding unrealized profit)

(100 million yen)	FY2025				FY2026
	1Q	2Q	3Q	4Q	1Q
Net sales	230	214	198	246	207
Operating income	△3	4	6	20	4
Unrealized profit	△8	0	0	+2	△3
(Excluding unrealized profit) Operating income	5	4	6	18	7

Performance by Segment

(Millions of yen)		FY2025				FY2026	YoY Change
		1Q	2Q	3Q	4Q	1Q	
Sewing Machinery	Net sales	17,370	16,521	14,410	18,314	15,293	△2,077
	Operating income [Operating margin]	240 [1.4%]	1,007 [6.1%]	698 [4.8%]	1,727 [9.4%]	488 [3.2%]	+248 [+1.8%]
Industrial Equipment	Net sales	5,494	4,828	5,355	6,168	5,319	△175
	Operating income [Operating margin]	△556 [-]	△563 [-]	△103 [-]	253 [4.1%]	△92 [-]	+464 [-]
Electronics Assembly & Systems ※1	Net sales	3,358	2,783	3,102	3,850	3,321	△37
	Operating income [Operating margin]	△396 [-]	△466 [-]	△161 [-]	209 [5.4%]	△205 [-]	+191 [-]
Contract Business ※1	Net sales	2,137	2,046	2,253	2,319	1,997	△140
	Operating income [Operating margin]	△160 [-]	△97 [-]	58 [2.6%]	45 [1.9%]	113 [5.7%]	+273 [-]
Other/ Adjustments	Net sales	92	65	66	72	69	△23
	Operating income	△16	△18	△12	8	+3	+19
Total	Net sales	22,957	21,415	19,832	24,556	20,682	△2,275
	Operating income [Operating margin]	△332 [-]	425 [2.0%]	582 [2.9%]	1,988 [8.1%]	399 [1.9%]	+732 [-]

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

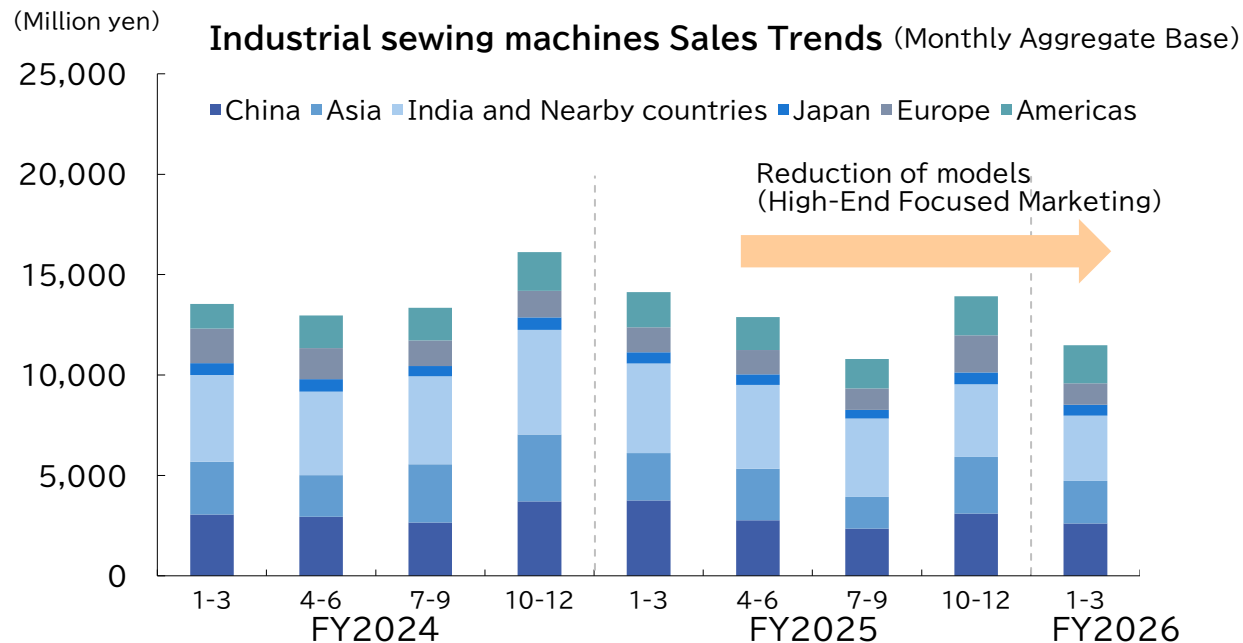
※2: Common costs previously recorded as adjustments have been reallocated to business segments (also revised for FY2025).

JUKI (HONG KONG) LTD. and JUKI SMT ASIA CO., LTD., which have become dormant following structural reforms, are included in Others.

Segment Overview-Sewing Machinery-

- Overall trends remained solid; however, some customers in Asia (including India and Nearby countries) took a cautious investment stance due to U.S. tariffs and Middle East tensions, while automotive demand in Europe and the Americas was robust
- Maintained stable profitability driven by high-end shift and production optimization

(Millions of yen)	FY2025				FY2026	YoY Change
	1Q	2Q	3Q	4Q	1Q	
Net sales	17,370	16,521	14,410	18,314	15,293	Δ2,077
Operating income [Operating margin]	240 [1.4%]	1,007 [6.1%]	698 [4.8%]	1,727 [9.4%]	488 [3.2%]	+248 [+1.8%]



Industrial sewing machines Sales by Region

※For sales by region Calculation based on management accounting

Millions of yen	FY2025				FY2026
	1Q	2Q	3Q	4Q	1Q
China*1	38	28	24	31	26
Asia	23	26	16	28	21
India and Nearby countries*2	45	42	39	36	33
Japan	5	5	4	6	5
Europe	13	12	11	18	11
Americas	18	16	15	19	19
Total	141	129	108	139	115

※1:Includes sales to Asia end users through China distributors
 ※2:India, Bangladesh, the Middle East and Africa

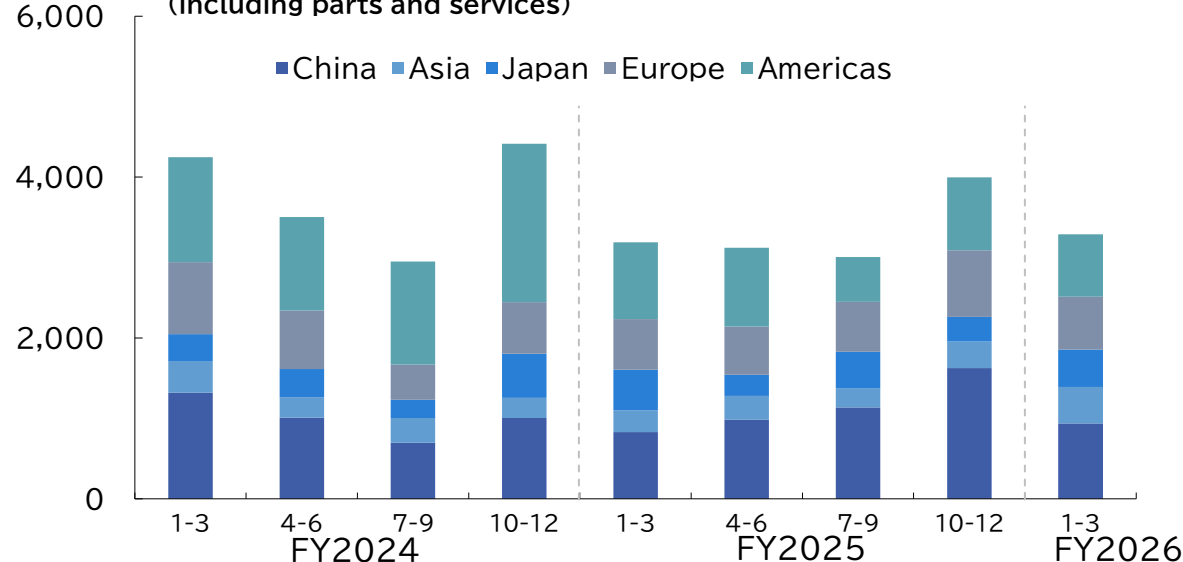
Segment Overview-Industrial Equipment –

<Electronics Assembly & Systems>

- China remained flat YoY, while the Americas also saw flat performance due to continued cautious customer investment amid U.S. tariffs and Middle East tensions
- Amid delayed recovery in China and the Americas, driving early profitability through a focused “Global Niche Strategy” and structural reforms

(Millions of yen)	FY2025				FY2026	YoY Change
	1Q	2Q	3Q	4Q	1Q	
Net sales	3,358	2,783	3,102	3,850	3,321	Δ37
Operating income [Operating margin]	Δ396 [-]	Δ466 [-]	Δ161 [-]	209 [5.4%]	Δ205 [-]	+191 [-]

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



Electronics Assembly & Systems Sales by Region

※For sales by region Calculation based on management accounting

Millions of yen	FY2025				FY2026
	1Q	2Q	3Q	4Q	1Q
China	8	10	11	16	9
Asia	3	3	2	3	4
Japan	5	3	5	3	5
Europe	6	6	6	8	7
Americas	10	10	6	9	8
Total	32	31	30	40	33

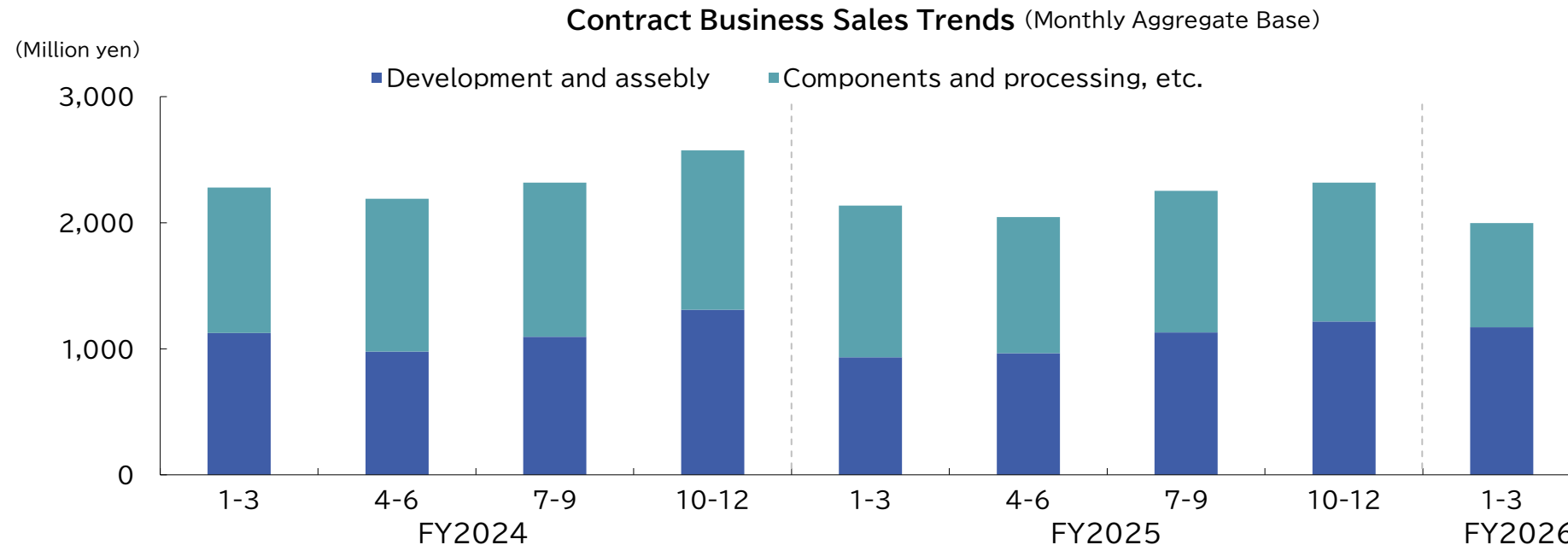
Segment Overview-Industrial Equipment -

<Contract Business>

- Shifted to a profit-focused strategy ; profitability sustained
- Growth expected in AI/data center-related equipment from the second half, leveraging JUKI's strengths

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

(Millions of yen)	FY2025				FY2026	YoY Change
	1Q	2Q	3Q	4Q	1Q	
Net sales	2,137	2,046	2,253	2,319	1,997	Δ140
Operating income [Operating margin]	Δ160 [-]	Δ97 [-]	58 [2.6%]	45 [1.9%]	113 [5.7%]	+273 [-]



Major Financial Items

- Key financial metrics have shown sustained improvement since 2024
- Net interest-bearing debt has been steadily reduced through tight control of receivables and inventories

Consolidated Statements of Cash Flows

(Millions of yen)	FY2024 End of Dec	FY2025 End of Dec	FY2026 End of Mar	YoY Change
Total assets	142,219	120,594	119,223	△1,371
Net assets	32,234	32,687	32,533	△154
Equity ratio	21.9%	26.8%	27.0%	+0.2%
Trade receivables	31,562	23,887	21,294	△2,593
[Rotation period]	[4.0mos.]	[3.2mos.]	[3.1mos.]	[△0.1mos.]
Inventory	58,297	50,521	51,004	+482
[Rotation period]	[7.3mos.]	[6.8mos.]	[7.4mos.]	[+0.6mos.]
Trade payables	12,172	8,180	8,068	△112
[Rotation period]	[1.5mos.]	[1.1mos.]	[1.2mos.]	[+0.1mos.]
Interest-bearing debt	82,728	67,932	67,483	△449
(deduction of interest-bearing debt)	(69,557)	(54,796)	(52,420)	(△2,375)
USD closing rate	JPY158	JPY157	JPY160	+JPY3

(Millions of yen)	FY2024 Full year	FY2025 Full year	FY2026 1Q
Operating Cash Flow	9,371	11,712	2,649
Investing Cash Flow	△2	4,364	322
Financing Cash Flow	△4,147	△16,145	△1,204

Excluding foreign exchange effects:
△54 million yen

2. FY2026 Outlook

Q1 Review

- Profit was steadily generated mainly from the Sewing Machinery and the contract business.
- The benefits of our shift toward a profit-focused strategy are steadily being realized.

Outlook for Q2 and Beyond

- Demand in the Sewing Machinery continues to be robust.
- In particular, demand related to the automotive sector in Europe and the U.S. is expected to remain strong beyond Q1.







Potential Impact of Middle East Situation

The impact of the geopolitical risks in the Middle East remains uncertain at this time, and we are currently assessing it. If we determine that a revision to our consolidated earnings forecast is necessary, we will promptly disclose such revision.

3. Reference Materials

Mind & Technology

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

Segment	Business	Business Activities	Main Products and Services
Sewing Machinery Business	Industrial Sewing Machinery Business	<p>With Industrial sewing machines as the world's leading supplier, this business combines automation equipment, IT systems, and various solution services to help create an optimal sewing machinery factory.</p>	<ul style="list-style-type: none"> •For apparel (fabrics) •Automatic machine  <ul style="list-style-type: none"> •For apparel (knit) •For non-apparel (leather and thick fabrics)  <ul style="list-style-type: none"> •Parts supply •Repair & Maintenance •Educational support •Software •Automation equipment 
	Household Sewing Machinery Business	<p>This business supports comfortable saw life with a reliable product ability that incorporates the performance of Industrial sewing machines.</p>	<ul style="list-style-type: none"> •Home-use sewing machines •Small overlock sewing machines •Professional-use sewing machines 
Industrial Equipment Business	Electronics Assembly & Systems Businesses	<p>This business supports the smartization of the plant through the provision equipment and systems for producing “substrates“, peripheral equipment including automated warehouse systems for receiving components and managing inventories.</p>	<ul style="list-style-type: none"> •Mounter for PCB productions •Odd-shaped components Insertion machines •Automated warehouse systems 
	Contract Business	<p>This business undertake contract development, manufacturing, processing, etc. of various products by utilizing the know-how in development, design, production, and production management that JUKI Group companies have cultivated while producing their main products.</p>	<ul style="list-style-type: none"> •Contract manufacturing (Material / Parts processing / Assembly) •Development/ Design/Engineering •Semiconductor equipment 

Quarterly Results

(Millions of yen)

Financial Metrics	FY2024					FY2025					FY2026				
	1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year
Net sales	23,237	22,645	21,553	27,750	95,185	22,957	21,415	19,832	24,556	88,761	20,682				
Operating income	△145	△1,283	△441	907	△962	△332	425	582	1,988	2,662	399				
Ordinary income	△581	△1,538	△2,325	1,117	△3,327	△1,035	20	243	2,183	1,412	△342				
Net Income	△833	△1,166	△2,551	1,315	△3,235	49	90	△64	1,323	1,399	37				
Operating income margin	-	-	-	3.3%	-	-	2.0%	2.9%	8.1%	3.0%	1.9%				
Ordinary income margin	-	-	-	4.0%	-	-	0.1%	1.2%	8.9%	1.6%	-				
Net income margin	-	-	-	4.7%	-	0.2%	0.4%	-	5.4%	1.6%	0.2%				

Financial Items

Trade receivables	37,151	36,957	28,451	31,562		27,431	24,124	22,368	23,887		21,294				
Inventory	56,103	58,732	56,624	58,297		54,993	52,568	52,140	50,521		51,004				
Trade payables	9,073	11,367	10,648	12,172		9,800	8,320	7,539	8,180		8,068				
Interest-bearing debt	84,248	80,266	76,175	82,728		79,784	76,784	82,180	67,932		67,483				

Statement of Cash Flows

Operating Cash Flow		5,127		4,244	9,371	617	3,339	2,325	5,431	11,712	2,649				
Investing Cash Flow		82		△84	△2	2,745	379	△191	1,431	4,364	322				
Financing Cash Flow		△6,489		2,342	△4,147	△2,991	△1,770	4,679	△16,062	△16,145	△1,204				

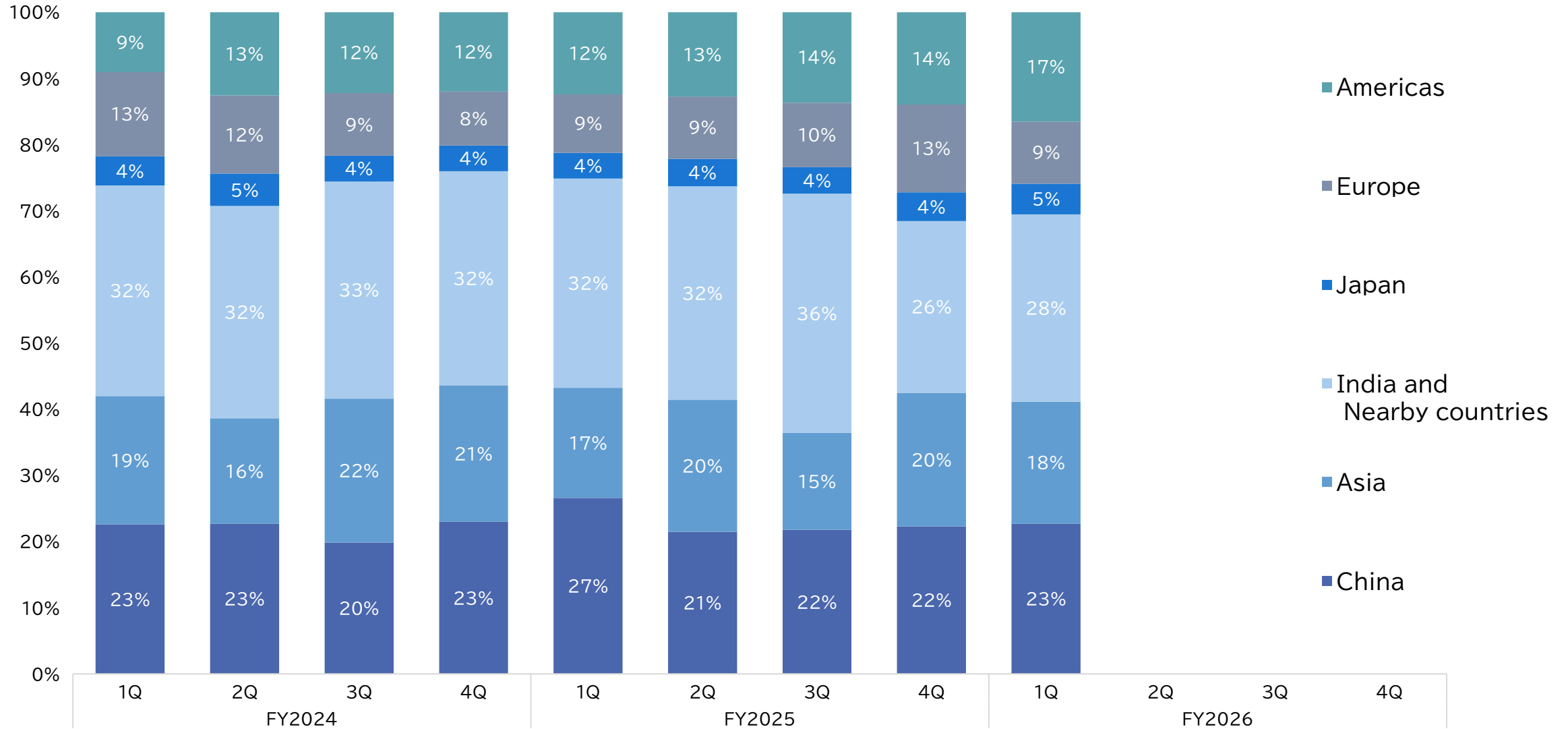
Quarterly performance by segment

(Millions of yen)	FY2024					FY2025					FY2026				
Net sales	1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year
Sewing Machinery	16,605	16,588	16,234	20,427	69,855	17,370	16,521	14,410	18,314	66,616	15,293				
Industrial Equipment	6,549	5,976	5,254	7,245	25,025	5,494	4,828	5,355	6,168	21,847	5,319				
Others	82	80	64	78	304	92	65	66	72	297	69				
Total	23,237	22,645	21,553	27,750	95,185	22,957	21,415	19,832	24,556	88,761	20,682				
Operating income															
Sewing Machinery	△42	△784	△204	897	△133	240	1,007	698	1,727	3,671	488				
Industrial Equipment	△92	△491	△224	16	△791	△556	△563	△103	253	△969	△92				
Others	△11	△8	△13	△5	△38	△16	△18	△12	8	△39	3				
Total	△145	△1,283	△441	907	△962	△332	425	582	1,988	2,662	399				
Ordinary income															
Sewing Machinery	△324	△955	△1,361	718	△1,922	△201	693	382	1,652	2,525	9				
Industrial Equipment	△284	△575	△949	406	△1,403	△816	△653	△126	525	△1,070	△319				
Others	28	△8	△15	△7	△2	△17	△20	△12	7	△43	△32				
Adjusted amount	0	0	0	0	0	0	0	0	0	0	0				
Total	△581	△1,538	△2,325	1,117	△3,327	△1,035	20	243	2,183	1,412	△342				

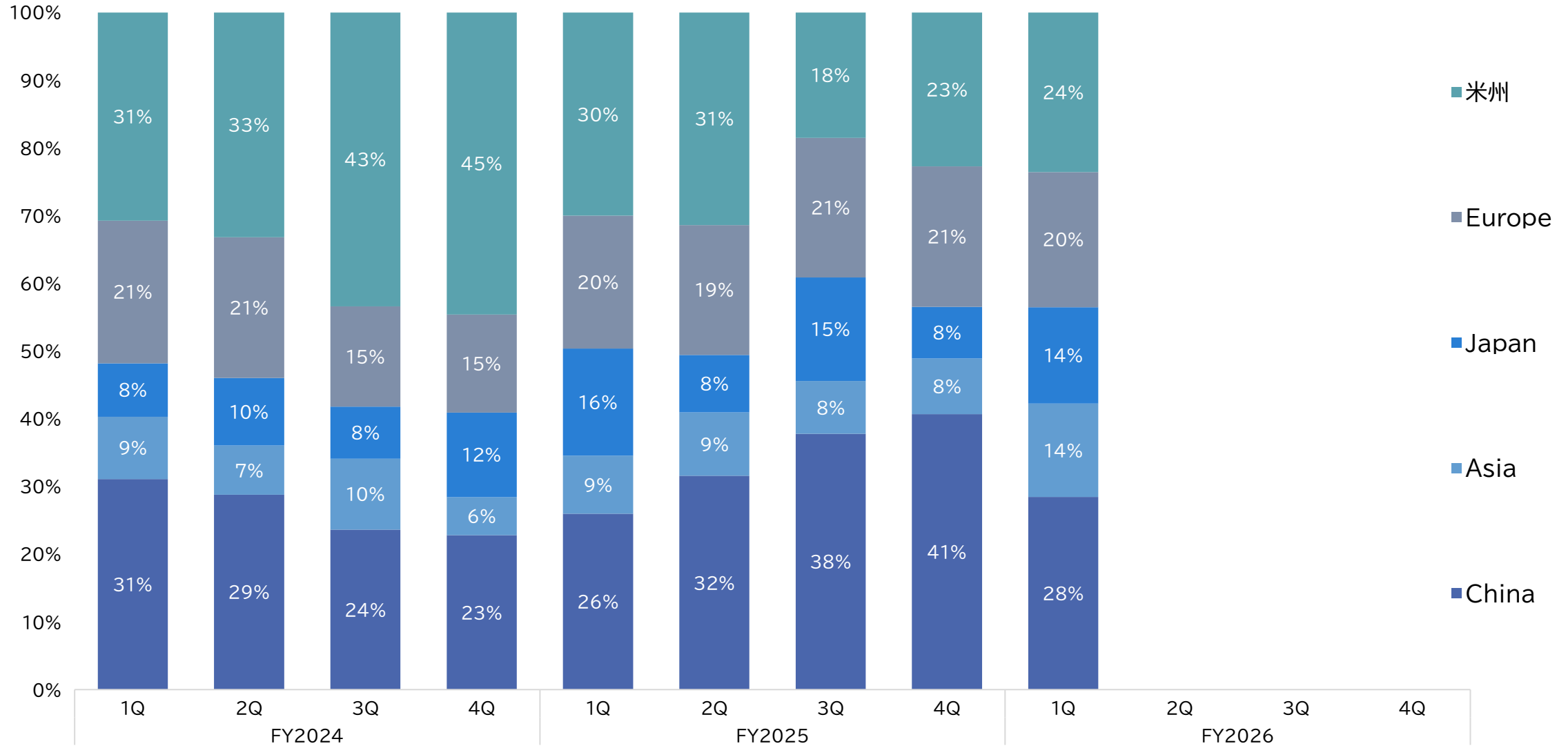
※Common costs previously recorded as adjustments have been reallocated to business segments (also revised for Fy2024, FY2025).

Quarterly Sales by Region-Industrial sewing machines-

Industrial sewing machines Sales Breakdown by Region



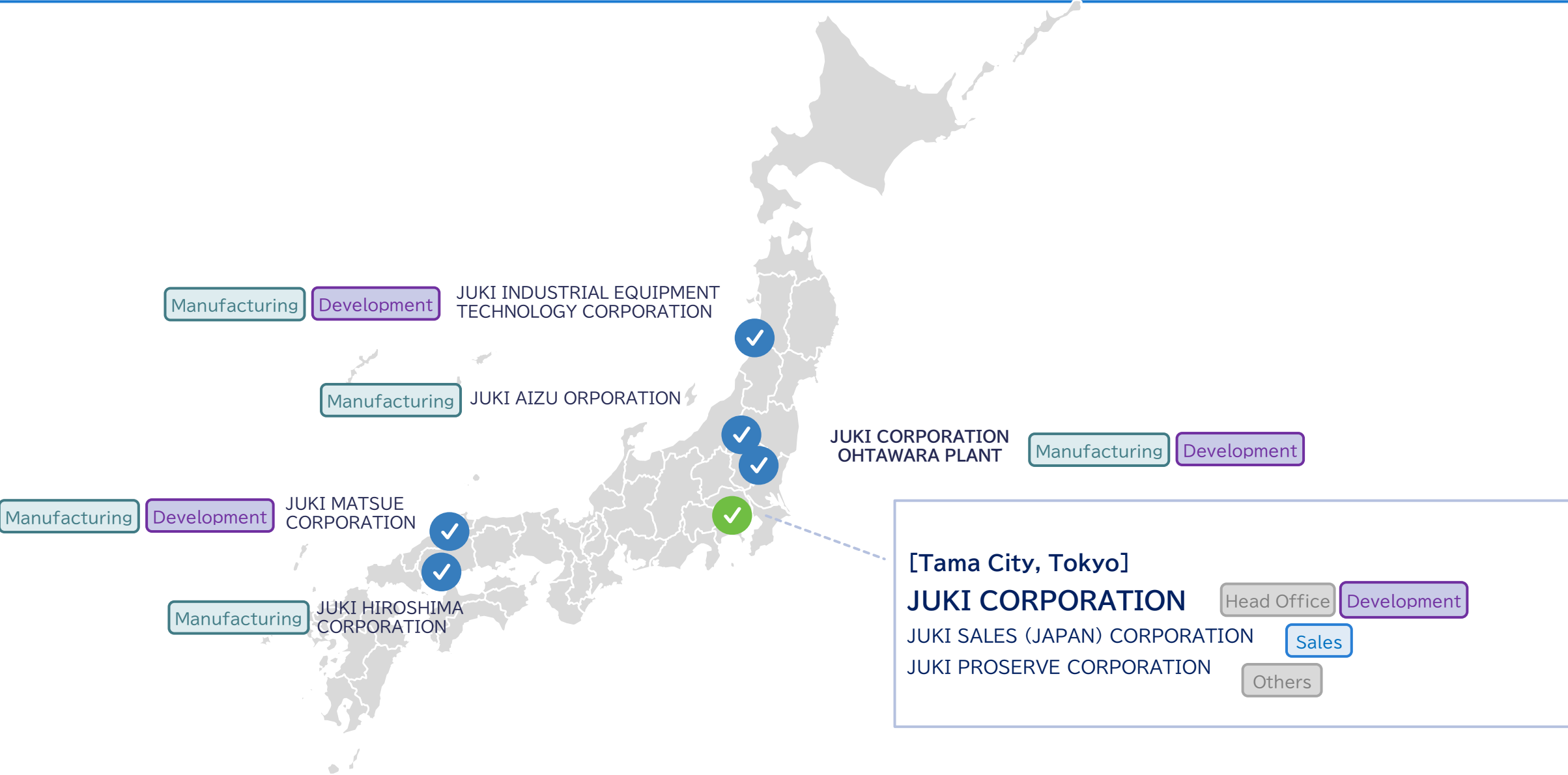
Electronics Assembly & Systems Sales Breakdown by Region



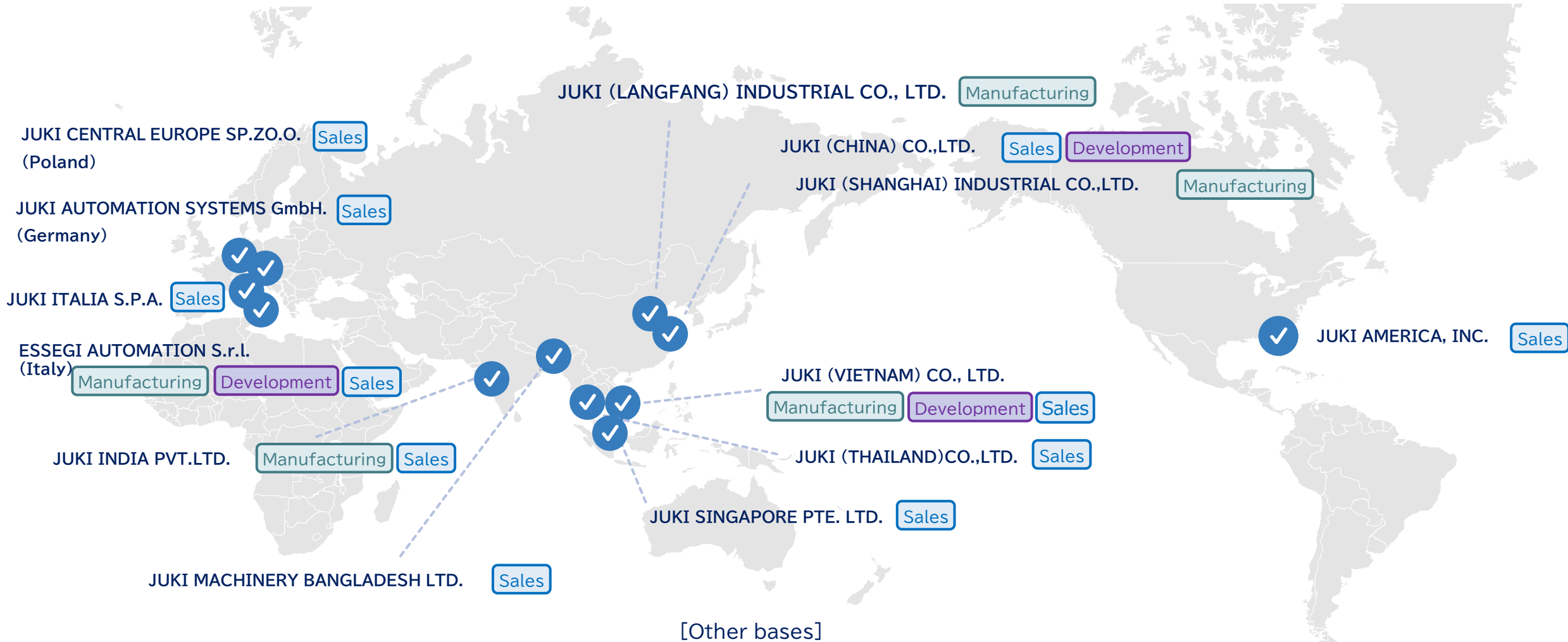
Quarterly Balance Sheets

(Millions of yen)	FY2024				FY2025				FY2026			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Current assets	103,984	104,900	92,707	105,384	98,067	94,102	98,970	89,647	89,448			
Cash and deposits	8,134	6,623	5,350	13,170	13,129	14,878	21,933	13,136	15,063			
Notes, accounts receivable and contract assets	37,151	36,957	28,451	31,562	27,431	24,124	22,368	23,887	21,294			
Inventories	56,103	58,732	56,624	58,297	54,993	52,568	52,140	50,521	51,004			
Others	2,595	2,588	2,281	2,355	2,514	2,531	2,527	2,102	2,087			
Fixed assets	37,567	38,160	36,660	36,835	34,512	33,301	33,837	30,946	29,774			
Property, plant and equipment	22,645	22,570	22,195	22,596	22,669	21,599	21,483	20,840	20,487			
Intangible assets	3,412	3,418	3,589	4,023	4,048	3,933	3,897	3,719	3,611			
Investments and other assets	11,509	12,171	10,875	10,215	7,794	7,769	8,455	6,386	5,675			
Total assets	141,551	143,061	129,368	142,219	132,579	127,403	132,807	120,594	119,223			
Current liabilities	82,406	81,859	76,592	86,352	80,038	78,451	78,726	67,248	67,300			
Accounts payable	9,072	11,367	10,648	12,172	9,800	8,320	7,539	8,180	8,068			
Short-term borrowings	63,612	59,182	57,300	64,611	63,057	63,115	64,342	51,696	52,258			
Others	9,722	11,310	8,641	9,569	7,181	7,015	6,844	7,371	6,973			
Long-term liabilities	26,131	26,831	24,393	23,632	21,882	18,803	22,747	20,658	19,389			
Long-term debt	18,969	19,479	17,390	15,858	13,912	11,280	15,272	13,870	12,956			
Obligations for retirement pay	5,023	5,046	4,982	4,868	4,707	4,633	4,449	4,239	4,227			
Others	2,138	2,306	2,019	2,906	3,263	2,889	3,025	2,548	2,205			
Net assets	33,014	34,370	28,382	32,234	30,659	30,148	31,333	32,687	32,533			
Shareholders' equity	26,547	25,484	22,933	24,248	24,297	24,434	24,370	25,271	24,811			
Other accumulated comprehensive income	5,716	7,904	4,473	6,965	5,345	4,731	5,990	7,053	7,362			
Non-controlling shareholders' equity	750	982	976	1,020	1,015	982	972	362	359			
Total liabilities and net assets	141,551	143,061	129,368	142,219	132,579	127,403	132,807	120,594	119,223			

JUKI's Domestic Bases



JUKI's Global Bases



[Other bases]

- Asia: Hong Kong, Indonesia, Cambodia, Myanmar
- Middle East: Dubai, Pakistan, Ethiopia, Jordan
- Europe: Turkey, Russia, France
- Americas: Mexico, Peru, Colombia

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

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Building Sustainable JUKI