Society, Solutions, Synergy

JUKI

Financial Results Briefing for the 3Q of FY2026

(Ending December 31, 2026)

November 12, 2026

JUKI CORPORATION

<Securities code: 6440>

Building Sustainable JUKI

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1. FY2026 3Q Actual

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FY2026 3Q Summary

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1 **Benefits of the profit-focused strategy implemented since mid-FY2024 have taken hold.**

Higher operating and ordinary profit YoY in 3Q cumulative period

Supported by continued earnings improvement in the Sewing Machinery & Systems and Contract businesses and progress in the Electronics Assembly & Systems business.

2 **Operating profitability achieved across all business segments in 3Q.**

Ordinary loss despite lower interest-bearing debt, due to higher interest expenses and FX loss. (Interest expenses: ¥492 million; FX loss: ¥553 million)

3 **Sewing Machinery Business remained solid.**

High-margin automotive-related markets in the Americas drove overall performance despite geopolitical headwinds in the Middle East.

Electronics Assembly & Systems business returned to profitability.

Despite sluggish demand in China, growth in orders from the Americas underpinned performance, leading to profitability in 3Q.

Contract Business maintained growth momentum.

Growth momentum sustained by AI-related orders

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FY2026 3Q Results

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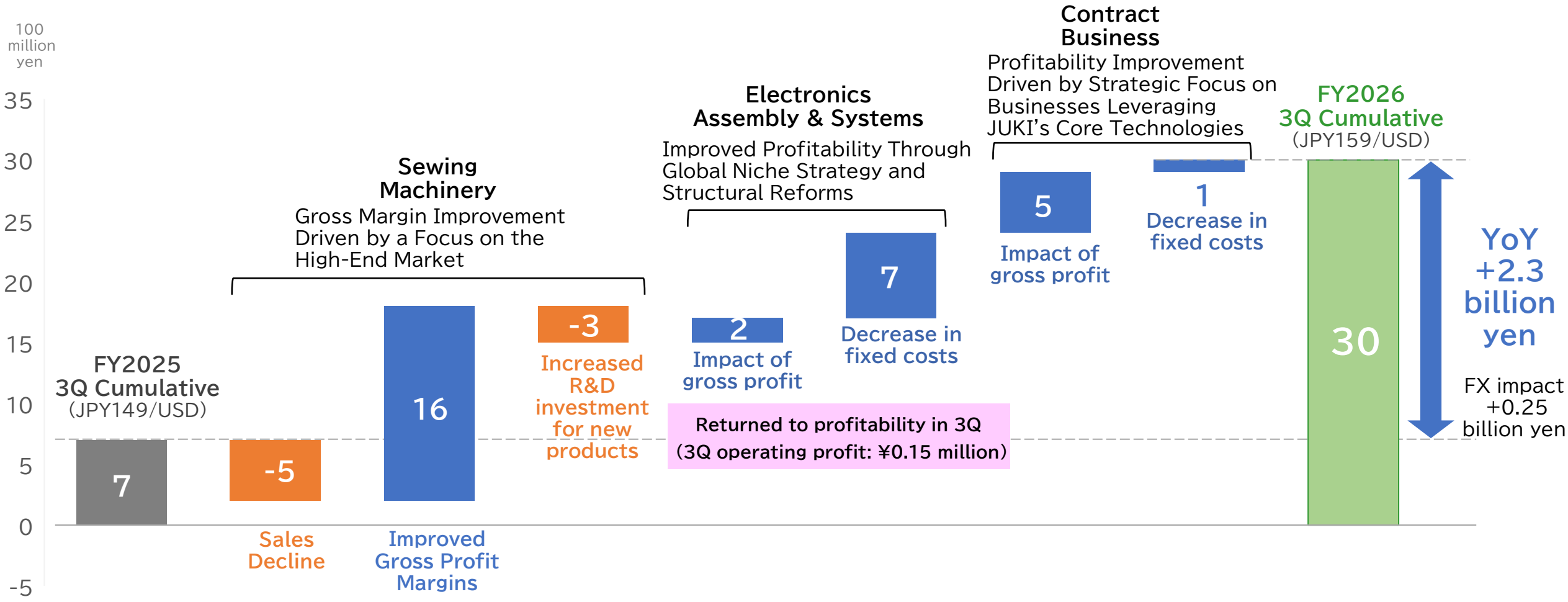
(Millions of yen)	FY2025	FY2026				YoY Change
	3Q Cumulative	1Q	2Q	3Q	3Q Cumulative	
Net sales	64,204	20,682	23,164	20,115	63,962	-242
Gross profit	18,309	6,019	7,317	6,567	19,904	+1,595
[Gross profit margin]	[28.5%]	[29.1%]	[31.6%]	[32.6%]	[31.1%]	[+2.6%]
Operating income	674	399	1,770	864	3,033	+2,358
[Operating margin]	[1.1%]	[1.9%]	[7.6%]	[4.3%]	[4.7%]	[+3.6%]
Ordinary income	-771	-342	1,145	-29	772	+1,543
[Ordinary income margin]	[-1.2%]	[-1.7%]	[4.9%]	[-0.1%]	[1.2%]	[+2.4%]
Net income	75	37	457	-347	147	+71
[Net income margin]	[0.1%]	[0.2%]	[2.0%]	[-1.7%]	[0.2%]	[+0.1%]
USD Average exchange rate for the year	149円	156円	160円	160円	159円	+10円

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FY2026 3Q Operating Profit YoY Analysis

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- Business transformation further progressed through a strategic shift from a revenue-driven to a profit-focused strategy.
- Profitability improvement trend continued across all business segments.
- Electronics Assembly & Systems Business returned to profitability in 3Q.



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Performance by Segment

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(Millions of yen)		FY2025	FY2026				YoY Change
		3Q Cumulative	1Q	2Q	3Q	3Q Cumulative	
Sewing Machinery	Net sales	48,301	15,293	17,375	14,608	47,277	-1,024
	Operating income	1,944	488	1,733	525	2,746	+802
	[Operating margin]	[4.0%]	[3.2%]	[10.0%]	[3.6%]	[5.8%]	[+1.8%]
Industrial Equipment	Net sales	15,678	5,319	5,721	5,442	16,482	+804
	Operating income	-1,221	-92	42	346	296	+1,517
	[Operating margin]	[-7.8%]	[-1.7%]	[0.7%]	[6.4%]	[1.8%]	[9.6%]
Electronics Assembly & Systems ※1	Net sales	9,243	3,321	3,446	3,043	9,810	+567
	Operating income	-1,022	-205	-68	150	-123	+899
	[Operating margin]	[-11.1%]	[-6.2%]	[-2.0%]	[4.9%]	[-1.3%]	[+9.8%]
Contract Business ※1	Net sales	6,435	1,997	2,275	2,398	6,671	+236
	Operating income	-199	113	110	197	420	+619
	[Operating margin]	[-3.1%]	[5.7%]	[4.8%]	[8.2%]	[6.3%]	[+9.4%]
Other/ Adjustments ※2	Net sales	224	69	67	66	202	-22
	Operating income	-47	3	-5	-7	-9	+38
Total	Net sales	64,204	20,682	23,164	20,115	63,962	-242
	Operating income	674	399	1,770	864	3,033	+2,358
	[Operating margin]	[1.1%]	[1.9%]	[7.6%]	[4.3%]	[4.7%]	[+3.6%]

※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.

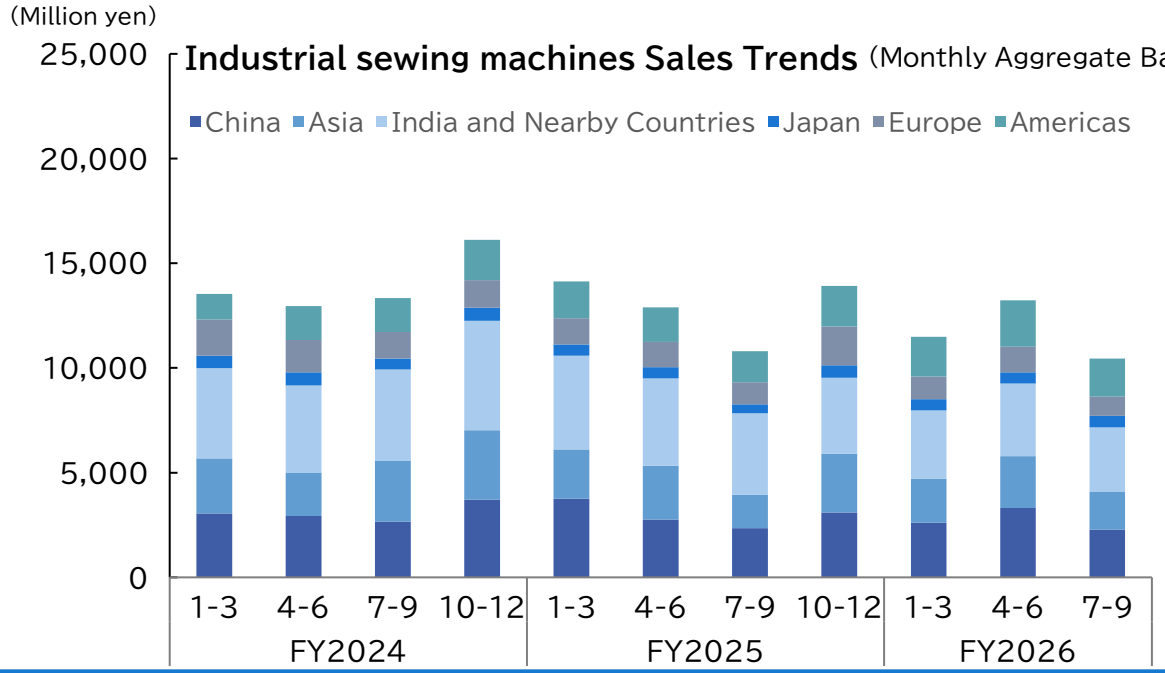
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Segment Overview-Sewing Machinery-

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- Net sales: Stable overall performance, driven by strong automotive-related demand in the Americas despite geopolitical headwinds in the Middle East and shipment timing impacts in China and Asia.
- Profit: Profit improvement initiatives, including a strategic shift toward the high-end market and production optimization through product line rationalization, delivered solid results, increasing operating profit by ¥0.8 billion YoY.

(Millions of yen)	FY2025	FY2026				YoY Change
	3Q Cumulative	1Q	2Q	3Q	3Q Cumulative	
Net sales	48,301	15,293	17,375	14,608	47,277	-1,024
Operating income [Operating margin]	1,944 [4.0%]	488 [3.2%]	1,733 [10.0%]	525 [3.6%]	2,746 [5.8%]	+802 [+1.8%]



Industrial sewing machines Sales by Region

※For sales by region Calculation based on management accounting

(100 million yen)	FY2025				FY2026			
	1Q	2Q	3Q	3Q Cumulative	1Q	2Q	3Q	3Q Cumulative
China※1	38	28	24	89	26	33	23	82
Asia	23	26	16	65	21	25	18	64
India and Nearby countries※2	45	42	39	125	33	35	31	98
Japan	5	5	4	15	5	5	6	16
Europe	13	12	11	35	11	12	9	32
Americas	18	16	15	49	19	22	18	59
Total	141	129	108	378	115	132	104	352

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

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

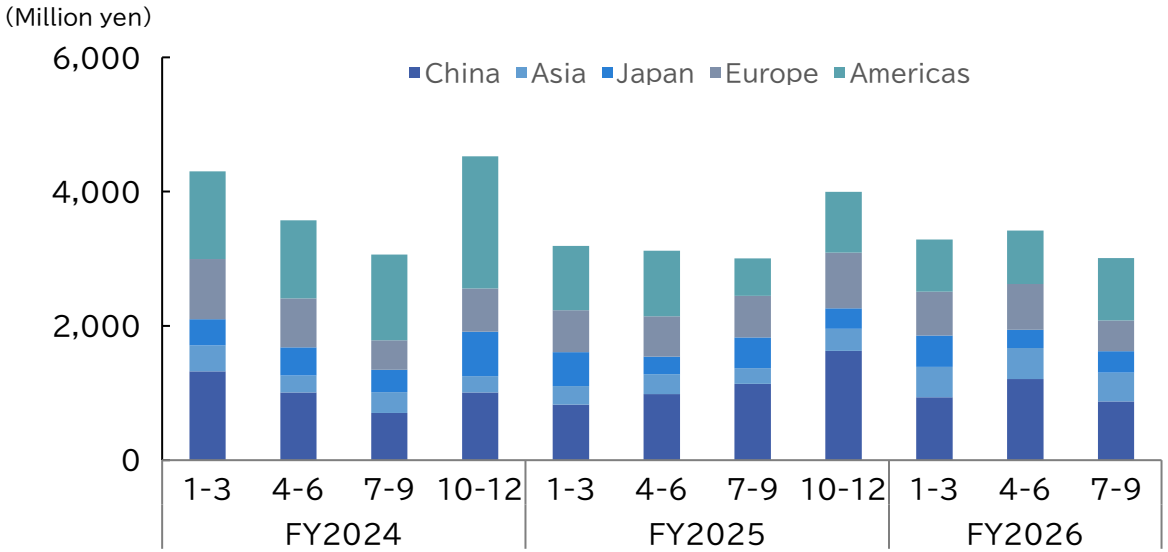
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- Net sales: Despite sluggish demand in China, orders from the Americas and other regions provided support, resulting in a ¥0.6 billion increase in net sales (+6.1% YoY), with steady progress toward sales expansion in 4Q.
- Profit: Global niche strategy initiatives focused on target markets and regions, together with organizational restructuring and factory optimization, drove a ¥0.9 billion YoY increase in operating profit, with operating profitability achieved in 3Q.

(Millions of yen)	FY2025	FY2026				YoY Change
	3Q Cumulative	1Q	2Q	3Q	3Q Cumulative	
Net sales	9,243	3,321	3,446	3,043	9,810	+567
Operating income [Operating margin]	-1,022 [-11.1%]	-205 [-6.2%]	-68 [-2.0%]	150 [4.9%]	-123 [-1.3%]	+899 [+9.8%]

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)	FY2025				FY2026			
	1Q	2Q	3Q	3Q Cumulative	1Q	2Q	3Q	3Q Cumulative
China	8	10	11	30	9	12	9	30
Asia	3	3	2	8	4	5	4	13
Japan	5	3	5	12	5	3	3	11
Europe	6	6	6	18	7	7	5	18
Americas	10	10	6	25	8	8	9	25
Total	32	31	30	93	33	34	30	97

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Segment Overview-Industrial Equipment -
<Contract Business>

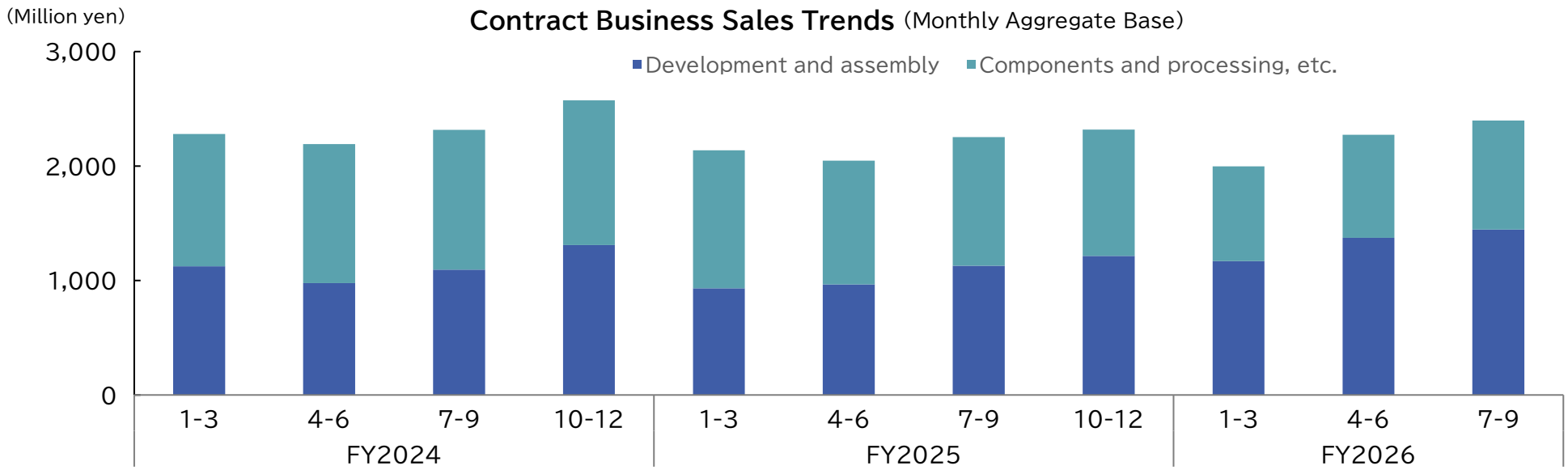
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- Net sales: Core businesses leveraging JUKI's strengths remained solid, while continued AI and data center-related orders drove growth, sustaining expansion (+3.7% YoY).
- Profit: The shift from a revenue-driven to a profit-focused business model has taken hold. Continued focus on high-value-added businesses that leverage JUKI's technological strengths drove a ¥0.6 billion YoY increase in operating profit.

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

(Millions of yen)	FY2025	FY2026				YoY Change
	3Q Cumulative	1Q	2Q	3Q	3Q Cumulative	
Net sales	6,435	1,997	2,275	2,398	6,671	+236
Operating income [Operating margin]	-199 [-3.1%]	113 [5.7%]	110 [4.8%]	197 [8.2%]	420 [6.3%]	+619 [+9.4%]



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Major Financial Items

- Interest-bearing debt reduced by ¥11.6 billion vs. FY-end through reductions in receivables and cash; further improvement targeted through inventory reduction.
- Equity ratio maintained at nearly 30%.

(Millions of yen)	FY2024 End of Dec	FY2025 End of Dec	FY2026 End of Sep	Change
Total assets	142,219	120,594	108,507	-12,086
Net assets	32,234	32,687	32,342	-344
Equity ratio	21.9%	26.8%	29.5%	+2.7%
Trade receivables	31,562	23,887	18,415	-5,471
[Rotation period]	[4.0mos]	[3.2mos]	[2.6mos]	[-0.6mos]
Inventory	58,297	50,521	49,920	-601
[Rotation period]	[7.3mos]	[6.8mos]	[7.0mos]	[+0.2mos]
Trade payables	12,172	8,180	7,807	-372
[Rotation period]	[1.5mos]	[1.1mos]	[1.1mos]	[-0mos]
Interest-bearing debt	82,728	67,932	56,312	-11,619
(deduction of interest-bearing debt)	(69,557)	(54,796)	(47,210)	-7,586
USD closing rate	JPY158	JPY157	JPY157	±0

Consolidated Statements of Cash Flows

(Millions of yen)	FY2026			
	1Q	2Q	3Q	3Q Cumulative
Operating Cash Flow	2,649	2,460	3,921	9,031
Investing Cash Flow	322	-324	-599	-602
Financing Cash Flow	-1,204	-7,842	-3,457	12,504

・Continued solid operating cash flow generation

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2. FY2026 Outlook

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FY2026 Outlook

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Review of 3Q

- Profit-focused strategy firmly established, particularly through a shift toward high-value-added businesses in the Sewing Machinery Business.
- Electronics Assembly & Systems Business returned to Profitability.
- Lower interest-bearing debt and equity ratio maintained at nearly 30%.

Full-Year Outlook

- 4Q sales in the Sewing Machinery Business expected to be maintained at the prior-year level.
- Electronics Assembly & Systems business expected to sustain profitability beyond 4Q through structural reforms.
- Contract Business maintained growth momentum.

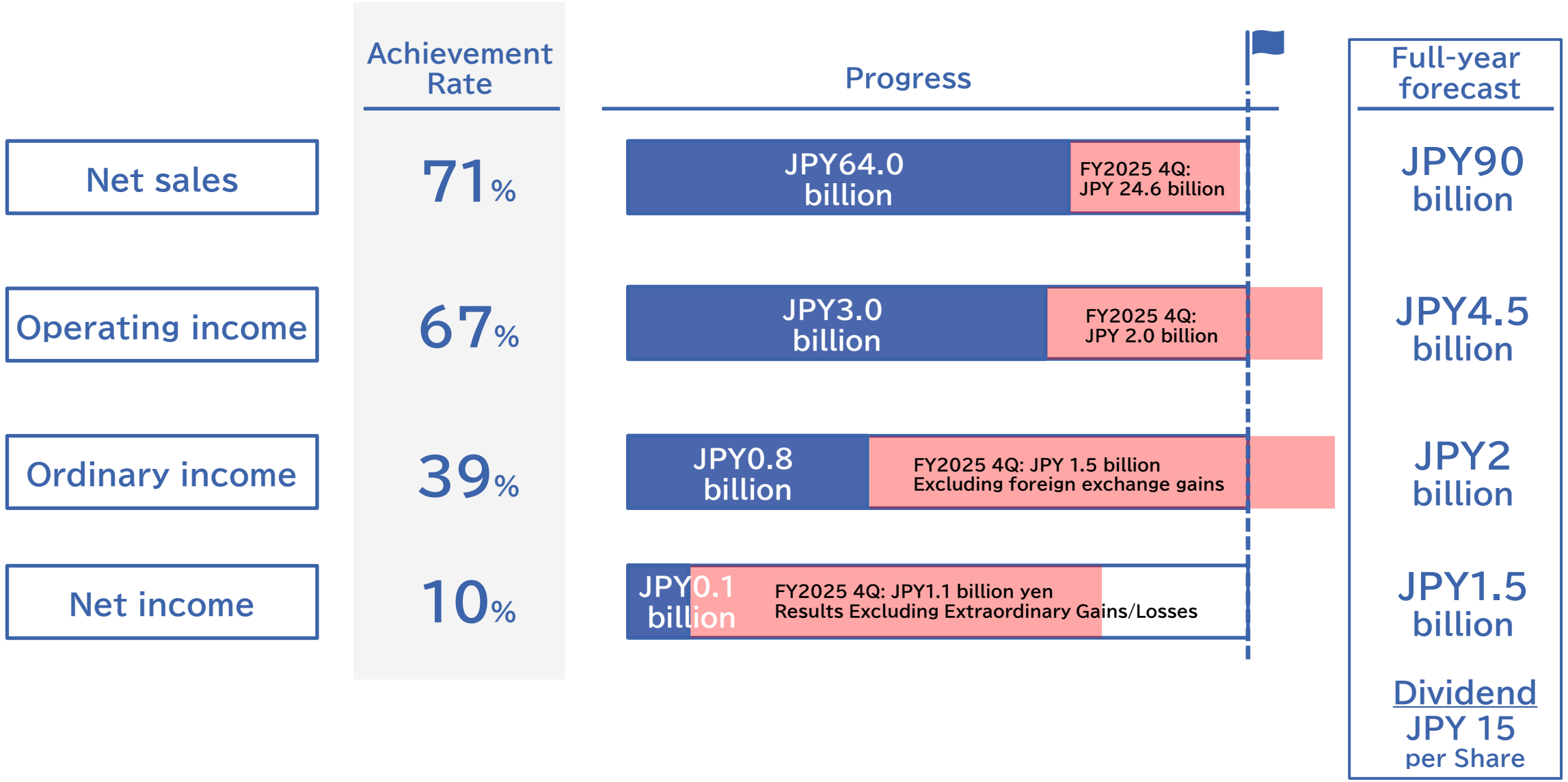
No change in full-year forecast

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Progress toward full-year forecasts

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3. Reference Materials

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Corporate Profile

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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

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Business Activities

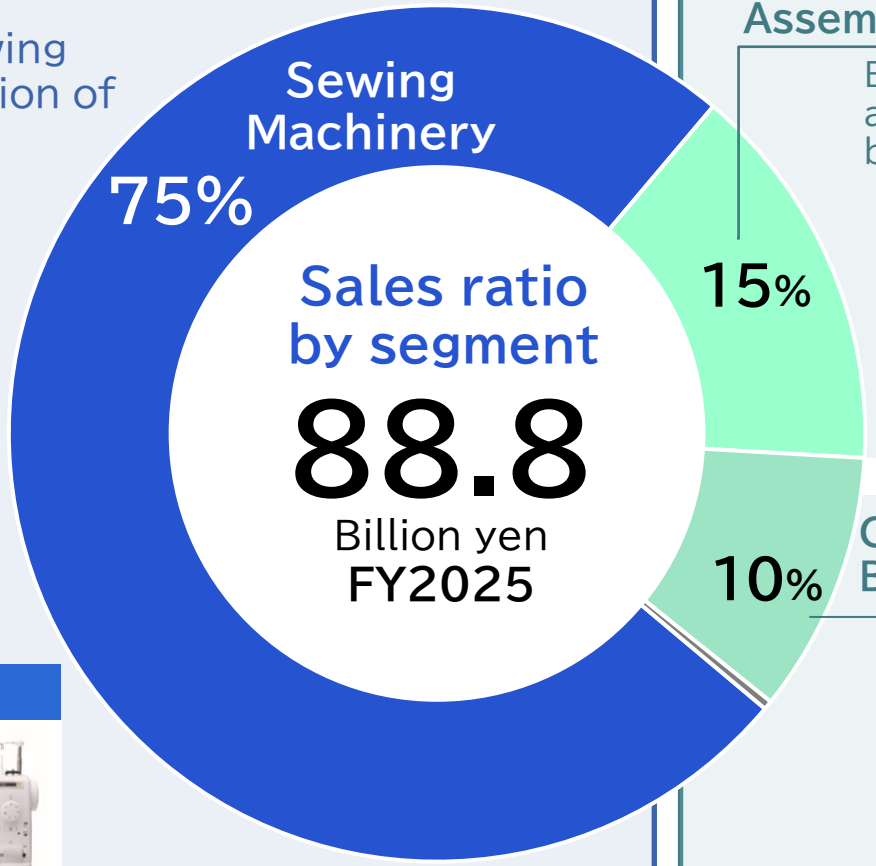
Sewing Machinery

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









Industrial Equipment

Electronics Assembly & Systems

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







Contract Business

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





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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	20,115		
Operating income	-145	-1,283	-441	907	-962	-332	425	582	1,988	2,662	399	1,770	864		
Ordinary income	-581	-1,538	-2,325	1,117	-3,327	-1,035	20	243	2,183	1,412	-342	1,145	-29		
Net Income	-833	-1,166	-2,551	1,315	-3,235	49	90	-64	1,323	1,399	37	457	-347		
Operating income margin	-	-	-	3.3%	-	-	2.0%	2.9%	8.1%	3.0%	1.9%	7.6%	4.3%		
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															
Trade receivables	37,151	36,957	28,451	31,562		27,431	24,124	22,368	23,887		21,294	21,893	18,415		
Inventory	56,103	58.732	56,624	58,297		54,993	52,568	52,140	50,521		51,004	49,468	49,920		
Trade payables	9,073	11,367	10,648	12,172		9,800	8,320	7,539	8,180		8,068	7,366	7,807		
Interest-bearing debt	84,248	80,266	76,175	82,728		79,784	76,784	82,180	67,932		67,483	60,149	56,312		
Statement of Cash Flows															
Operating Cash Flow	5,127		4,244	9,371		617	3,339	2,325	5,431	11,712	2,649	2,460	3921		
Investing Cash Flow	82		-84	-2		2,745	379	-191	1,431	4,364	322	-324	-599		
Financing Cash Flow	-6,489		2,342	-4,147		-2,991	-1,770	4,679	-16,062	-16,145	-1,204	-7,842	-3,457		

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Quarterly performance by segment

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(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	14,608		
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	5,442		
Others	82	80	64	78	304	92	65	66	72	297	69	67	66		
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	20,115		
Operating income															
Sewing Machinery	-42	-784	-204	897	-133	240	1,007	698	1,727	3,671	488	1,733	525		
Industrial Equipment	-92	-491	-224	16	-791	-556	-563	-103	253	-969	-92	42	346		
Others	-11	-8	-13	-5	-38	-16	-18	-12	8	-39	3	-5	-7		
Total	-145	-1,283	-441	907	-962	-332	425	582	1,988	2,662	399	1,770	864		
Ordinary income															
Sewing Machinery	-324	-955	-1,361	718	-1,922	-201	693	382	1,652	2,525	9	1,274	-157		
Industrial Equipment	-284	-575	-949	406	-1,403	-816	-653	-126	525	-1,070	-319	-132	131		
Others	28	-8	-15	-7	-2	-17	-20	-12	7	-43	-32	3	-3		
Total	-581	-1,538	-2,325	1,117	-3,327	-1,035	20	243	2,183	1,412	-342	1,145	-29		

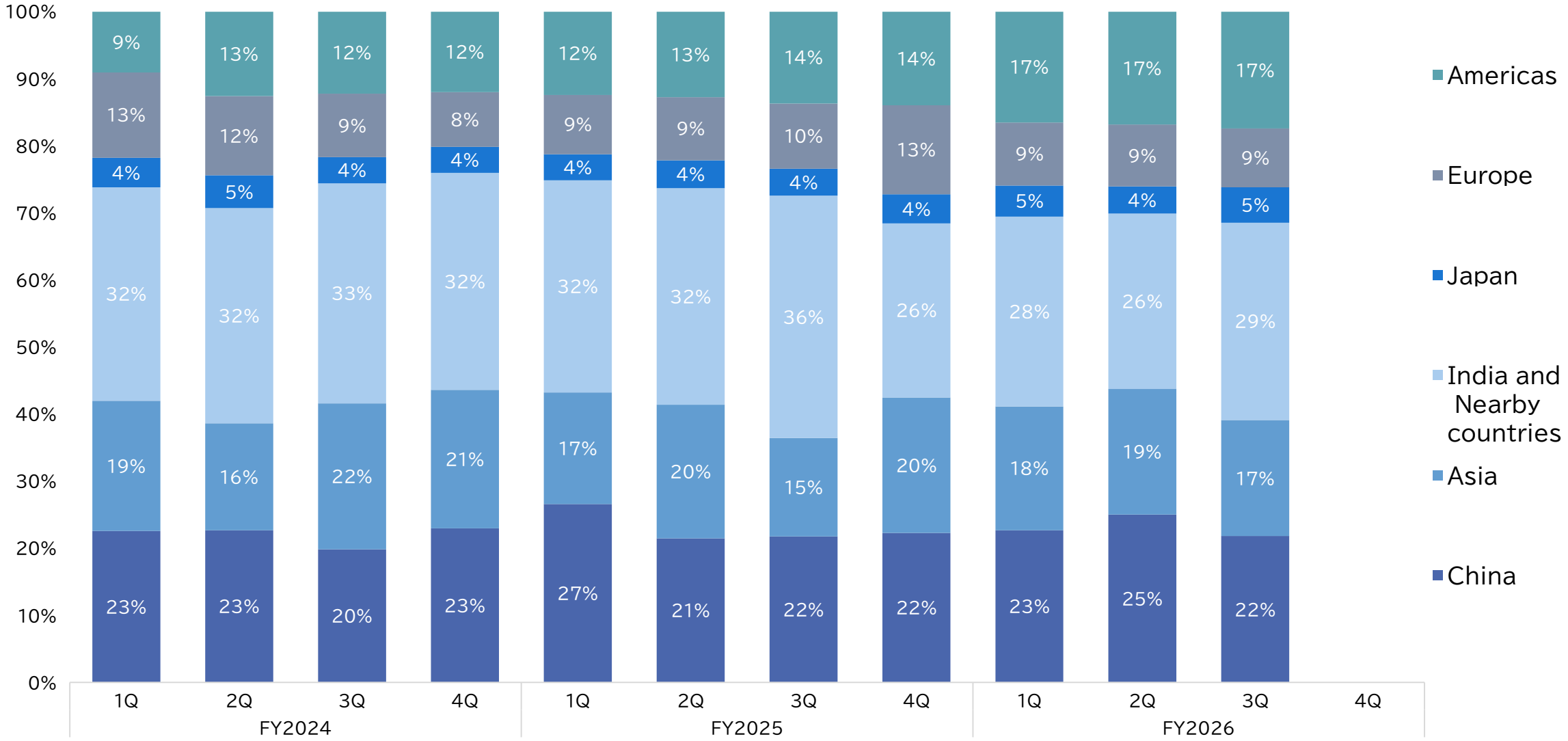
※Common costs previously recorded as adjustments have been reallocated to business segments (also revised for FY2024, FY2025).

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Quarterly Sales by Region-Industrial sewing machines-

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Industrial sewing machines Sales Breakdown by Region

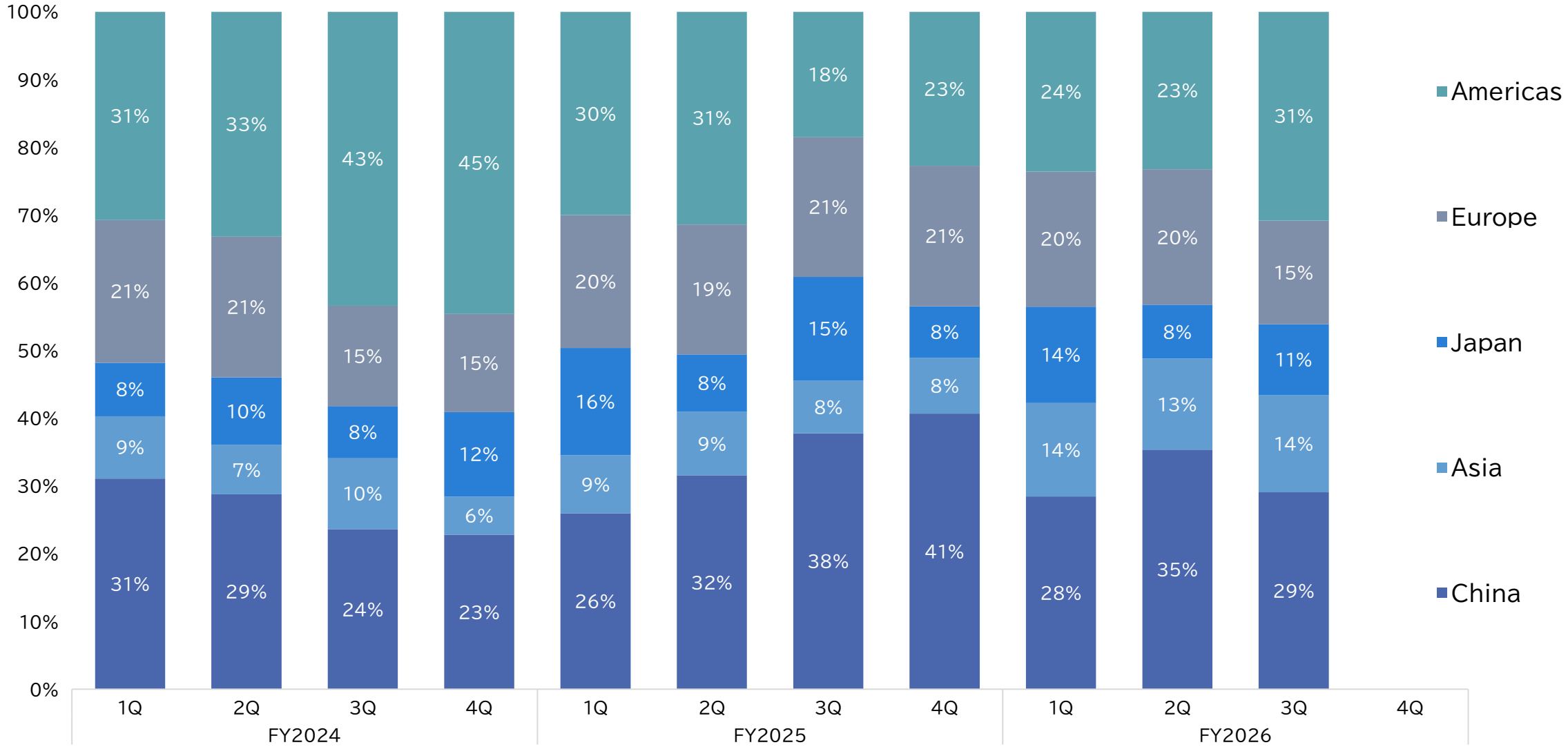


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Quarterly Sales by Region-Electronics Assembly & Systems-

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Electronics Assembly & Systems Sales Breakdown by Region



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Quarterly Balance Sheets

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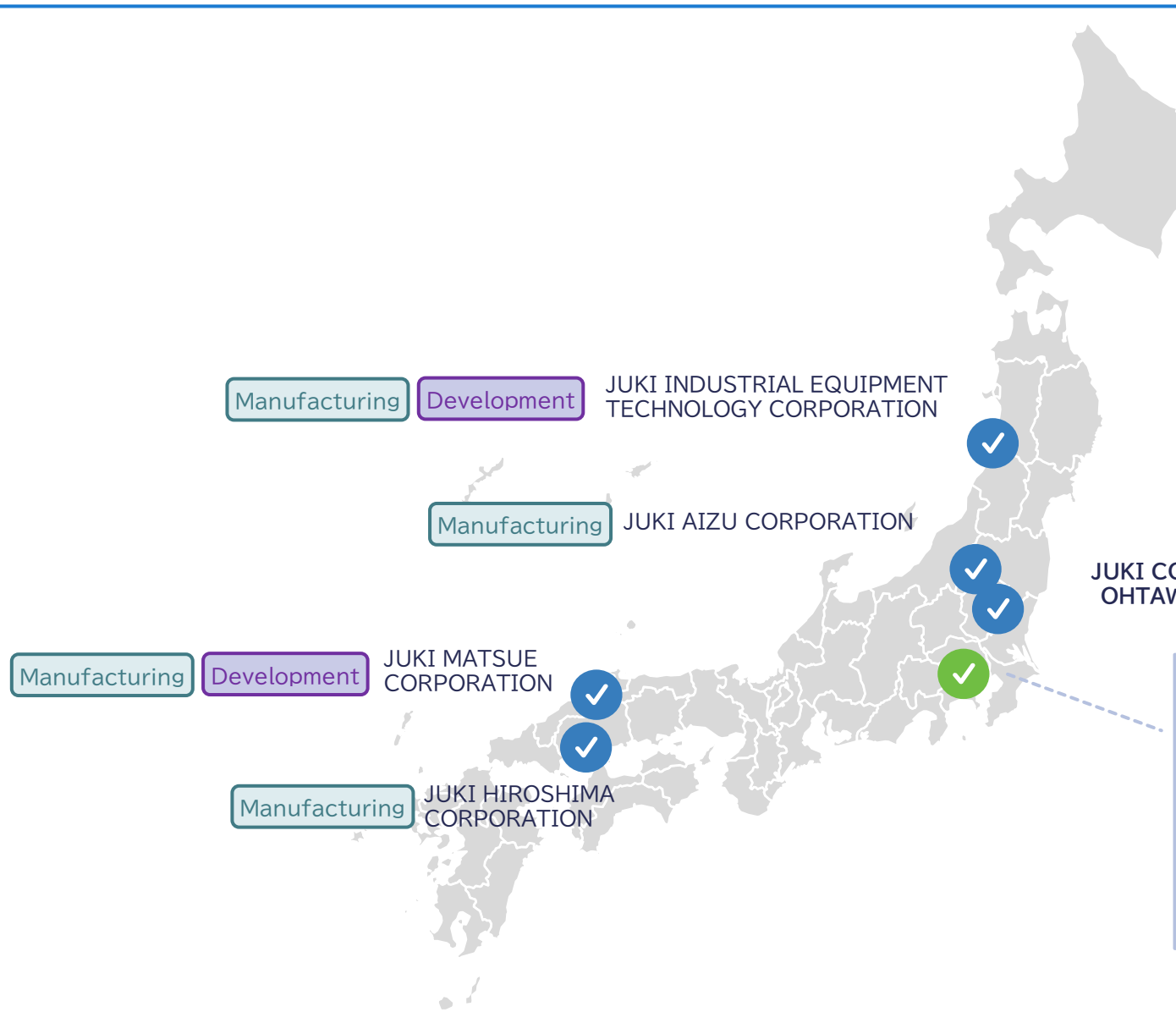
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(Millions of yen)

	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	79,674	
Cash and deposits	8,134	6,623	5,350	13,170	13,129	14,878	21,933	13,136	15,063	9,405	9,102	
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	18,415	
Inventories	56,103	58,732	56,624	58,297	54,993	52,568	52,140	50,521	51,004	49,468	49,920	
Others	2,595	2,588	2,281	2,355	2,514	2,531	2,527	2,102	2,087	2,451	2,236	
Fixed assets	37,567	38,160	36,660	36,835	34,512	33,301	33,837	30,946	29,774	29,395	28,832	
Property, plant and equipment	22,645	22,570	22,195	22,596	22,669	21,599	21,483	20,840	20,487	20,320	19,881	
Intangible assets	3,412	3,418	3,589	4,023	4,048	3,933	3,897	3,719	3,611	3,389	3,580	
Investments and other assets	11,509	12,171	10,875	10,215	7,794	7,769	8,455	6,386	5,675	5,684	5,370	
Total assets	141,551	143,061	129,368	142,219	132,579	127,403	132,807	120,594	119,223	112,614	108,507	
Current liabilities	82,406	81,859	76,592	86,352	80,038	78,451	78,726	67,248	67,300	60,695	59,362	
Accounts payable	9,072	11,367	10,648	12,172	9,800	8,320	7,539	8,180	8,068	7,366	7,807	
Short-term borrowings	63,612	59,182	57,300	64,611	63,057	63,115	64,342	51,696	52,258	46,175	43,731	
Others	9,722	11,310	8,641	9,569	7,181	7,015	6,844	7,371	6,973	7,154	7,822	
Long-term liabilities	26,131	26,831	24,393	23,632	21,882	18,803	22,747	20,658	19,389	18,098	16,802	
Long-term debt	18,969	19,479	17,390	15,858	13,912	11,280	15,272	13,870	12,956	11,726	10,611	
Obligations for retirement pay	5,023	5,046	4,982	4,868	4,707	4,633	4,449	4,239	4,227	4,251	4,284	
Others	2,138	2,306	2,019	2, 906	3,263	2,889	3,025	2,548	2,205	2,120	1,906	
Net assets	33,014	34,370	28,382	32,234	30,659	30,148	31,333	32,687	32,533	33,820	32,342	
Shareholders' equity	26,547	25,484	22,933	24,248	24,297	24,434	24,370	25,271	24,811	25,277	24,929	
Other accumulated comprehensive income	5,716	7,904	4,473	6,965	5,345	4,731	5,990	7,053	7,362	8,172	7,038	
Non-controlling shareholders' equity	750	982	976	1,020	1,015	982	972	362	359	370	375	
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	108,507	

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JUKI's Domestic Bases



Manufacturing Development JUKI INDUSTRIAL EQUIPMENT TECHNOLOGY CORPORATION

Manufacturing JUKI AIZU CORPORATION

JUKI CORPORATION OHTAWARA PLANT Manufacturing Development

Manufacturing Development JUKI MATSUE CORPORATION

Manufacturing JUKI HIROSHIMA CORPORATION

[Tama City, Tokyo]

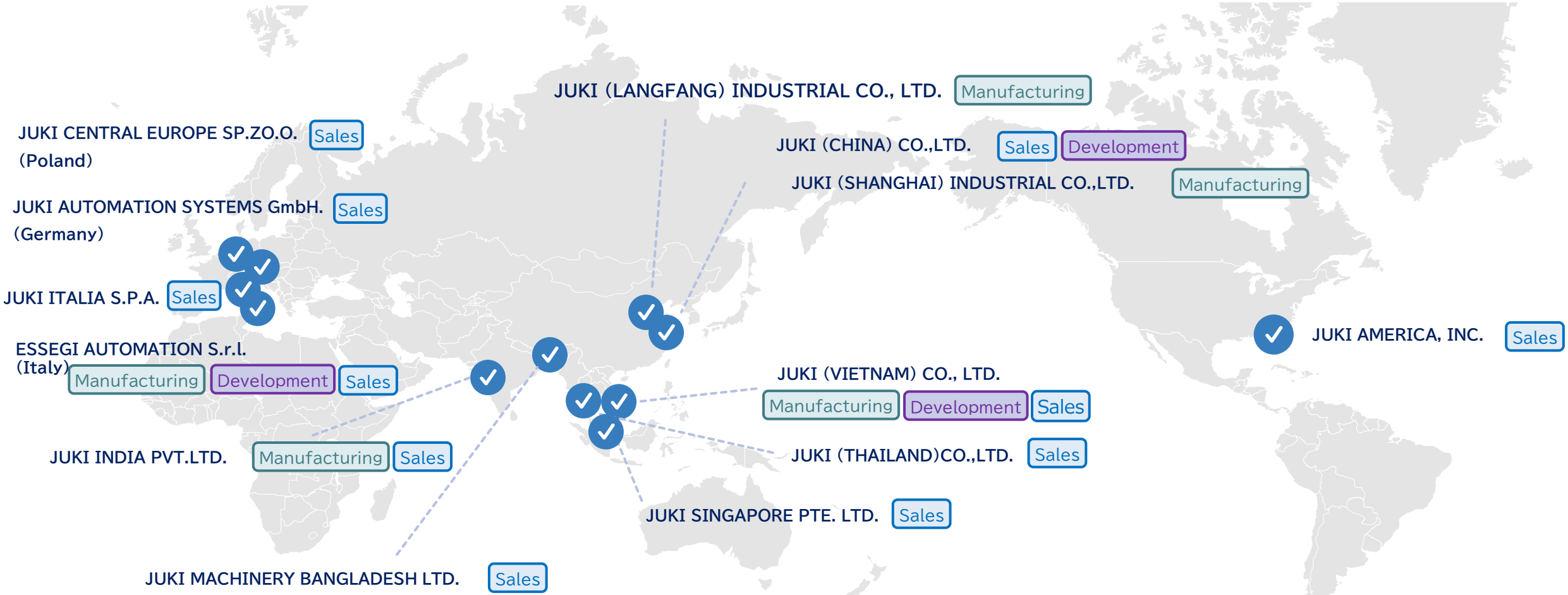
JUKI CORPORATION Head Office Development

JUKI SALES (JAPAN) CORPORATION Sales

JUKI PROSERVE CORPORATION Others

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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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Society, Solutions, Synergy

JUKI

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.

Website URL: https://www.juki.co.jp/

Building Sustainable JUKI

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