Society, Solutions, Synergy

Financial Results Briefing for the First Half of FY2026
(Ended December 31, 2026)

August 4, 2026

JUKI CORPORATION

<Securities code: 6440>

Building Sustainable JUKI

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1. FY2026 First Half Actual

FY2026 First Half Summary

1 The effects of the strategic shift toward profitability, which has been underway since mid-2024, are firmly established
In the first half of the fiscal year under review, operating income, ordinary income, and net income all achieved profitability due to improved profitability in Sewing Machinery and Contract Business businesses and a reduction in the loss in Electronics Assembly & Systems business.

2 **Sewing Machinery Business**
Investment postponements by customers in India and Nearby countries due to the Middle East situation weighed on sales growth.
Demand recovery among global customers in China and Asia continued to gain traction.
Strong demand from the automotive sector in the Americas continued.

3 **Industrial Equipment Business**
Electronics Assembly & Systems: Sales increased YoY due to stronger order intake in Chinese markets, despite sluggish growth in the Americas.
Contract Business: Growth driven by a strategic focus on contract manufacturing projects that leverage JUKI’s core technologies; increased orders related to AI and data-center-related equipment and storage batteries.

FY2026 First Half Results

(Millions of yen)	FY2025			FY2026			YoY Change
	First half	Second half	Full year	1Q	2Q	First half	
Net sales	44,372	44,388	88,761	20,682	23,164	43,846	△525
Gross profit [Gross profit margin]	12,163 [27.4%]	14,010 [31.6%]	26,174 [29.5%]	6,019 [29.1%]	7,317 [31.6%]	13,337 [30.4%]	+1,173 [+3.0%]
Operating income [Operating margin]	92 [0.2%]	2,570 [5.8%]	2,662 [3.0%]	399 [1.9%]	1,770 [7.6%]	2,169 [4.9%]	+2,077 [+4.7%]
Ordinary income [Ordinary income margin]	△1,015 [△2.3%]	2,427 [5.5%]	1,412 [1.6%]	△342 [△1.7%]	1,145 [4.9%]	802 [1.8%]	+1,816 [+4.1%]
Net income [Net income margin]	139 [0.3%]	1,259 [2.8%]	1,399 [1.6%]	37 [0.2%]	457 [2.0%]	494 [1.1%]	+355 [+0.8%]
USD Average exchange rate for the year	JPY149	JPY151	JPY150	JPY156	JPY160	JPY158	+JPY9

FY2026 1H Operating Profit YoY Analysis

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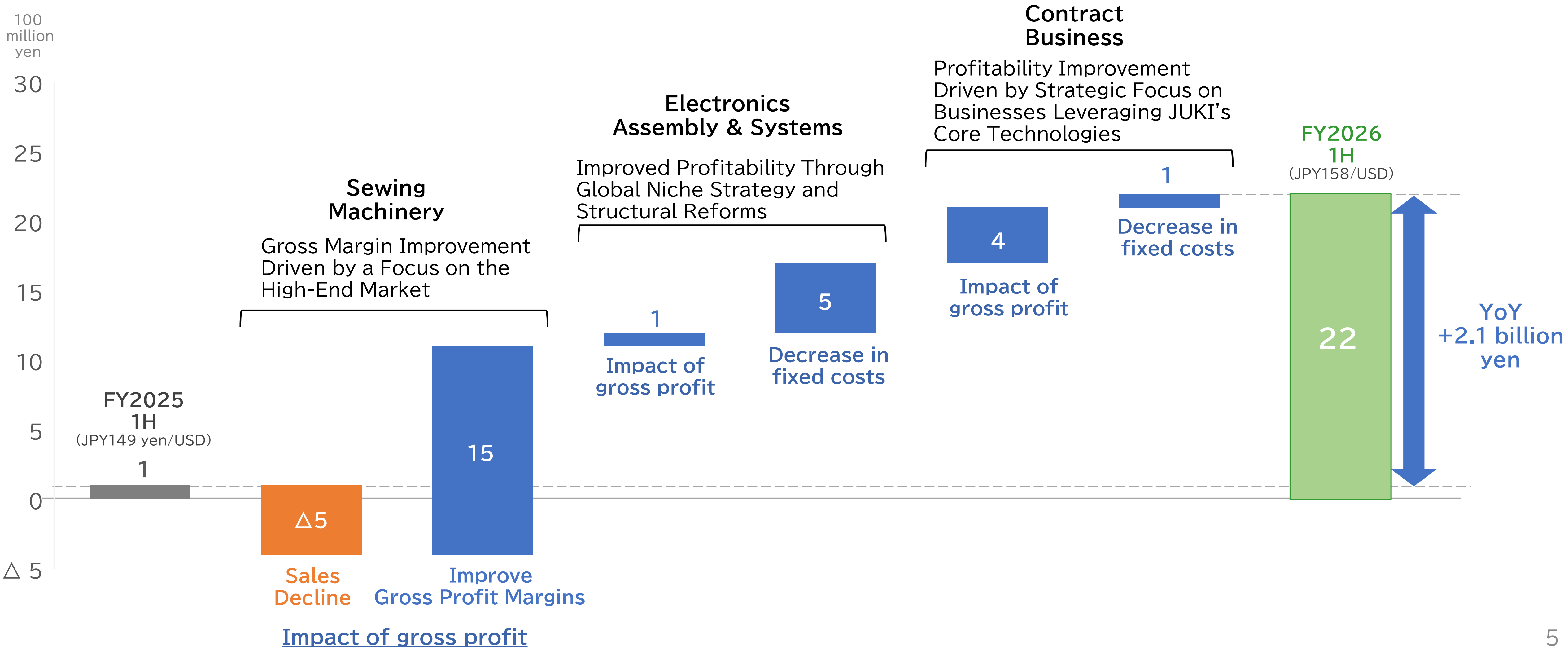
Profitability Improvement Across All Businesses Through a Shift from a Revenue-Driven to a Profit-Focused Strategy



Performance by Segment

(Millions of yen)		FY2025 First Half	FY2025 Second Half	FY2025 Full year	FY2026 1Q	FY2026 2Q	FY2026 First Half	YoY Change
Sewing Machinery	Net sales	33,891	32,725	66,616	15,293	17,375	32,669	△1,221
	Operating income [Operating margin]	1,246 [3.7%]	2,424 [7.4%]	3,671 [5.5%]	488 [3.2%]	1,733 [10.0%]	2,221 [6.8%]	+975 [+3.1%]
Industrial Equipment	Net sales	10,323	11,523	21,847	5,319	5,721	11,040	+717
	Operating income [Operating margin]	△1,119 [△10.8%]	150 [1.3%]	△969 [△4.4%]	△92 [△1.7%]	42 [0.7%]	△50 [△0.5%]	+1,069 [+10.3%]
※1 Electronics Assembly & Systems	Net sales	6,141	6,951	13,092	3,321	3,446	6,767	+626
	Operating income [Operating margin]	△861 [△14.0%]	48 [0.7%]	△813 [△6.2%]	△205 [△6.2%]	△68 [△2.0%]	△273 [△4.0%]	+588 [+10.0%]
※1 Contract Business	Net sales	4,182	4,571	8,754	1,997	2,275	4,273	+91
	Operating income [Operating margin]	△257 [△6.2%]	102 [2.2%]	△154 [△1.8%]	113 [5.7%]	110 [4.8%]	223 [5.2%]	+480 [+11.4%]
Other/ Adjustments	Net sales	158	139	297	69	67	136	△21
	Operating income	△34	△4	△39	3	△5	△2	+32
Total	Net sales	44,372	44,388	88,761	20,682	23,164	43,846	△525
	Operating income [Operating margin]	92 [0.2%]	2,570 [5.8%]	2,662 [3.0%]	399 [1.9%]	1,770 [7.6%]	2,169 [4.9%]	+2,077 [+4.7%]

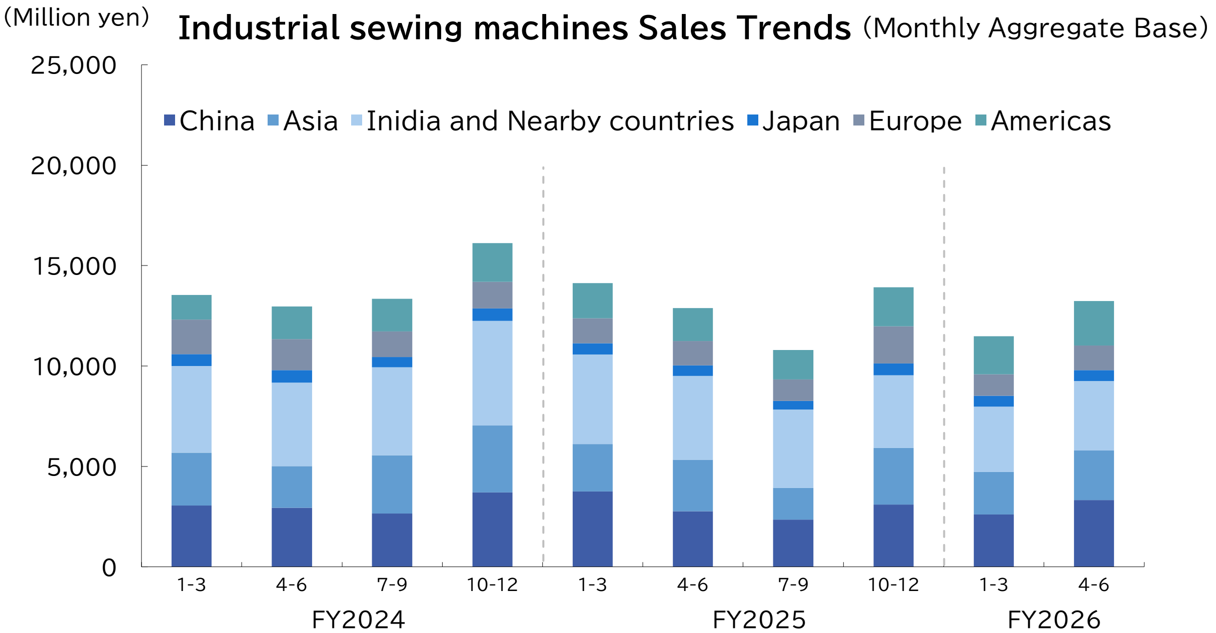
※1 Breakdown of Industrial Equipment : Electronics Assembly & Systems and contract business sales and operating income are calculated on a control-accounting basis.
※2:Common costs previously recorded as adjustments have been reallocated to business segments (also revised for FY2025).
JUKI (HONG KONG) LTD. and JUKI SMT ASIA CO., LTD., which have become dormant following structural reforms, are included in Others.

Segment Overview-Sewing Machinery-

- **Net sales**: Investment postponements by customers in India and Nearby countries due to the Middle East situation weighed on sales growth. Demand recovery among global customers in China and Asia continued to gain traction. Strong demand from the automotive sector in the Americas continued.
- **Profit**: Gross margin continued to improve, driven by a strategic focus on the high-end market and profitability enhancement initiatives, including production capacity optimization through product line rationalization. Operating profit increased by JPY1.0 billion year on year, reaching a positive JPY2.2 billion.

(Millions of yen)	FY2025 First half	FY2025 Second half	FY2025 Full year	FY2026 1Q	FY2026 2Q	FY2026 First half	YoY Change
Net sales	33,891	32,725	66,616	15,293	17,375	32,669	△1,221
Operating income [Operating margin]	1,246 [3.7%]	2,424 [7.4%]	3,671 [5.5%]	488 [3.2%]	1,733 [10.0%]	2,221 [6.8%]	+975 [3.1%]

Industrial sewing machines Sales Trends (Monthly Aggregate Base)



Industrial sewing machines Sales by Region

※For sales by region Calculation based on management accounting

(100 million yen)	FY2025 1Q	FY2025 2Q	FY2025 First half	FY2026 1Q	FY2026 2Q	FY2026 First half
China※1	38	28	65	26	33	59
Asia	23	26	49	21	25	46
India and Nearby countries※2	45	42	86	33	35	67
Japan	5	5	11	5	5	11
Europe	13	12	25	11	12	23
Americas	18	16	34	19	22	41
Total	141	129	270	115	132	247

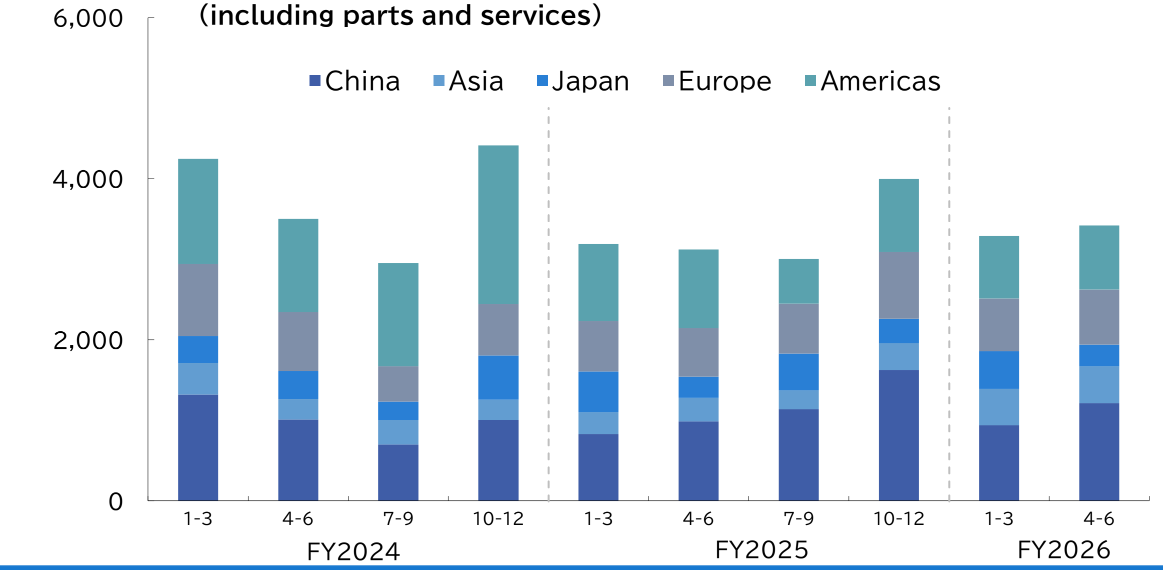
※1:Includes sales to Asia end users through China distributors
※2:India, Bangladesh, the Middle East and Africa

Segment Overview-Industrial Equipment – <Electronics Assembly & Systems>

- **Net sales:** Although growth in the Americas remained weak, stronger order intake in China, our largest market, resulted in a year-on-year revenue increase of JPY 0.6 billion. Demand in the Americas is expected to recover in the second half, supported by an increase in project activity.
- **Profit:** Driven by the “Global Niche Strategy” focused on priority markets and regions, along with organizational restructuring and manufacturing footprint optimization, operating profit improved by JPY 0.6 billion year-on-year, reducing the operating loss to JPY 0.2 billion. Despite delays in structural reforms in Europe that postponed the return to profitability, the reforms are now on track, and profitability is expected in 4Q.

(Millions of yen)	FY2025 First half	FY2025 Second half	FY2025 Full year	FY2026 1Q	FY2026 2Q	FY2026 First half	YoY Change
Net sales	6,141	6,951	13,092	3,321	3,446	6,767	+626
Operating income [Operating margin]	△861 [△14.0%]	48 [0.7%]	△813 [△6.2%]	△205 [△6.2%]	△68 [△2.0%]	△273 [△4.0%]	+588 [+10.0%]

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



Electronics Assembly & Systems Sales by Region

※For sales by region Calculation based on management accounting

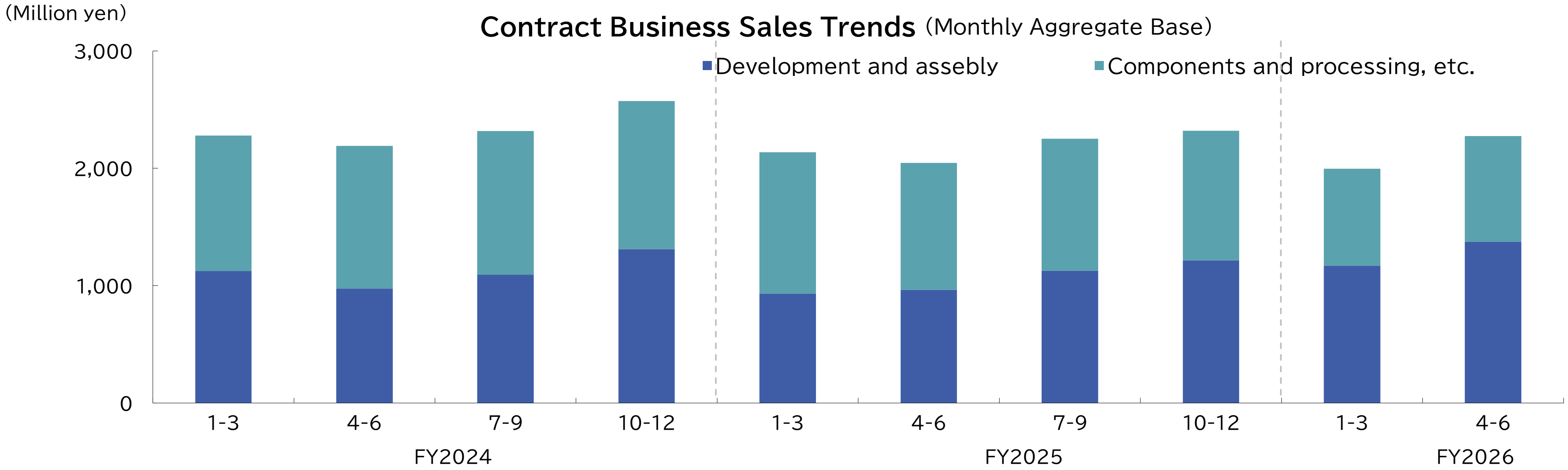
(100 million yen)	In 2025 1Q	In 2025 2Q	In 2025 First half	FY2026 1Q	FY2026 2Q	FY2026 First half
China	8	10	18	9	12	22
Asia	3	3	6	4	5	9
Japan	5	3	8	5	3	7
Europe	6	6	12	7	7	14
Americas	10	10	19	8	8	16
Total	32	31	63	33	34	68

Segment Overview-Industrial Equipment - <Contract Business>

- Increased by JPY 0.1 billion year-on-year mainly due to increased orders for AI and data-center related equipment and storage batteries.
- The shift from a revenue-driven to a profit-focused business model is gaining traction, supported by a strategic focus on businesses that leverage JUKI's core technologies. As a result, operating profit increased by JPY 0.5 billion year-on-year to JPY 0.2 billion.

(Millions of yen)	FY2025			FY2026			YoY Change
	First half	Second half	Full year	1Q	2Q	First half	
Net sales	4,182	4,571	8,754	1,997	2,275	4,273	+91
Operating income [Operating margin]	△257 [△6.2%]	102 [2.2%]	△154 [△1.8%]	113 [5.7%]	110 [4.8%]	223 [5.2%]	+480 [+11.4%]

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



Major Financial Items

- Interest-bearing debt decreased steadily due to restrained trade receivables and inventories.
- Equity ratio recovered to nearly 30%

(Millions of yen)	FY2024 End of December	FY2025 End of December	FY2026 End of June	Change
Total assets	142,219	120,594	112,614	△7,979
Net assets	32,234	32,687	33,820	+1,133
Equity ratio	21.9%	26.8%	29.7%	+2.9%
Trade receivables	31,562	23,887	21,893	△1,994
[Rotation period]	[4.0mos]	[3.2mos]	[3.0mos]	[△0.2mos]
Inventory	58,297	50,521	49,468	△1,053
[Rotation period]	[7.3mos]	[6.8mos]	[6.8mos]	[±0mos]
Trade payables	12,172	8,180	7,366	△815
[Rotation period]	[1.5mos]	[1.1mos]	[1.0mos]	[△0.1mos]
Interest-bearing debt	82,728	67,932	60,149	△7,783
(deduction of interest-bearing debt)	(69,557)	(54,796)	(50,743)	△4,053
USD closing rate	JPY158	JPY157	JPY162	+JPY5

Consolidated Statements of Cash Flows

(Millions of yen)	FY2025		FY2026
	First half	Second half	First half
Operating Cash Flow	3,956	7,756	5,109
Investing Cash Flow	3,124	1,240	△2
Financing Cash Flow	△4,762	△11,383	△9,046

・Continued solid operating cash flow generation

2. FY2026 Outlook

FY2026 Outlook

Review of First Half

- ✓ Profitability improved across all business segments as a result of the profit-focused strategy.
- ✓ Sewing Machinery Business and Contract Business continued to deliver profit growth, driven by significant improvements in profit margins.
- ✓ Electronics Assembly & Systems business significantly reduced its losses..

Outlook for Second Half

- ✓ Solid performance is expected across all business segments.
- ✓ Electronics Assembly & Systems business is expected to become profitable in 4Q
- ✓ The prolonged and escalating situation in the Middle East remains the largest geopolitical risk.

No change in full-year forecast

Progress toward full-year forecasts

Results for the first half were largely in line with plan, and solid performance is expected to continue in the second half.

	Achievement Rate	Progress	Full-year forecast
Net sales	49%	JPY43.8 billion (FY2025 2H: JPY 44.4 billion)	JPY90 billion
Operating income	48%	JPY2.2 billion (FY2025 2H: JPY 2.6 billion)	JPY4.5 billion
Ordinary income	40%	JPY0.8 billion (FY2025 2H: 1.5 billion yen Excluding foreign exchange gains)	JPY2 billion

3. Reference Materials

Corporate Profile

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 and related products
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

Business Activities

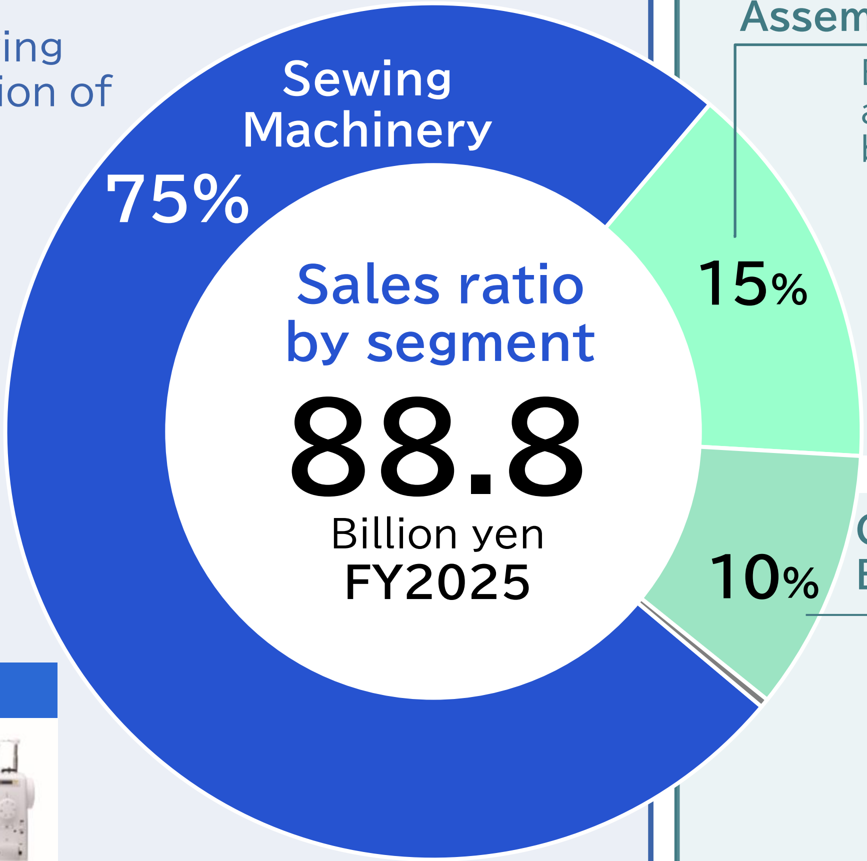
Sewing Machinery

Manufacture and sale of sewing equipment, primarily industrial sewing machines, together with the provision of value-added solutions.

Apparel

Non-apparel

Household



Industrial Equipment

Electronics Assembly & Systems

Business providing equipment, systems, and peripheral devices for printed circuit board production.

SMT

Multitask Platform

Automatic warehouse

Contract Business

Contract manufacturing services leveraging JUKI’s technologies, facilities, and human resources to provide end-to-end design and production solutions.

Artificial joints (lost-wax casting)

Crimping tools (precision machining)

Quarterly Results

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(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	23,164			
Operating income	△145	△1,283	△441	907	△962	△332	425	582	1,988	2,662	399	1,770			
Ordinary income	△581	△1,538	△2,325	1,117	△3,327	△1,035	20	243	2,183	1,412	△342	1,145			
Net Income	△833	△1,166	△2,551	1,315	△3,235	49	90	△64	1,323	1,399	37	457			
Operating income margin	-	-	-	3.3%	-	-	2.0%	2.9%	8.1%	3.0%	1.9%	7.6%			
Ordinary income margin	-	-	-	4.0%	-	-	0.1%	1.2%	8.9%	1.6%	-	4.9%			
Net income margin	-	-	-	4.7%	-	0.2%	0.4%	-	5.4%	1.6%	0.2%	2.0%			

Financial Items

	1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year
Trade receivables	37,151	36,957	28,451	31,562		27,431	24,124	22,368	23,887		21,294	21,893			
Inventory	56,103	58.732	56,624	58,297		54,993	52,568	52,140	50,521		51,004	49,468			
Trade payables	9,073	11,367	10,648	12,172		9,800	8,320	7,539	8,180		8,068	7,366			
Interest-bearing debt	84,248	80,266	76,175	82,728		79,784	76,784	82,180	67,932		67,483	60,149			

Statement of Cash Flows

	1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year
Operating Cash Flow		5,127		4,244	9,371	617	3,339	2,325	5,431	11,712	2,649	2,460			
Investing Cash Flow		82		△84	△2	2,745	379	△191	1,431	4,364	322	△324			
Financing Cash Flow		△6,489		2,342	△4,147	△2,991	△1,770	4,679	△16,062	△16,145	△1,204	△7,842			

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	17,375			
Industrial Equipment	6,549	5,976	5,254	7,245	25,025	5,494	4,828	5,355	6,168	21,847	5,319	5,721			
Others	82	80	64	78	304	92	65	66	72	297	69	67			
Total	23,237	22,645	21,553	27,750	95,185	22,957	21,415	19,832	24,556	88,761	20,682	23,164			
Operating income															
Sewing Machinery	△42	△784	△204	897	△133	240	1,007	698	1,727	3,671	488	1,733			
Industrial Equipment	△92	△491	△224	16	△791	△556	△563	△103	253	△969	△92	42			
Others	△11	△8	△13	△5	△38	△16	△18	△12	8	△39	3	△5			
Total	△145	△1,283	△441	907	△962	△332	425	582	1,988	2,662	399	1,770			
Ordinary income															
Sewing Machinery	△324	△955	△1,361	718	△1,922	△201	693	382	1,652	2,525	9	1,274			
Industrial Equipment	△284	△575	△949	406	△1,403	△816	△653	△126	525	△1,070	△319	△132			
Others	28	△8	△15	△7	△2	△17	△20	△12	7	△43	△32	3			
Adjusted amount	0	0	0	0	0	0	0	0	0	0	0	1,145			
Total	△581	△1,538	△2,325	1,117	△3,327	△1,035	20	243	2,183	1,412	△342	1,274			

※Common costs previously recorded as adjustments have been reallocated to business segments (also revised for FY2024, FY2025).

Quarterly Sales by Region-Industrial sewing machines-

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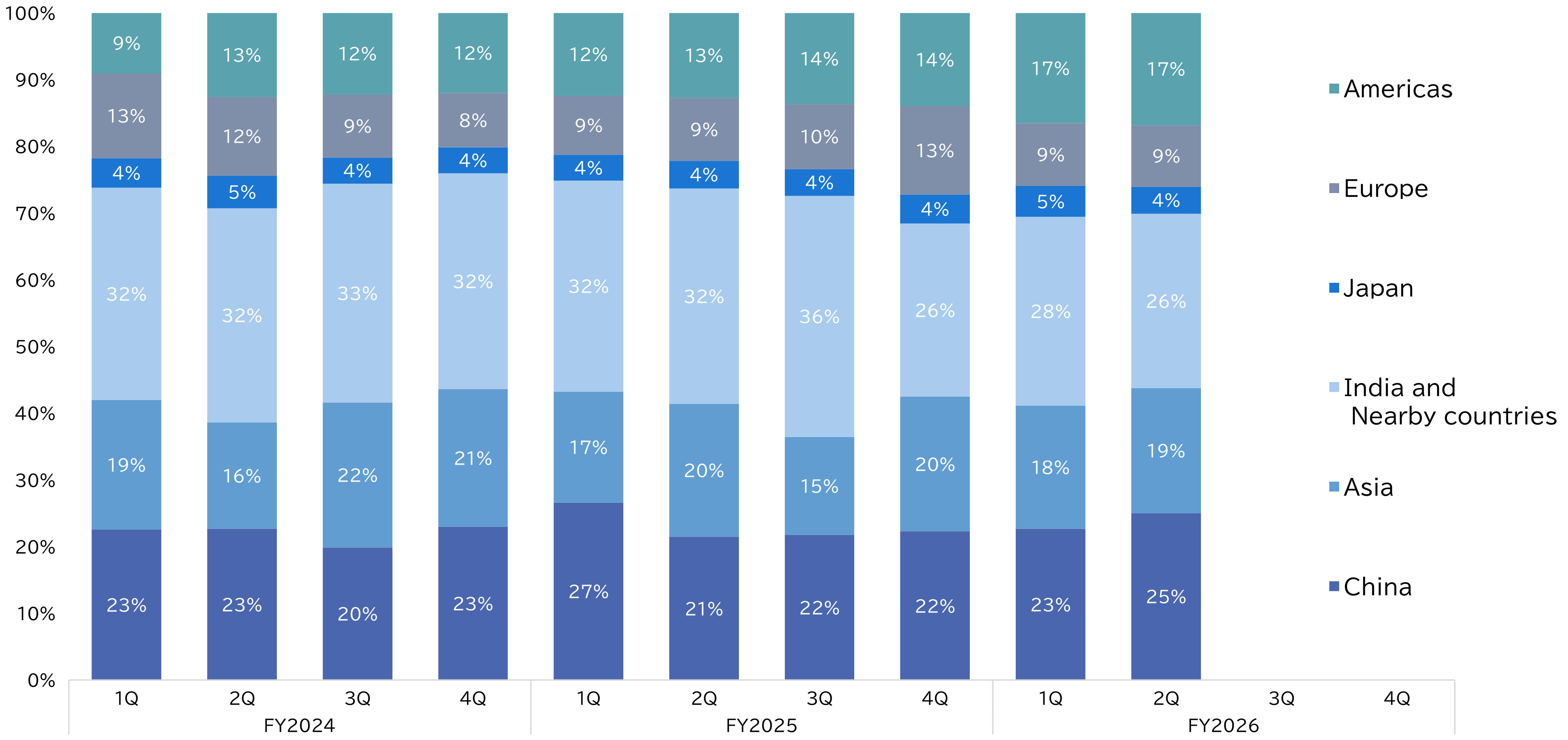
Industrial sewing machines Sales Breakdown by Region



Quarterly Sales by Region-Electronics Assembly & Systems-

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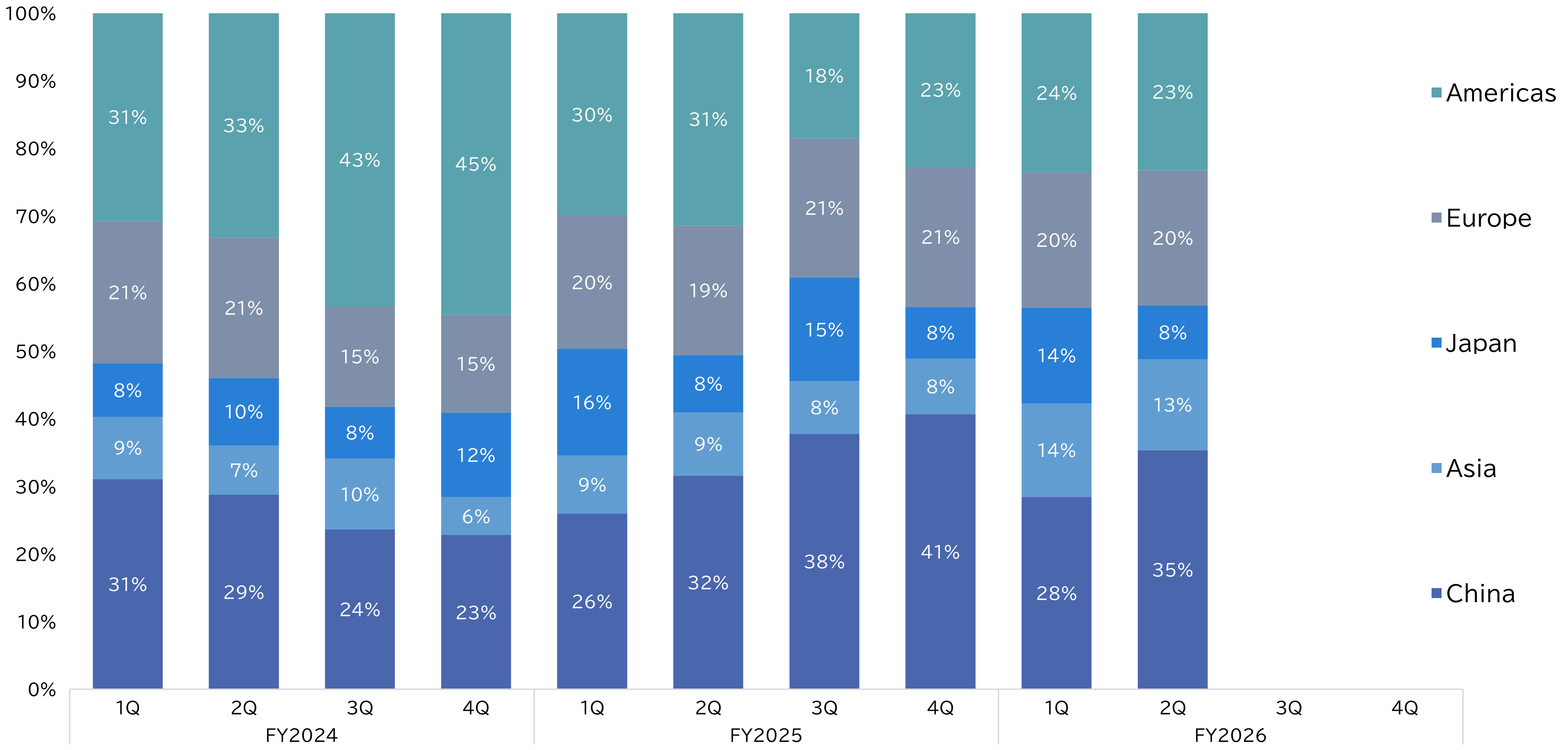
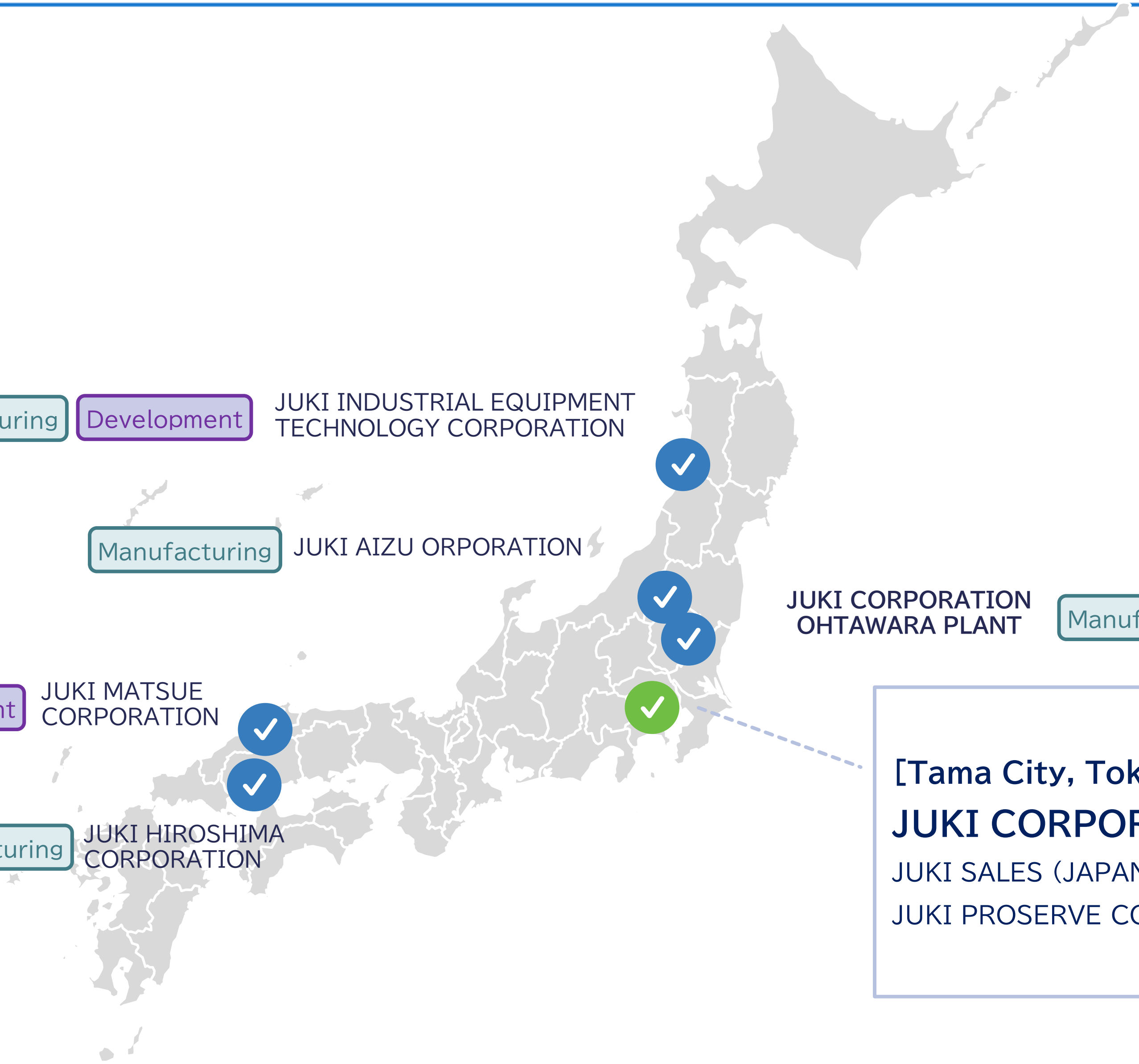
Electronics Assembly & Systems Sales Breakdown by Region



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	83,219		
Cash and deposits	8,134	6,623	5,350	13,170	13,129	14,878	21,933	13,136	15,063	9,405		
Notes, accounts receivable and contract assets	37,151	36,957	28,451	31,562	27,431	24,124	22,368	23,887	21,294	21,893		
Inventories	56,103	58,732	56,624	58,297	54,993	52,568	52,140	50,521	51,004	49,468		
Others	2,595	2,588	2,281	2,355	2,514	2,531	2,527	2,102	2,087	2,451		
Fixed assets	37,567	38,160	36,660	36,835	34,512	33,301	33,837	30,946	29,774	29,395		
Property, plant and equipment	22,645	22,570	22,195	22,596	22,669	21,599	21,483	20,840	20,487	20,320		
Intangible assets	3,412	3,418	3,589	4,023	4,048	3,933	3,897	3,719	3,611	3,389		
Investments and other assets	11,509	12,171	10,875	10,215	7,794	7,769	8,455	6,386	5,675	5,684		
Total assets	141,551	143,061	129,368	142,219	132,579	127,403	132,807	120,594	119,223	112,614		
Current liabilities	82,406	81,859	76,592	86,352	80,038	78,451	78,726	67,248	67,300	60,695		
Accounts payable	9,072	11,367	10,648	12,172	9,800	8,320	7,539	8,180	8,068	7,366		
Short-term borrowings	63,612	59,182	57,300	64,611	63,057	63,115	64,342	51,696	52,258	46,175		
Others	9,722	11,310	8,641	9,569	7,181	7,015	6,844	7,371	6,973	7,154		
Long-term liabilities	26,131	26,831	24,393	23,632	21,882	18,803	22,747	20,658	19,389	18,098		
Long-term debt	18,969	19,479	17,390	15,858	13,912	11,280	15,272	13,870	12,956	11,726		
Obligations for retirement pay	5,023	5,046	4,982	4,868	4,707	4,633	4,449	4,239	4,227	4,251		
Others	2,138	2,306	2,019	2, 906	3,263	2,889	3,025	2,548	2,205	2,120		
Net assets	33,014	34,370	28,382	32,234	30,659	30,148	31,333	32,687	32,533	33,820		
Shareholders' equity	26,547	25,484	22,933	24,248	24,297	24,434	24,370	25,271	24,811	25,277		
Other accumulated comprehensive income	5,716	7,904	4,473	6,965	5,345	4,731	5,990	7,053	7,362	8,172		
Non-controlling shareholders' equity	750	982	976	1,020	1,015	982	972	362	359	370		
Total liabilities and net assets	141,551	143,061	129,368	142,219	132,579	127,403	132,807	120,594	119,223	112,614		

JUKI’s Domestic Bases



Manufacturing Development JUKI INDUSTRIAL EQUIPMENT TECHNOLOGY CORPORATION

Manufacturing JUKI AIZU ORPORATION

JUKI CORPORATION OHTAWARA PLANT Manufacturing Development

Manufacturing Development JUKI MATSUE CORPORATION

Manufacturing JUKI HIROSHIMA CORPORATION

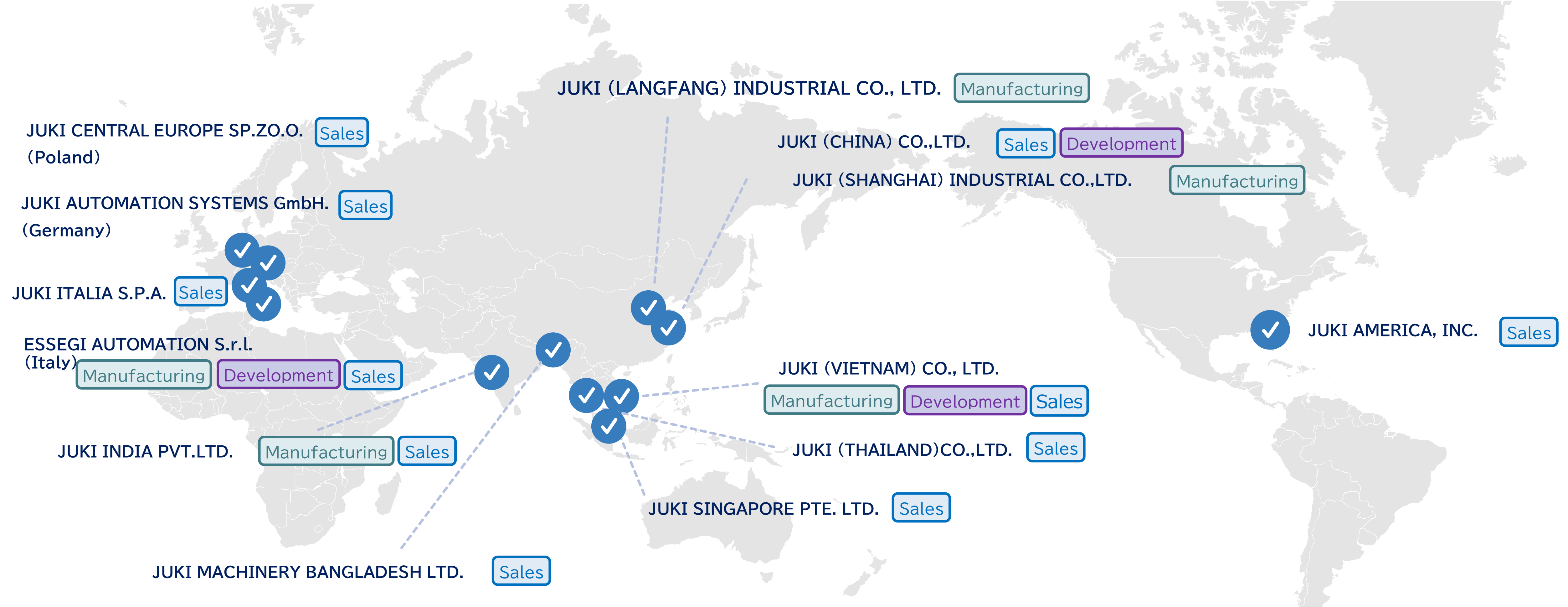
[Tama City, Tokyo]

JUKI CORPORATION Head Office Development

JUKI SALES (JAPAN) CORPORATION Sales

JUKI PROSERVE CORPORATION Others

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

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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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