A world map in shades of blue, overlaid with a network of white and light blue lines and dots, representing global connectivity or technology.

Results Briefing for the Fiscal Year Ended December 31, 2020 (FY2020)

February 16, 2021
JUKI CORPORATION

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A world map in shades of blue, overlaid with a network of white lines and dots, suggesting global connectivity and technology.

PART 1

Performance of FY2020 (ending Dec. 2020)

1-1 Performance Trends and Dividends

Net sales decreased by 29.0% from the previous year due to restrained demand for capital investment by customers due to the spread of COVID-19. However, it started to recover from the bottom in the second quarter and recovered in the second half.

Although ordinary profit decreased by 6.9 billion yen from the previous year due to a decrease in sales and a decrease in the operating rate of factories, improved sales and cost structure reforms have led to a recovery since the third quarter and finally recorded profits in the fourth quarter.

(Unit: million yen)

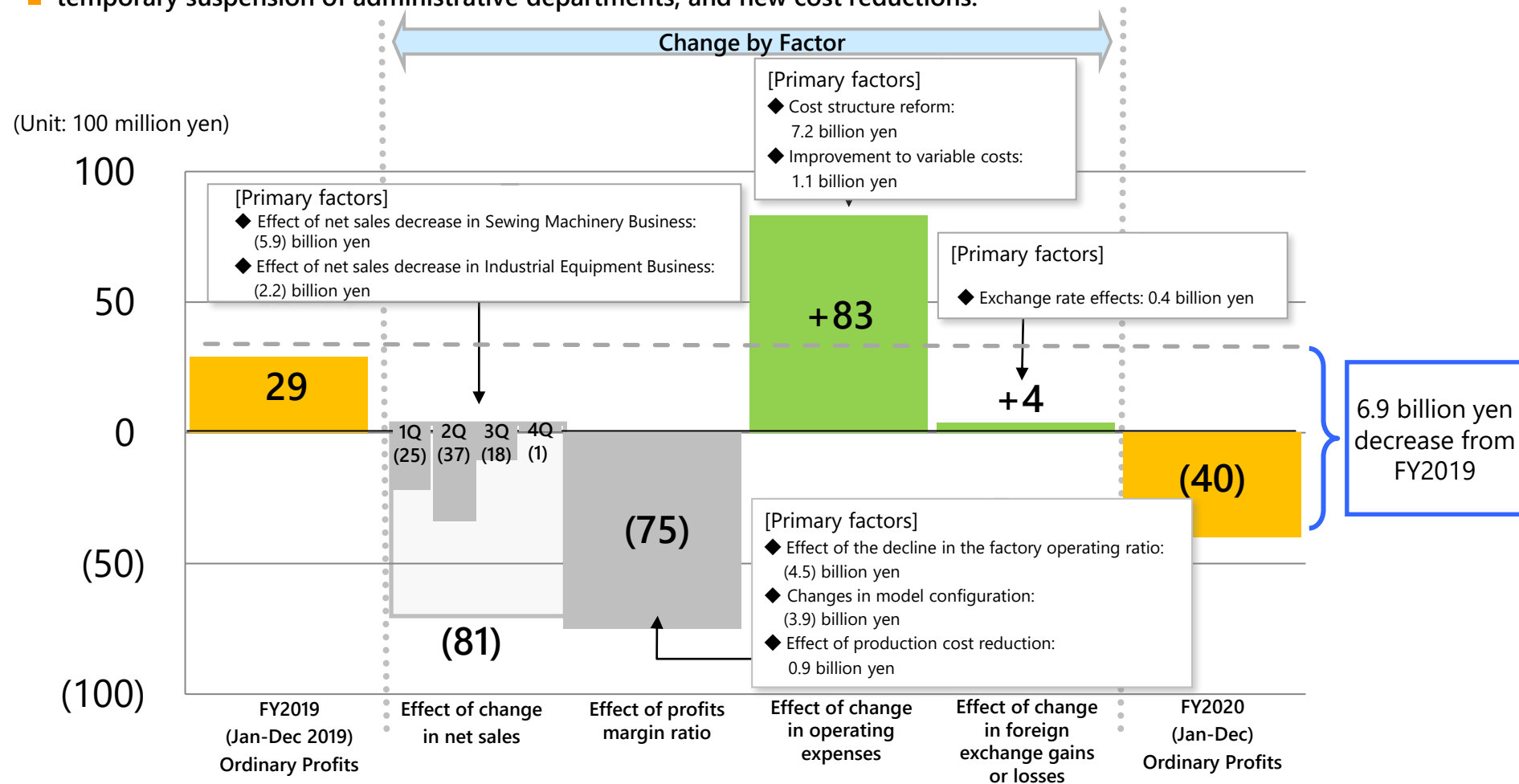
	FY2018 ended Dec. 31, 2018	FY2019 ended Dec. 31, 2019 <A>	FY2020 ended Dec. 31, 2020 	Year-on- Year change <B-A> (%)	(Reference) FY2020 ended Dec. 31, 2020 Quarterly Performance Trends			
	Jan-Dec 2018	Jan-Dec 2019	Jan-Dec 2020		1Q Jan-Mar 2020	2Q Apr-Jun 2020	3Q Jul-Sep 2020	4Q Oct-Dec 2020
Net Sales	112,064	99,169	70,401	(28,767) [(29.0)%]	16,860	13,636	16,281	23,624
Operating Profit (Operating profit margin)	9,148 [8.2%]	3,838 [3.9%]	(4,469) [-]	(8,307) (-)	(1,472) [-]	(1,996) [-]	(1,179) [-]	178 [0.8%]
Ordinary Profit (Ordinary profit margin)	8,385 [7.5%]	2,941 [3.0%]	(3,957) [-]	(6,898) (-)	(1,732) [-]	(1,710) [-]	(778) [-]	263 [1.1%]
Profit (Profit margin)	6,640 [5.9%]	1,763 [1.8%]	(4,688) [-]	(6,451) (-)	(1,836) [-]	(2,067) [-]	(992) [-]	207 [0.9%]
Dividend per share (Standards after share consolidation)	Ordinary ¥30	Ordinary ¥25	Ordinary ¥20	Ordinary ¥(5)	—	—	—	—
Exchange Rate	1 US\$ 1 Euro	¥111 ¥130	¥109 ¥123	¥107 ¥122	¥109 ¥121	¥108 ¥119	¥106 ¥124	¥104 ¥124

Notes: 1. Exchange rate is an average rate during the period, and such rate influenced operating profit.

2. Figures in brackets [] are ratios of profit to net sales. 3. Figures in parentheses () are negative values.

1-2 Factors Leading to an Increase/Decrease in Ordinary Profits

The decline in sales and the decline in plant operating rates have had a major impact on profits, but the Company decided that the Head Office and Group plants in Japan and overseas would suspend operations simultaneously. Ordinary profits decreased only by 6.9 billion yen year-on-year as a result of significant production adjustments, temporary suspension of administrative departments, and new cost reductions.



Notes: 1. Figures in parentheses () are negative values.

1-3 Major Financial Indices Trends

Total assets decreased by 4.5 billion yen year-on year due to a decrease in trade receivables and inventories, and the equity ratio was 28.2%.

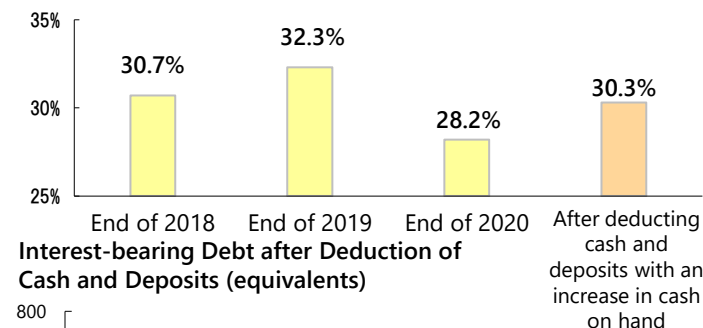
Interest-bearing debt (*Note 1) was 43.6 billion yen, a decrease of 4.3 billion yen year-on-year, excluding cash, deposits, and equivalents due to a decrease in short-term borrowings.

(Unit: million yen)	As of December 31, 2019 (FY2019) <A>	As of December 31, 2020 (FY2020) 	Change <B-A>
Total assets	114,715	110,230	(4,485)
Net assets (Foreign currency translation adjustment)	37,752 [(3,437)]	31,368 [(4,063)]	(6,383) [(626)]
Net assets ratio	32.9%	28.5%	(4.5)%
Equity ratio	32.3%	28.2%	(4.1)%

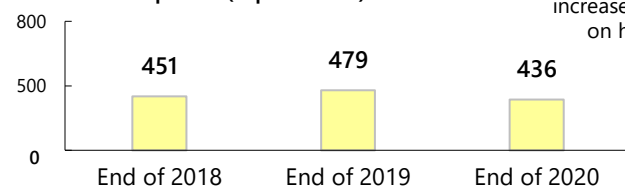
Trade receivables (Turnover period)	30,461 [3.7 months]	23,326 [4.0 months]	(7,134) [0.3 months]
Inventories (Turnover period)	41,461 [5.0 months]	36,709 [6.3 months]	(4,751) [1.3 months]
Trade payables (turnover period)	9,998 [1.2 months]	10,128 [1.7 months]	130 [0.5 months]
Interest-bearing debt	53,878	57,443	3,565
Cash and deposits	5,987	13,831	7,843

Exchange rate (period-rate)	1USD	110 yen	104 yen	(6) yen
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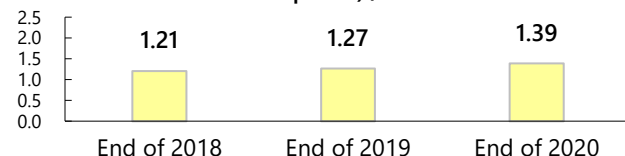
Equity ratio



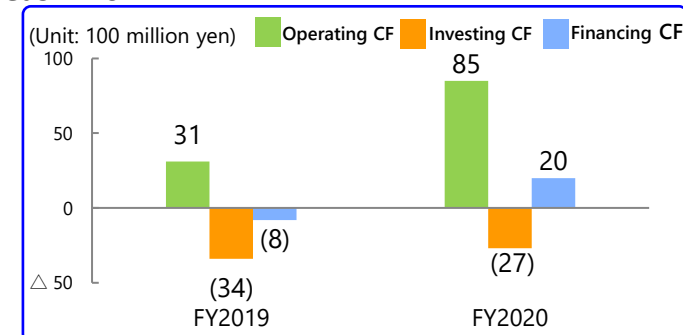
Interest-bearing Debt after Deduction of Cash and Deposits (equivalents)



Net Debt-to-equity Ratio(Interest-bearing debt after deduction of cash and deposits) /total assets



Cash Flow



* 1

1-4 Performance by Business Segment: Net Sales

Net sales of Sewing Machinery & Systems Business decreased by 33.5% year-on-year due mostly to decrease in net sales of industrial sewing machines, particularly in the first half of the fiscal year, as a result of the spread of COVID-19. Despite these circumstances, sales in China and the U.S. recovered in the fourth quarter, bolstered by the increase in demand for home sewing machines following widening social trends to self-isolate and work from home.

Although Industrial Equipment & Systems were similarly affected considerably, demand for 5G related equipment investment recovered, mainly in China, and the fourth quarter saw a steady recovery, with growth in demand exceeding that of year-on-year. On the other hand, in the Group Business, overall sales decreased by 20.8% from the previous year as a result of sluggish sales, mainly in automotive equipment.

	FY2019 ended Dec. 31, 2019 <A>	FY2020 ended Dec. 31, 2020 	Year-on- Year change <B-A> (%)
(Unit: million yen)	Jan-Dec 2019	Jan-Dec 2020	
Sewing Machinery & Systems	64,260	42,732	(21,528) (33.5)%
Industry Equipment & Systems	34,671	27,447	(7,224) (20.8)%
Others	237	221	(16) (6.8)%
Total	99,169	70,401	(28,767) (29.0)%

Group Business	10,804	9,100	(1,704) (15.8)%
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(Reference) FY2020 ended Dec. 31, 2020 Quarterly Performance Trends			
1Q	2Q	3Q	4Q
Jan-Mar 2020	Apr-Jun 2020	Jul-Sep 2020	Oct-Dec 2020
10,662	7,780	9,811	14,479
6,140	5,800	6,417	9,090
57	56	53	55
16,860	13,636	16,281	23,624

2,520	1,942	2,261	2,377
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Note : 1. Figures in parentheses() are negative values.

1-5 Performance by Business Segment: Ordinary Profits



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Although the Sewing Machinery & Systems segment suffered a loss of 2.2 billion yen due to a decline in sales and a decline in factory operation rates, efforts to minimize losses through sales improvement strategies and cost structure reforms saw a return to profitability in the fourth quarter.

Industrial Equipment & Machinery Systems posted a loss of 42 million yen due to a decline in sales and a decline in factory operation rates. The third quarter turned a profit due to improved sales, cost reduction through structural reforms, and improvement in factory operation rate. Finally, in the fourth quarter, the segment posted a sharp increase in profit of 0.5 billion yen over the third quarter.

(Unit: million yen)	FY2019 ended Dec. 31, 2019 <A>	FY2020 ended Dec. 31, 2020 	Year-on- Year change <B-A> (%)
	Jan-Dec 2019	Jan-Dec 2020	
Sewing Machinery & Systems Ordinary profit margin	2,680 [4.2%]	(2,201) [-]	(4,881) (-)
Industrial Equipment & Machinery Systems Ordinary profit margin	1,853 [5.3%]	(42) [-]	(1,895) (-)
Others Ordinary profit margin	86 [36.3%]	90 [40.7%]	4 (4.7%)
Adjustment	(1,678)	(1,803)	(125)
Total	2,941 [3.0%]	(3,957) [-]	(6,898) (-)

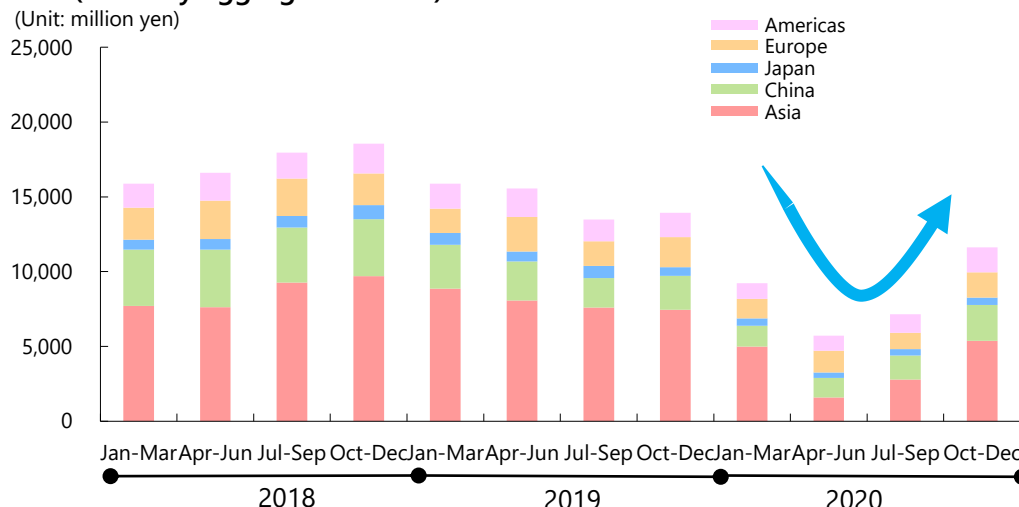
(Reference) FY2020 ended Dec. 31, 2020 Quarterly Performance Trends			
1Q	2Q	3Q	4Q
Jan-Mar 2020	Apr-Jun 2020	Jul-Sep 2020	Oct-Dec 2020
(922) [-]	(879) [-]	(421) [-]	21 [0.1%]
(384) [-]	(231) [-]	17 [0.3%]	556 [6.1%]
19 [33.3%]	22 [39.3%]	21 [39.6%]	28 [50.9%]
(445)	(621)	(396)	(341)
(1,732) [-]	(1,710) [-]	(778) [-]	263 [1.1%]

(Reference Info#1) Performance by Segment: Sewing Machinery & Systems Business

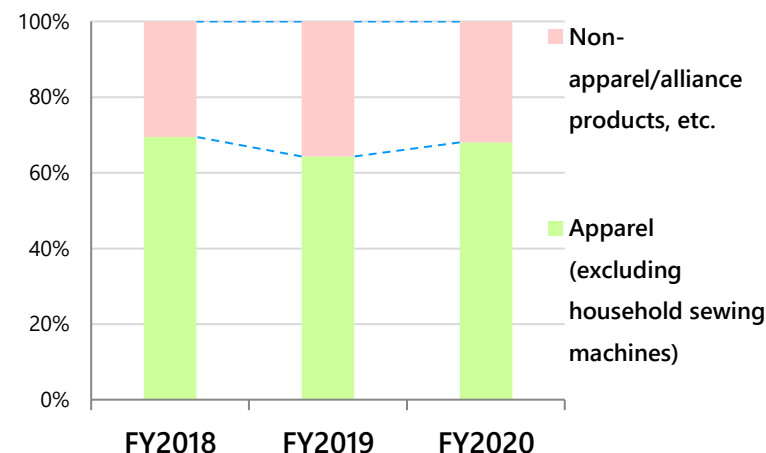
Net sales of industrial sewing machines decreased by 43% year-on-year, but sales in China, the U.S. and other Markets recovered in the fourth quarter in respect of the net sales.

Net sales of household sewing machines increased 50% year-on-year for the full year (46% increase in the second half compared to the first half and 76% increase year-on-year).

1. Changes in Net Sales of Industrial Sewing Machines by Region (monthly aggregation base)



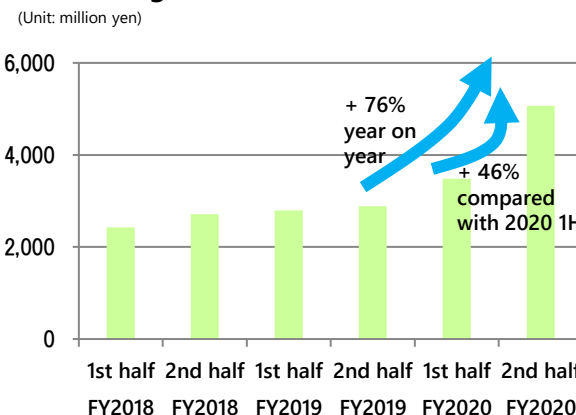
2. Changes in Net Sales of Apparel/Non-Apparel Products(excluding Household Sewing Machines)



Net Sales: Year-on-year Comparison (Unit: 100 million yen)

	Jan-Dec 2019	Jan-Dec 2020	Amount of change	(% of change)
China	98	67	(31)	(32)%
Asia	320	147	(173)	(54)%
China + Asia	418	214	(204)	(49)%
Japan	29	18	(11)	(27)%
Europe	76	56	(20)	(26)%
Americas	66	50	(17)	(26)%
Total	589	337	(252)	(43)%

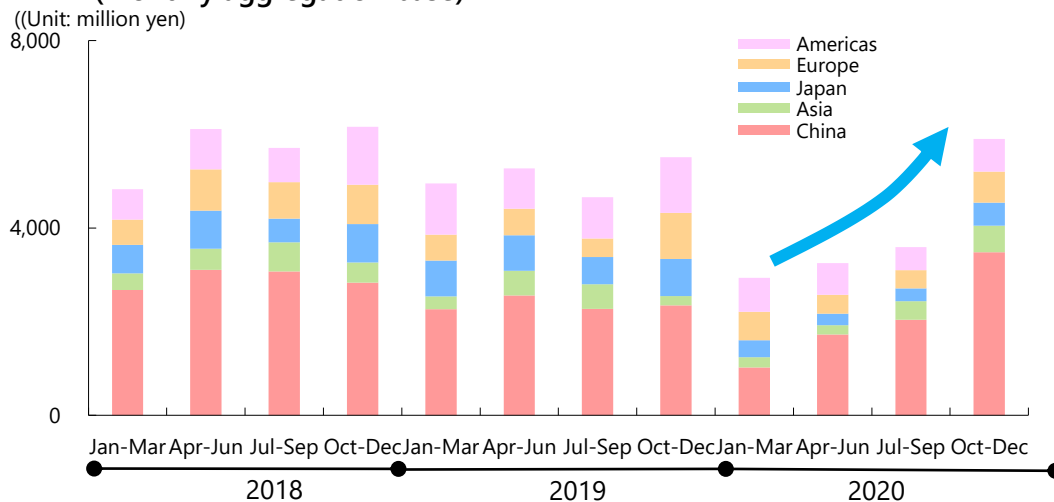
3. Changes in Net Sales of Household Sewing Machines



(Reference Info#1) Performance by Segment: Industrial Equipment & Systems Business

Net sales for electronic assembly system decreased by 23% year-on-year, but recovered rapidly due to the growth of 5G related industries mainly in China.

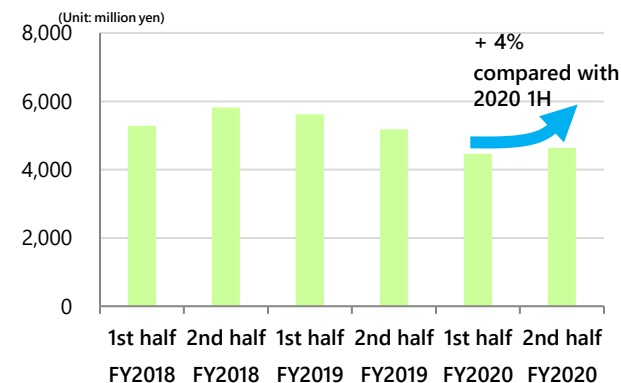
1. Changes in Net Sales of Electronic Assembly Systems by Region (including parts/services) (monthly aggregation base)



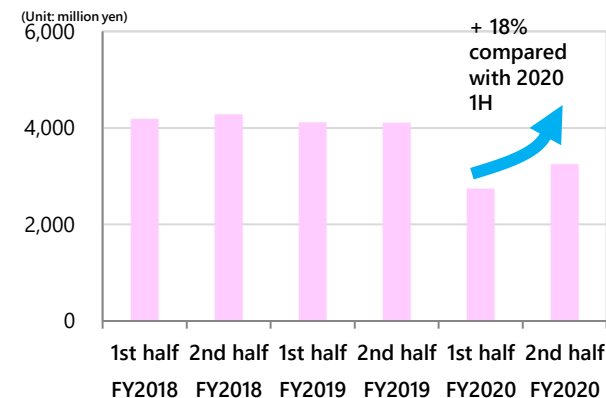
Net Sales: Year-on-year Comparison (Unit: 100 million yen)

	Jan-Dec 2019	Jan-Dec 2020	Amount of change	(% of change)
China	95	83	(12)	(13)%
Asia	15	14	(1)	
China + Asia	110	97	(13)	(12)%
Japan	29	14	(15)	(52)%
Europe	25	21	(4)	
Americas	40	26	(14)	(36)%
Total	204	157	(47)	(23)%

2. Group Business: Changes in Net Sales



3. Parts Business: Changes in Net Sales



Note: 1. Figures in parentheses() are negative values.

1-6-1 Performance Forecast for the fiscal year ending December 31, 2021 (FY2021)

(Unit: 100 million yen)

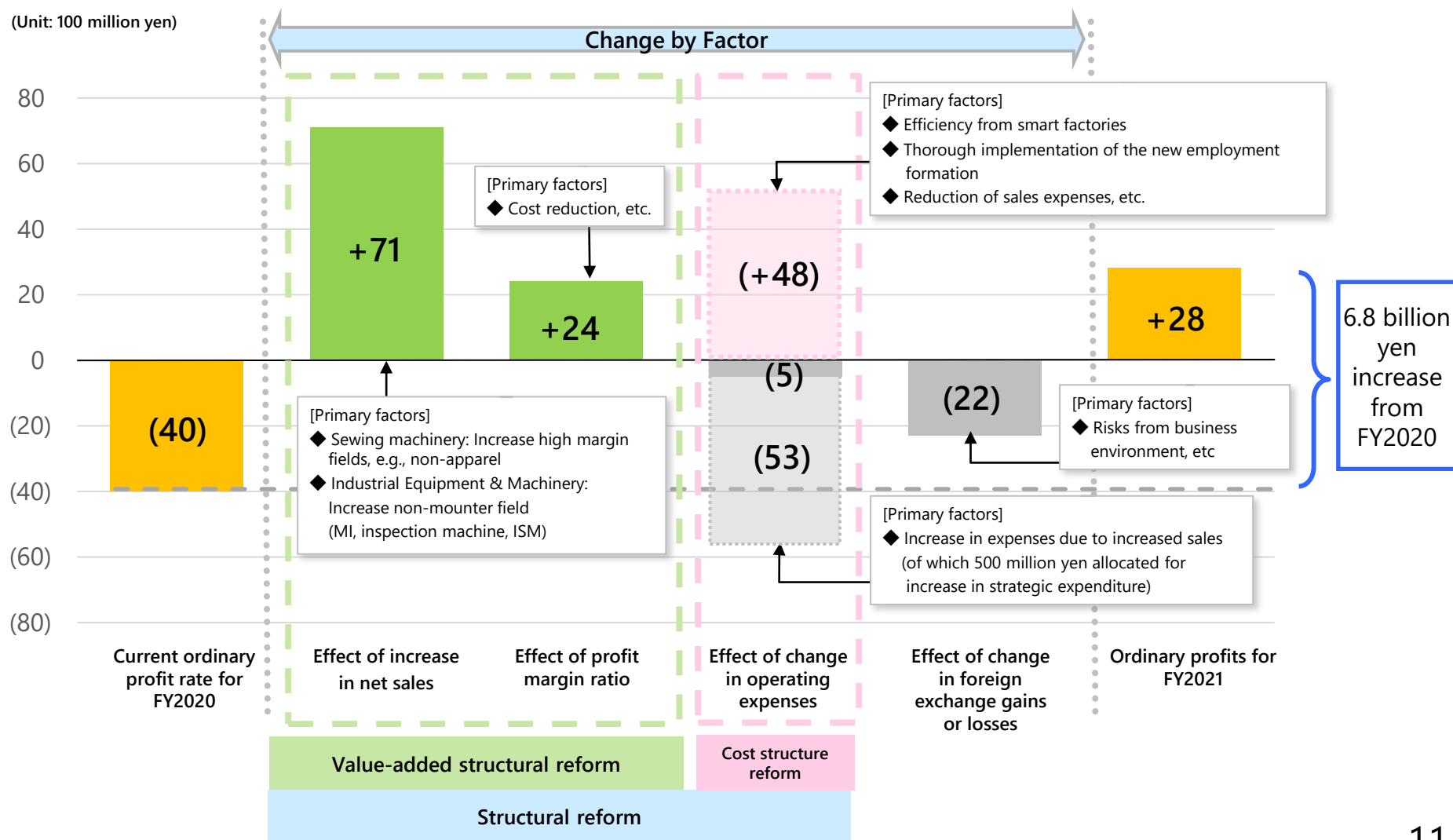
	Full year FY2021 (Jan-Dec) Forecast	Full year FY2020 (Jan-Dec) Actual	Year-on-Year Change [percentage change]
Net Sales	1,000	704	+296 [42.0%]
(Sewing Machinery & Systems)	(620)	(427)	(+193) [45.2%]
(Industrial Equipment & Machinery Systems)	(377)	(274)	(+103) [37.6%]
Operating Profit	31	(45)	+76
Ordinary Profit	28	(40)	+68
Profit	20	(47)	+67
Dividend per share	Full year : ¥ 25	Full year : ¥ 20	+ 5 yen

Exchange rate 1US\$	¥102	¥107	(5 yen)
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1-6-2 Factors for Changes in Ordinary Profits for the Fiscal Year Ended December 31, 2021 (FY2021)

Through value-added sales reform and cost restructuring, the Company aims to realize ordinary profits of 2.8 billion yen.

Exchange rate of FY2021 US\$ 1 = ¥ 102





PART 2

Measures for Achieving the Medium-Term Management Plan (2021-2022) and Key Initiatives for FY2021

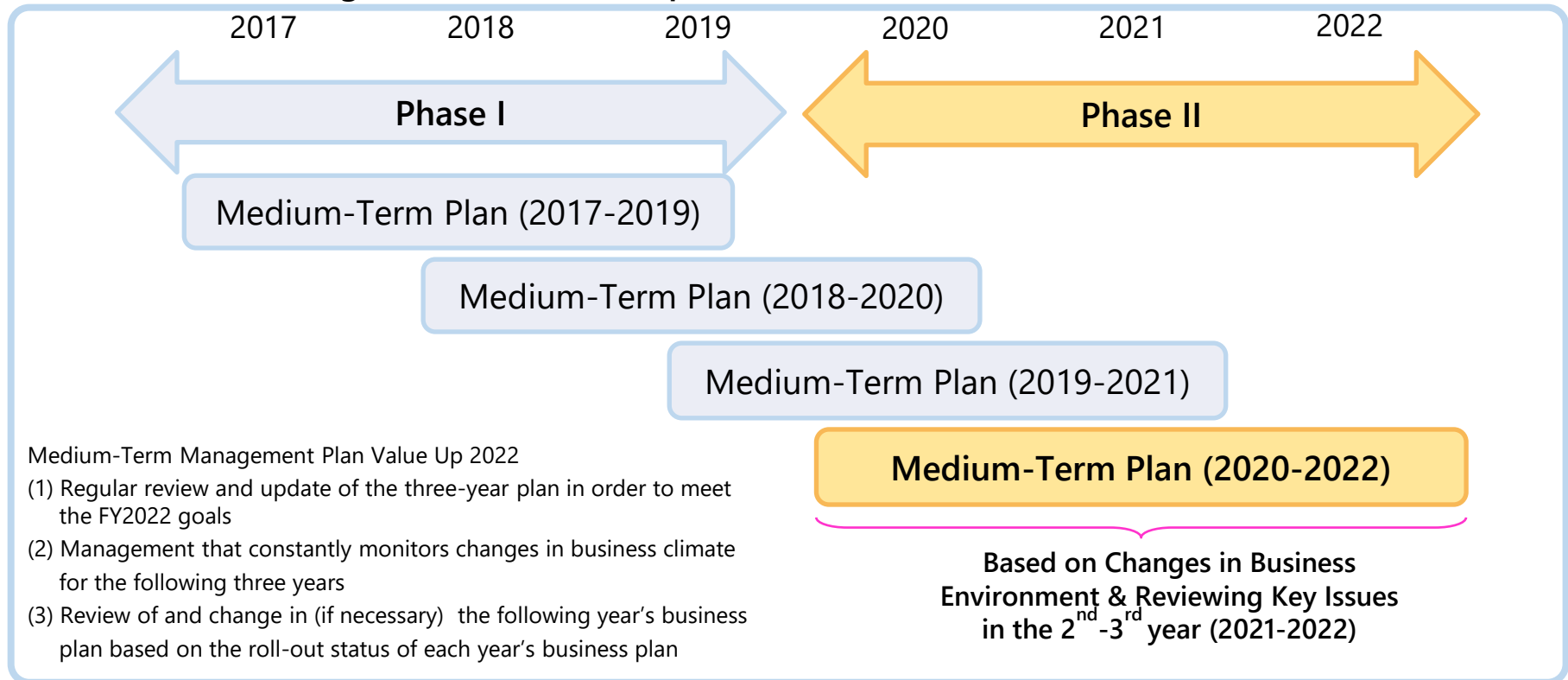
2-1-1 Positioning of the 2021-2022 Medium-Term Management Plan

As a result of reviewing the Medium-Term Business Plan 2020-2022, which is the Value Up 2022 Phase II of the Medium-Term Business Plan considering the current business environment and in-house issues (the 2022 Vision remains unchanged).

Vision for 2022
(Goal)

A "mono-koto" company that enables customers and JUKI to improve corporate value through products and services
~ Becoming a Win-Win Partner for Smart Factories ~

Medium-Term Management Plan Value Up 2022



It is essential to build a new business model and business foundation that can cope with the new norms.

The Economy

With COVID-19 and After COVID-19

New business needs emerge as markets and customers change

US-China trade friction

Market impact of the new U.S. administration's China policy

Acceleration of technological innovation

Expanding the introduction of products and services by means of using technologies related to AI, IoT, 5G, etc.

Customer change

- Shift in demand from fabrics to knitwear(casual wear)
- Significant growth in related industries due to increased 5G demand
- Accelerated response to supply chain disruption (decentralization of production sites)

Competitive environment

Industrial sewing machines : Intensifying middle-market competition with Chinese manufacturers

Industrial equipment : Expansion of the scope of the moulder maker and entry from different industries

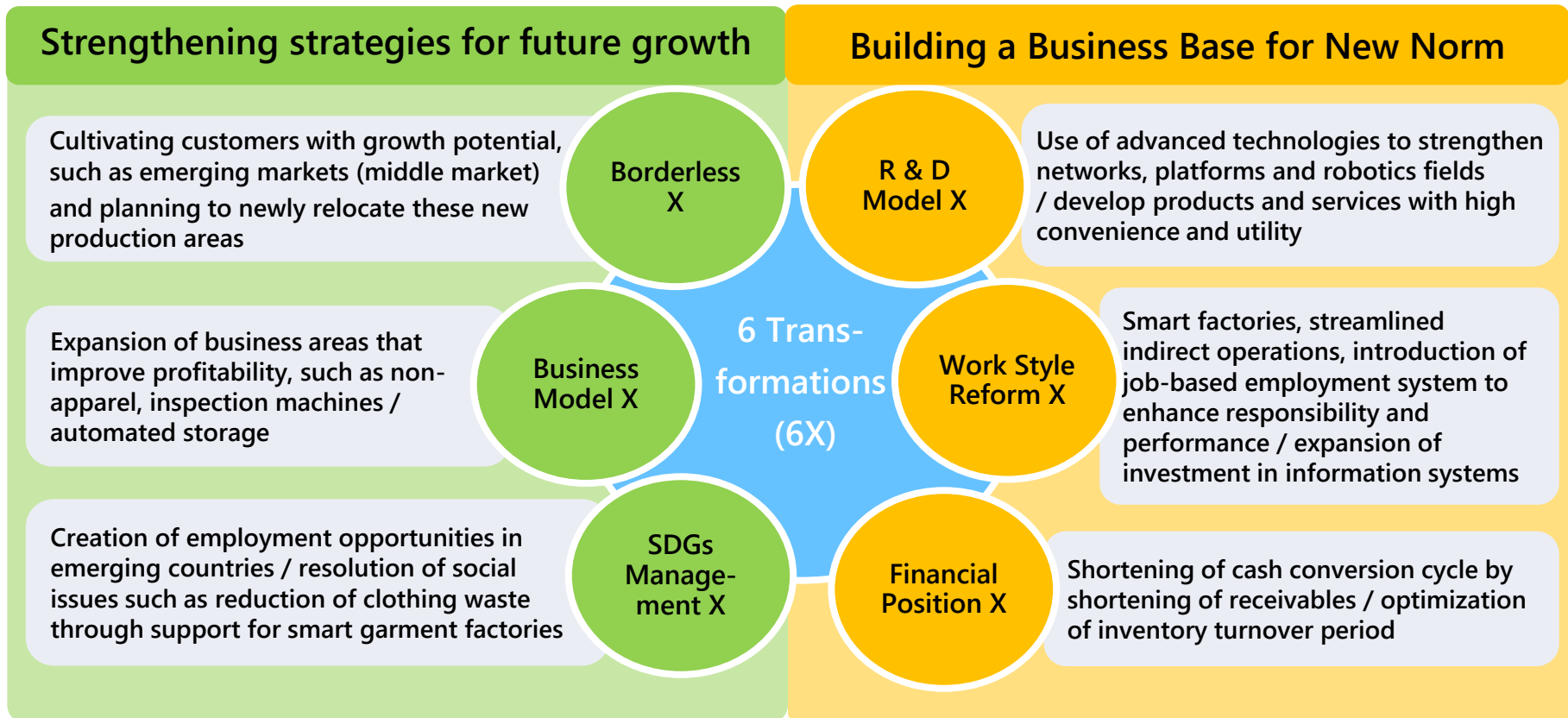
Social needs

- Measures for resource conservation and waste reduction
- Promotion of work style reform (digitalization, remote work)
- Compliance/ Strengthening of Corporate Governance

2-1-3 2021-2022 Medium-Term Management Plan: 6 Transformations

6 Transformations (6X *) = JUKI's Growth Engine (* X=Transformation)

Accelerating the pace of structural reform by focusing on these 6 reform initiatives.

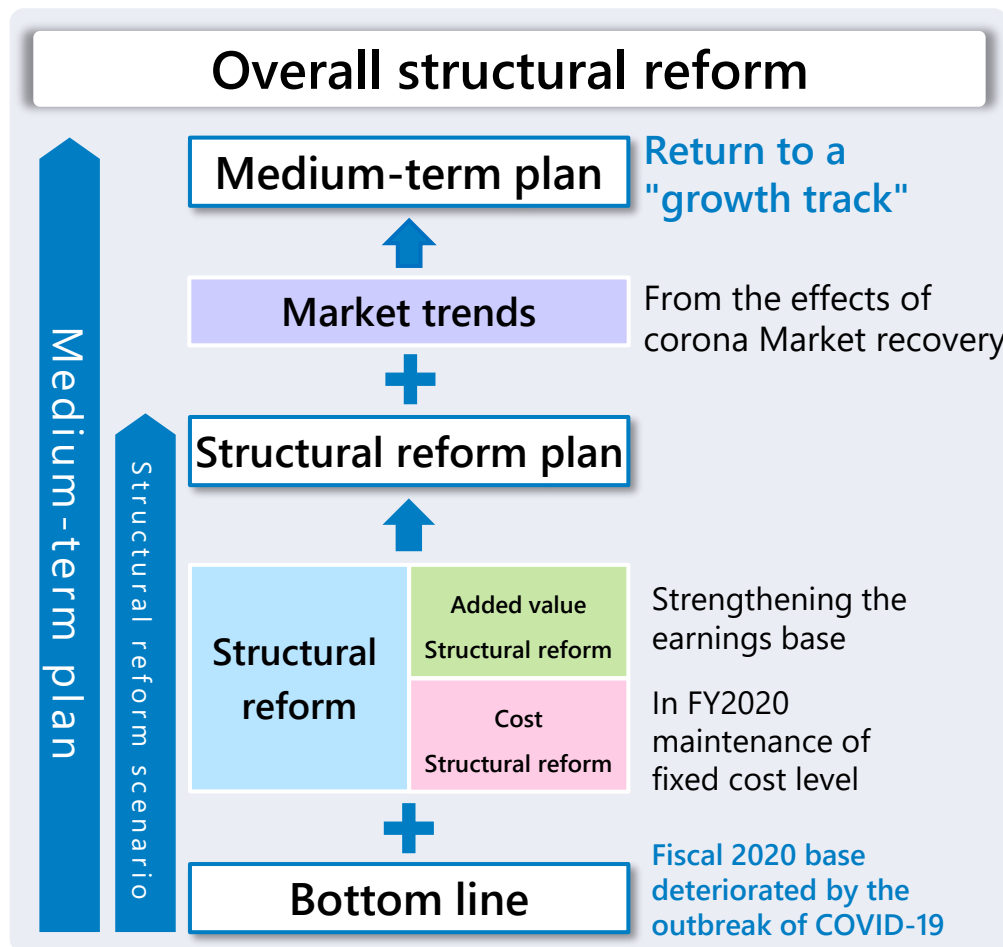


2-1-4 2021-2022 Medium-Term Management Plan: Basic Concept

The impact of COVID-19 has been on a recovery trend since the second half of 2021, and in 2022 it should recover to 2019 levels.

Maintaining fixed cost base through cost structure reform and strengthen profit base through value-added structure reform.

Accelerating the transformation to a "profitable model" based on the 6 Transformations and return to a "growth track".



6 Transformations (6X)


Growth Strategy	① Borderless X
	Developing markets and customers with growth potential
	② Business Model X
Business Reform	③ SDGs Management X
	Realization of "sustainable" management
	④ R & D Model X
Business Reform	⑤ Work Style Reform X
	Expansion of innovative business areas
	⑥ Financial Position X
Business Reform	Production system centered on 5S management Establishment of management (indirect) operation system
	By strengthening our financial position strengthening equity capital and improving asset efficiency

2-1-5 2021-2022 Medium-Term Management Plan: Vision

What we aim for in 2022 as Phase II (goal)

Vision for 2022

A "mono-koto" creating company that enables customers and JUKI to improve corporate value through products and services
~ Becoming a Win-Win Partner for Smart Factories ~



Continuous growth

In addition to the expansion of existing businesses, securing continuous earnings by expanding business domains and creating new businesses

Profitability

Strengthening profitability by expanding high-value-added business fields (Sewing machinery: non-apparel/ non-sewing, Electronic assembly systems : non-mounter segments, Group business: engineering business, Customer business : service business)

Productivity

Building a Smart and Slim management foundation

Stability

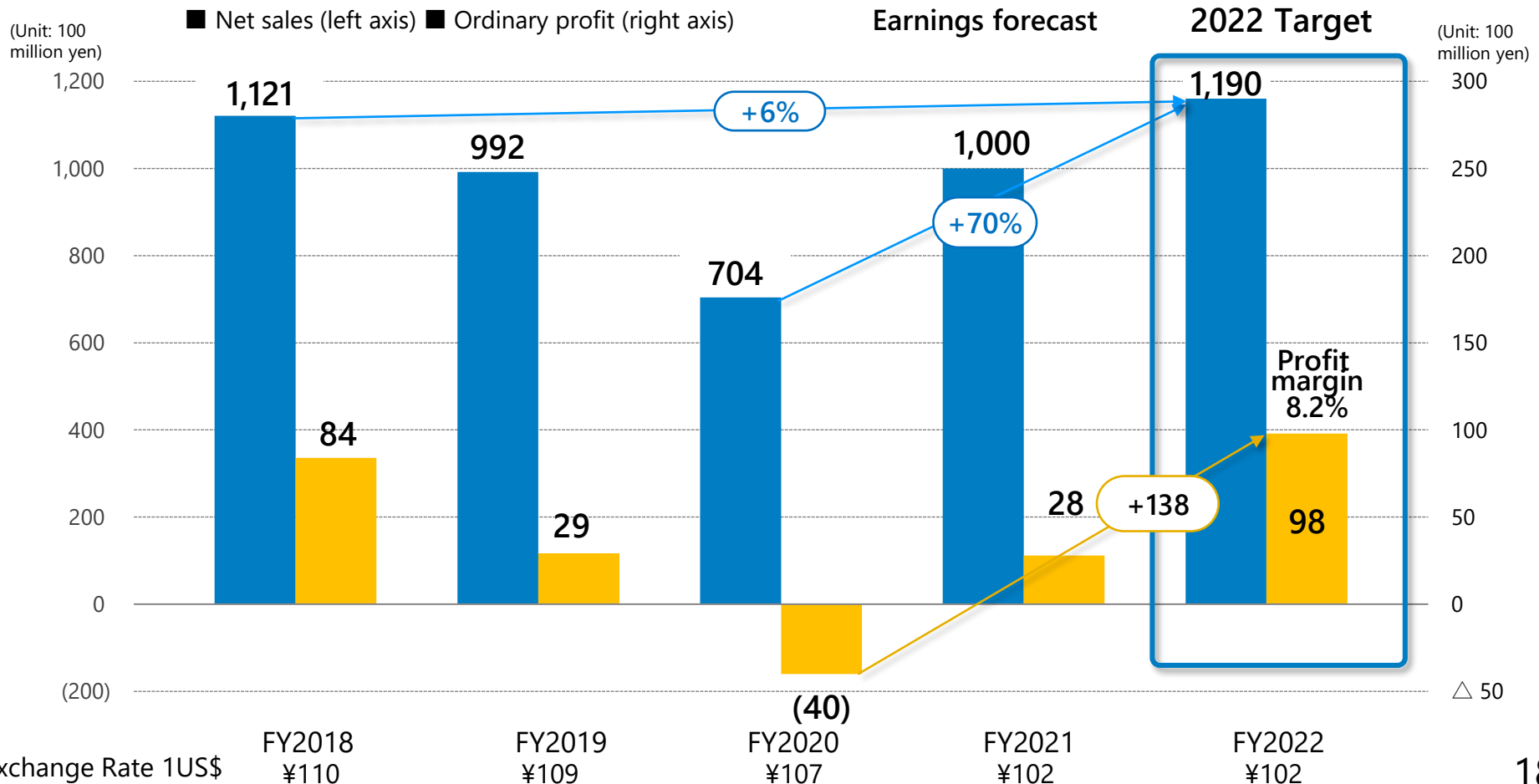
Building a stable financial base

2-1-6 2021-2022 Medium-Term Management Plan: Net Sales and Ordinary Profit

Net sales Target for 2022 : 119 billion yen (+ 6% from 2018, + 70% from 2020)

Ordinary profit Target for 2022 : 9.8 billion yen (up 13.8 billion yen from 2020)

Net Sales and Ordinary Profit



2-1-7 2021-2022 Medium-Term Management Plan: Sales Portfolio

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In addition to strengthening existing businesses, expanding business domains and creating new businesses, the share of non-industrial sewing machine sales will increase from 41% in 2018 to 50% in 2022.

(Unit: 100 million yen)

- Customer Business
- Group business
- Industrial equipment
- Home sewing machine
- Industrial sewing machines

Compo-
sition
Ratio
(^{'18})

Non-
industrial
sewing
machine
41 %

2018
Total for the entire company
1,121

+6%

Total for the entire company

2022
1,190

2020
Total for the entire company
704

+70%

59 %

Non-
industrial
sewing
machine
50 %

Total
growth rate
+6 %

9 % +30 %

11 % +22 %

21 % +31%

9 % +121 %

50 % (4)%

Borderless X	Business Model X	SDGs Management X	Compo- sition ratio (^{'22})	Growth rate (compared to ^{'18})
◎	◎	◎	9 %	+30 %
◎	◎		11 %	+22 %
◎	◎	◎	21 %	+31%
◎	◎		9 %	+121 %
◎	◎	○	50 %	(4)%

FY2018

FY2019

FY2020

FY2021

FY2022

◎ : Highly significant effect of the change

○ : Medium significant effect of the change

2-1-8 2021-2022 Medium-Term Management Plan : Value Added Structure Reform

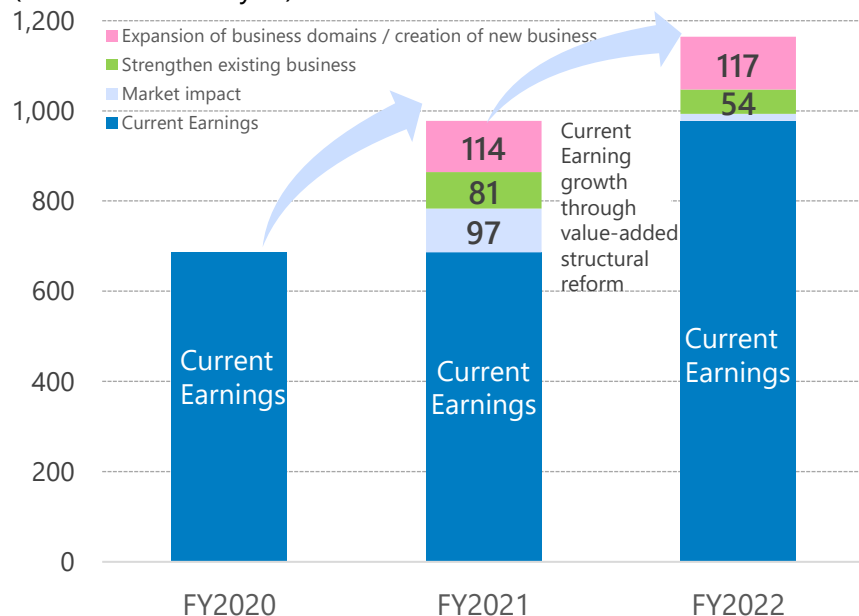


In order to achieve our portfolio in 2022, we will promote expansion measures centered on "strengthening the customer base" and "expanding high-value-added business" in each field.

Value-added structural reform

Exchange : Planned rate basis (\$ 1 = ¥ 97, 1 Euro = ¥ 110)

(Unit: 100 million yen)



Strengthening existing business

13.5 billion yen compared to 2020



Expansion of business domains / creation of new business

23.1 billion yen compared to 2020

Comparison with 2020

	Strengthening existing business	Business area expansion / creation of new business
Industrial sewing machine	8.2 billion yen	6.4 billion yen
Home sewing machine	0.4 billion yen	2.4 billion yen
Industrial equipment	3.2 billion yen	8.9 billion yen
Group business	---billion yen	3.3 billion yen
Customer business	1.7 billion yen	2.1 billion yen

Division	Major Initiatives
Strengthening existing business	Strengthening our customer base (Sewing machinery : Increase in sales in the middle market, Electronic assembly systems : Strengthening response to global customers)
Expansion of business domains /creation of new business	Strengthening profitability by expanding high-value-added business fields (Sewing machinery : non-apparel/non-sewing, Electronic assembly system: non-mounter segments (MI & robot, inspection/measurement, automated storage), Group business: engineering business, Customer business: service business)

2-1-9-1 2021-2022 Medium-Term Management Plan : SDGs Initiatives

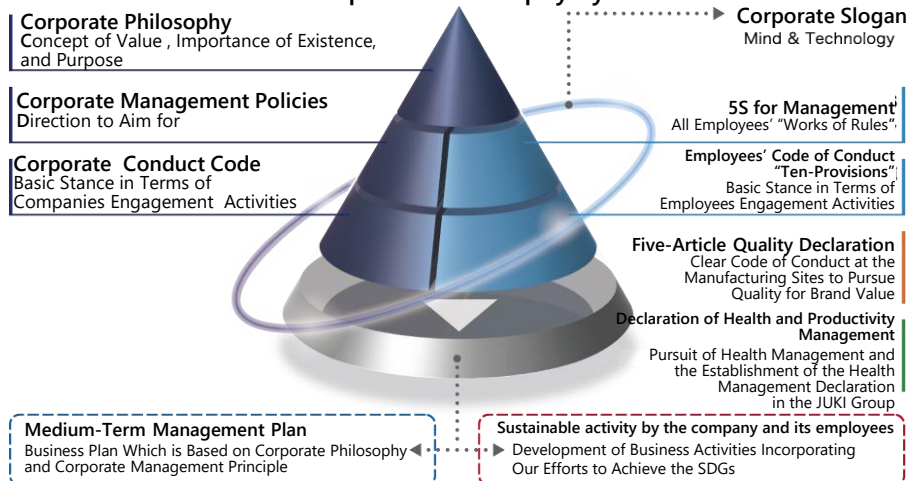
SDGs
Management
X

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We will work through our business to solve social issues that are important for both our company and our stakeholders.

Realization of sustainable management

JUKI Corporate Philosophy System Chart



SUSTAINABLE DEVELOPMENT GOALS



JUKI is supporting the sustainable development goals (SDGs).

Social issues to be tackled	Efforts to solve problems	Related SDGs
Creation of employment opportunities	Creation of new jobs and realization of growth of workers and improvement to working conditions through support for vocational education in emerging countries	1 貧困をなくそう, 4 質の高い教育をみんなに, 8 働きがいも経済成長も, 9 産業と技術革新の基盤をつくろう, 10 人や国の不平等をなくそう
Promotion of social participation by various human resources		
Reduction of waste of clothing	Realization of a "factory that produces high-quality products in a short time at low cost"	9 産業と技術革新の基盤をつくろう, 12 つくる責任 つかう責任
Support for technological innovation through improvement to productivity in the electronics industry	Improvement to back-and-forth process infrastructure in implementation plants	
Ensuring occupational health and safety	Improvement to insufficient supply of non-woven fabric masks and protective clothing in the market	3 すべての人に健康と福祉を
Reduction of environmental impact	Promoting and strengthening efforts to reduce environmental impact through business activities	7 エネルギーをみんなにそしてクリーンに, 13 気候変動に具体的な対策を, 14 海の豊かさを守ろう, 15 陸の豊かさも守ろう

Creation of employment opportunities / promotion of social participation by various human resources



- **Supporting the creation of industries and economic development in emerging countries through the industrial sewing machine business**

(Case) Supported the establishment of the "Garment Training Center" and implemented the trainings through 9 years in Cambodia. The Company contributed towards developing the garment industry into the country's largest export industry.

Ensuring occupational health and safety



- **Under circumstances where the COVID-19 infection continues to spread, JUKI's mission is to stay close to customers who continue to challenge manufacturing.**

(Case) In the industrial sewing machine business, our Company supported the sewing site by "proposals to protect the safety and security of the workplace," "remote online support," and "business and production diversification proposals (creating masks and protective clothing)".

Reduction of environmental impact



- **Our Company continues to contribute towards the environment through activities to reduce emissions of CO2, waste materials, volatile organic compounds (VOCs), etc.**

(Case) JUKI VIETNAM CO., LTD. became No. 4 plant to reduce CO2 emissions. We promote environmentally conscious manufacturing by installing 2,200 solar panels.

2-1-10 2021-2022 Medium-Term Management Plan : Investment Plan

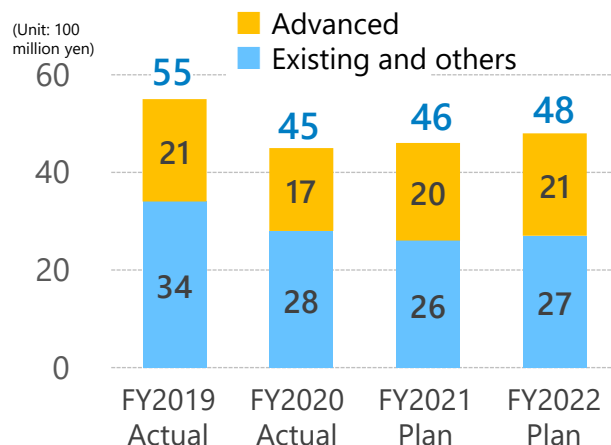
R & D
Model
X

Work
Style
Reform
X

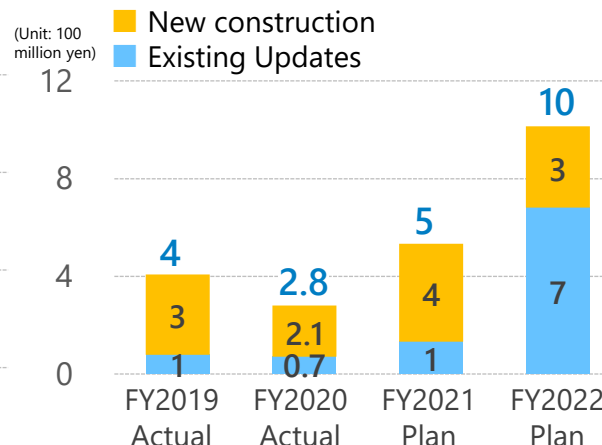
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Building a new business model and management foundation for the new norms and investing in priority areas

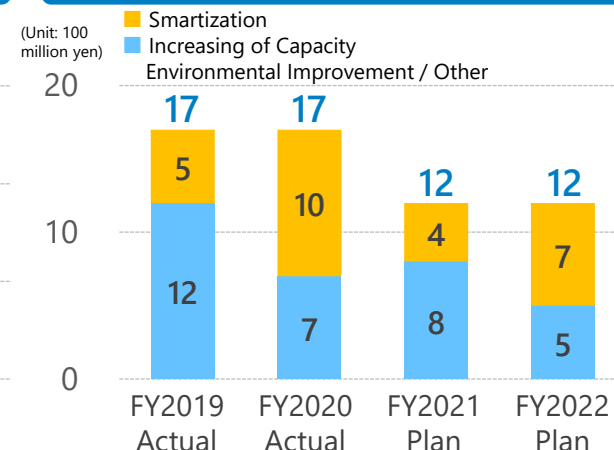
Research investment



Infrastructure investment



Capital investment in production



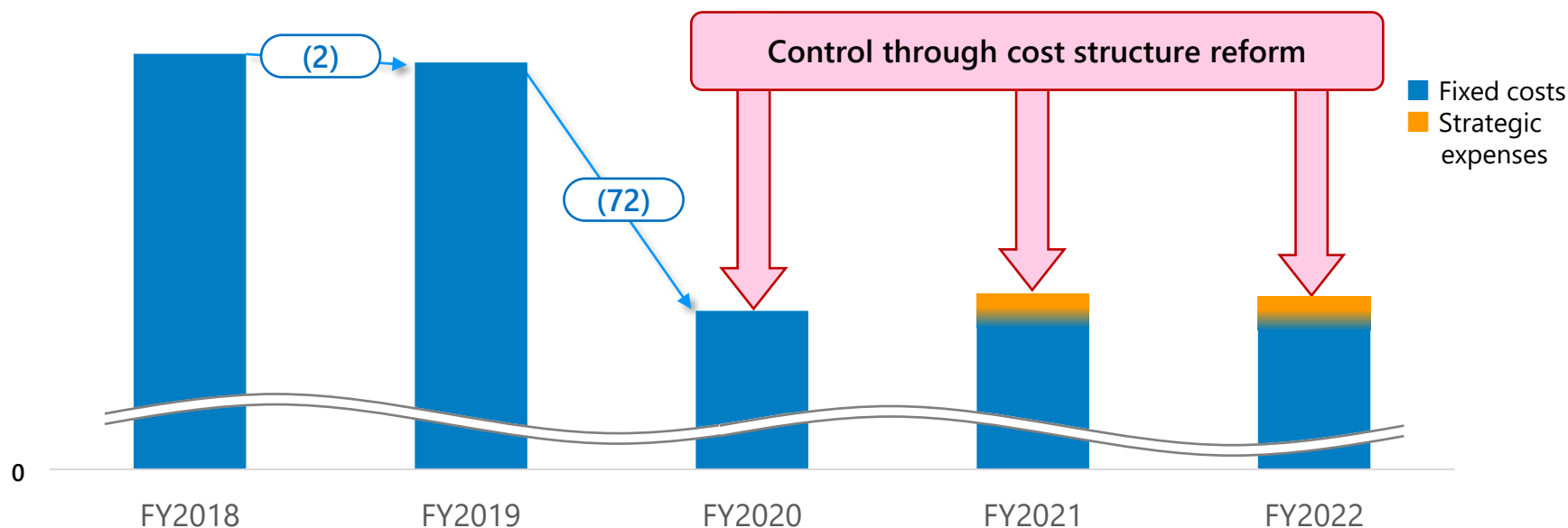
Division	Major Initiatives
Research investment	Development investment to develop differentiated products and services <ul style="list-style-type: none"> Expansion of business domains and enhancement of added value in new business fields Initiatives for advanced technologies outside of existing businesses
Infrastructure investment	Development of infrastructure to support new management systems <ul style="list-style-type: none"> System development to support renewal and process reform of key management systems / Operational efficiency through the use of smart tools
Capital investment in production	Capital investment to realize production base strategy <ul style="list-style-type: none"> Capital investment in production to expand new businesses and domains, and investment in automation and labor-saving to improve production processes and reduce costs

2-1-11 2021-2022 Medium-Term Management Plan : Cost Structure Reform



Cost structure reforms to maintain fixed cost levels in 2020. (On the other hand, strategic expenses for new / expanded areas for future growth are included in the plan.)

Cost structure reform



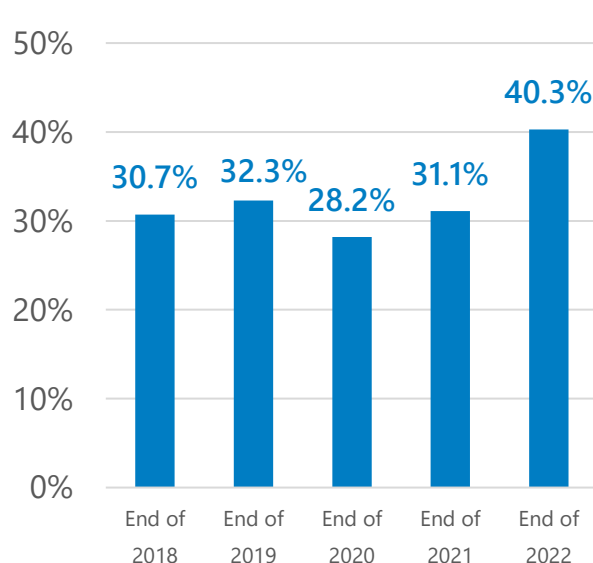
Division	Major Initiatives
Production cost reform	<ul style="list-style-type: none">• Reaping the effects of smartification of factories• Optimization of factory production scale
Personnel cost reform	<ul style="list-style-type: none">• Slimming down of head office management indirect functions• Introduction of job-based employment system based on responsibility and performance• Thorough implementation of new employment formation
Reform of sales costs	<ul style="list-style-type: none">• Improvement to sales productivity through work reform

2-1-12 2021-2022 Medium-Term Management Plan : Financial Structure



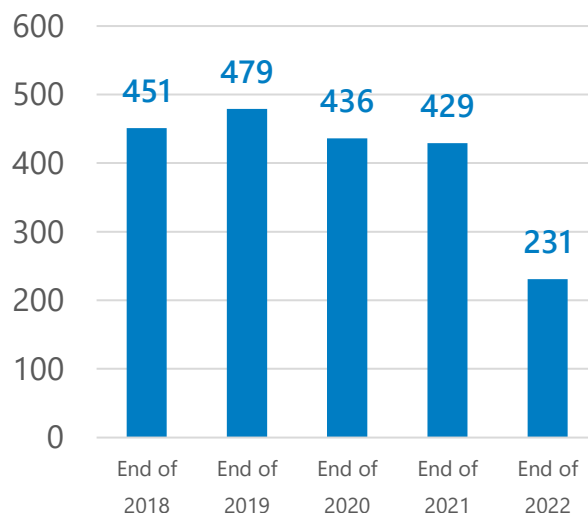
We will thoroughly improve our financial position by strengthening our earnings base and maintaining fixed costs.

Equity ratio

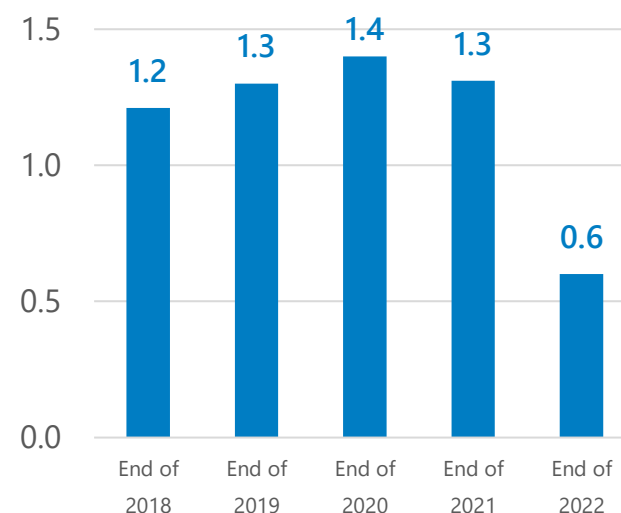


Interest-bearing debt (excluding cash and deposits)

(Unit: 100 million yen)



Debt / equity ratio (interest-bearing debt – cash and deposits) / net assets



Division	Major Initiatives
Accumulation of equity capital	<ul style="list-style-type: none"> Improved profitability through value-added and cost structure reforms
Reduction of interest-bearing debt	<ul style="list-style-type: none"> Shortening of cash conversion cycle (CCC) by shortening receivables and optimizing inventory turnover period

2-2-1-1 Sewing Machinery & Systems Business (Industrial Sewing Machines)

Vision

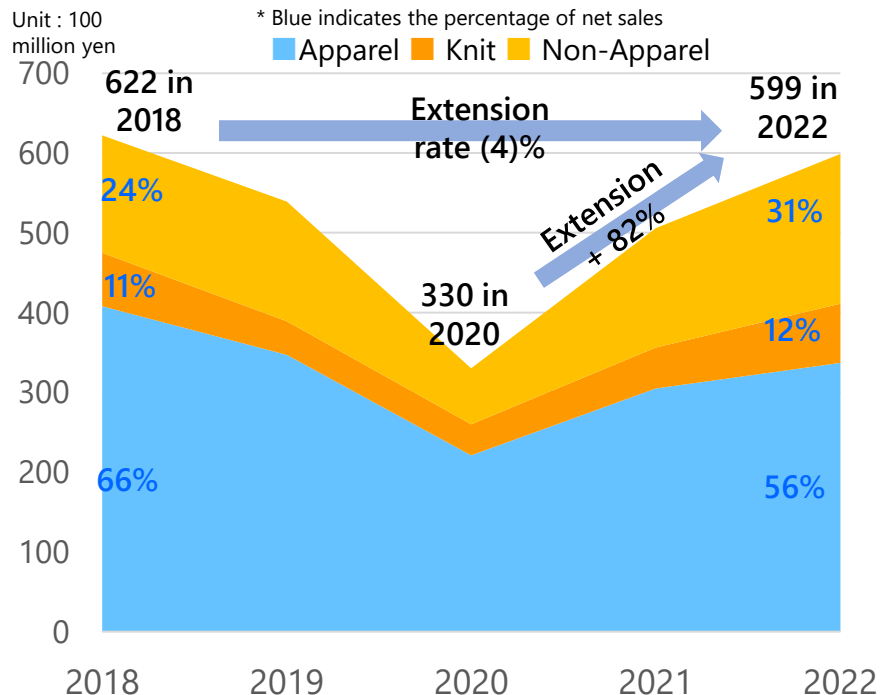
Contributing toward our customers' innovation by offering innovative technology and system proposals from JUKI Smart Solutions.

Basic policy

- Maintaining No. 1 market share in apparel and non-apparel
- Strengthening measures in the knitting field

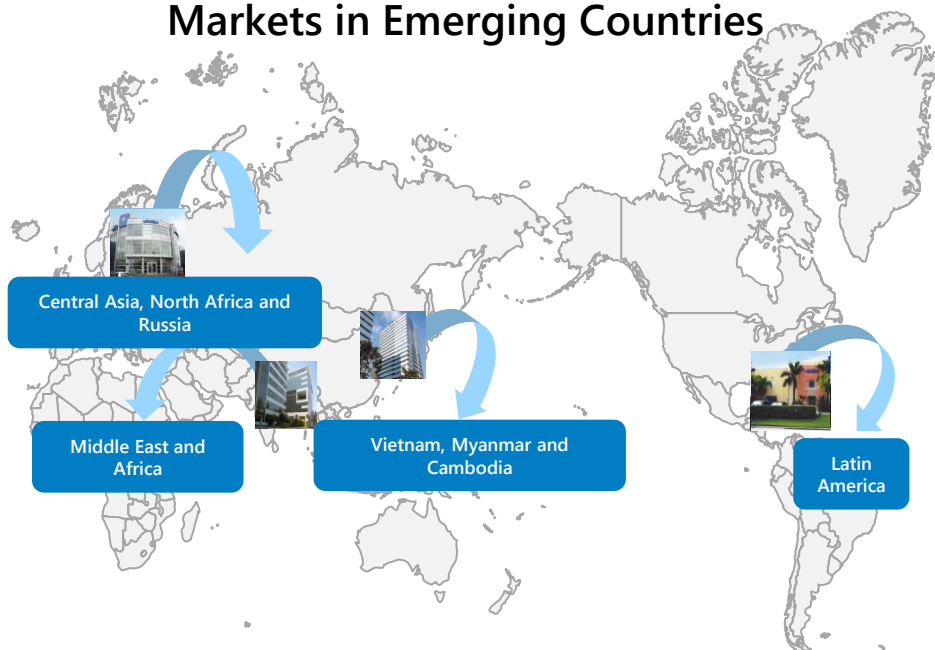
2022 Target

Exchange : Planned rate basis (\$ 1 = ¥ 97, 1 Euro = ¥ 110)



Priority Initiatives

Strengthening Efforts in Untapped Markets in Emerging Countries



2-2-1-2 Key Initiatives for FY2021 Sewing Machinery & Systems Business (Industrial Sewing Machines)

Providing optimal products and systems to help customers build smart factories

Juki's 3 commitments

1. Automation



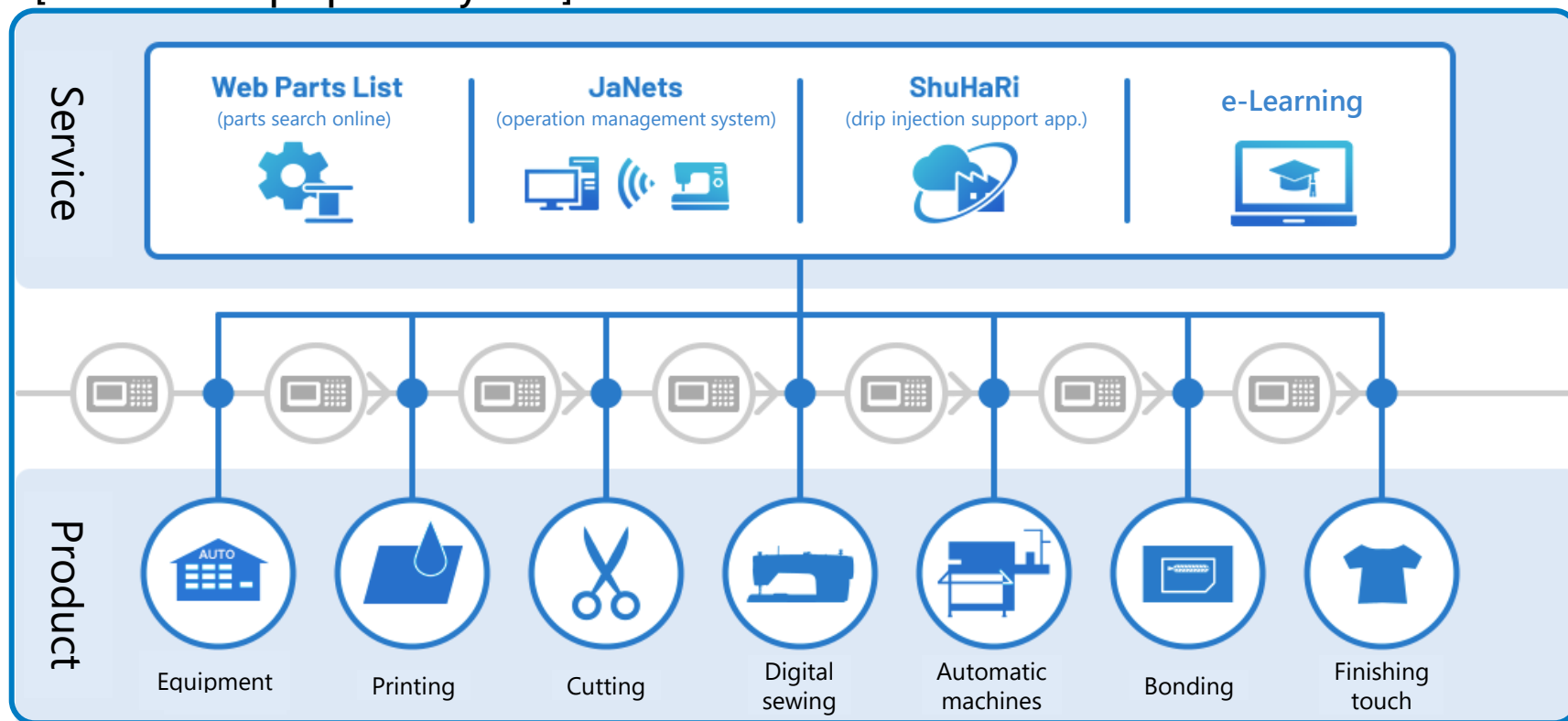
2. Digitization



3. Networking



[Line solution proposed by JUKI]



2-2-2-1 Sewing Machinery Systems & Business (Household Sewing Machines)

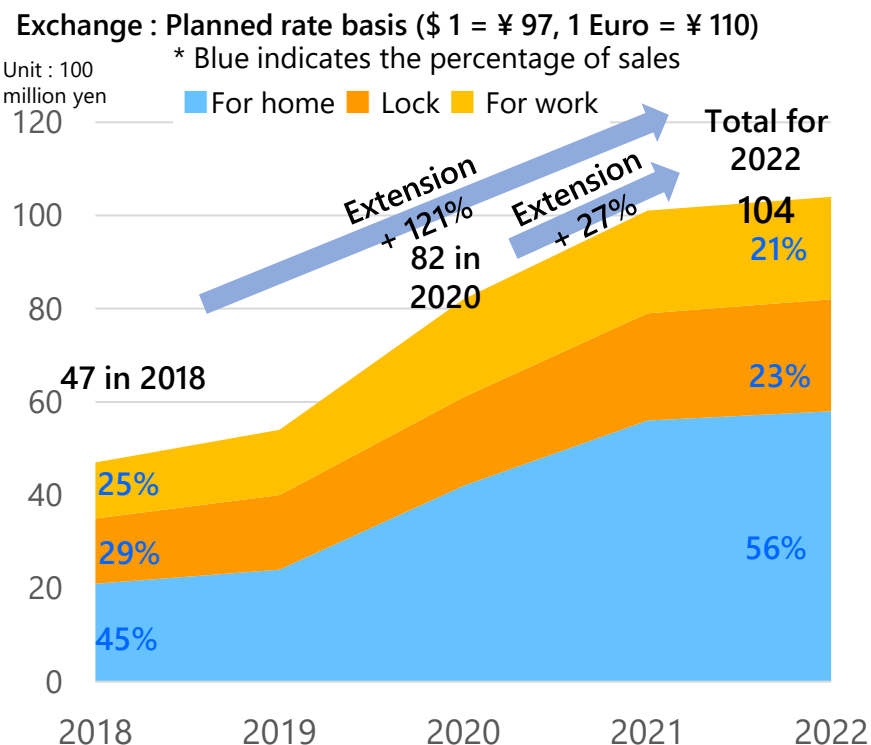
Vision

Create new ways to enjoy handicraft-making, in collaboration with customer (home sewers) who have excellent handicraft capabilities.

Basic policy

Expand solid business based on strengths in high-end household sewing machines, small overlock machines, sewing machines for professionals, and quilting machines.

2022 Target



Priority Initiatives

Expanding sales with HZL-UX8 through UI/UX design



Home sewing machine
HZL-UX8

2-2-2-2 Key Initiatives for FY2021: Sewing Machinery & Systems Business (Household Sewing Machines)



Development of JUKI sewing machines and services to create new value for customers

Rich lineup

User-oriented functions and usability

Handmade support content (video, seminars)



Helping Customers Build Their “kotodzukuri” (value-creation), Whether Real or Digital



2-2-3-1 Industrial Equipment & Systems Business (Electronic Assembly Systems)

Vision

Become an essential business partner for customers through expanding the business base in existing fields and by proposing and providing automation and labor-saving solutions. Expand sales in the high-speed equipment market (China), automation and labor-saving (JM + robots, inspection and measurement, and strengthening ISM)

Basic policy

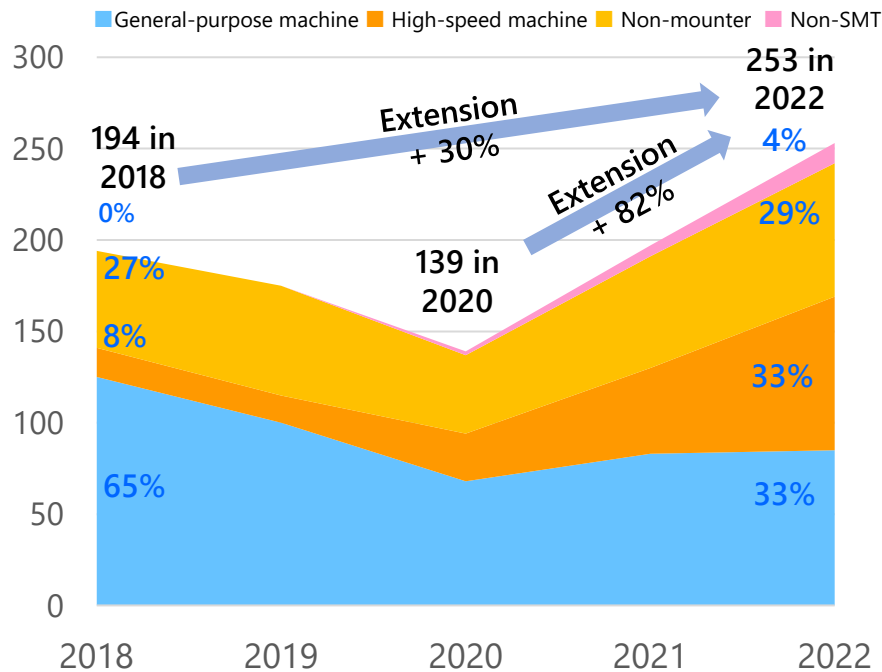
Expand business base by increasing solution sales and cultivating customers in the non-mounter segment and expanding line solution sales by strengthening high-speed equipment in the mounter segment.

2022 Target

Exchange : Planned rate basis (\$ 1 = ¥ 97, 1 Euro = ¥ 110)

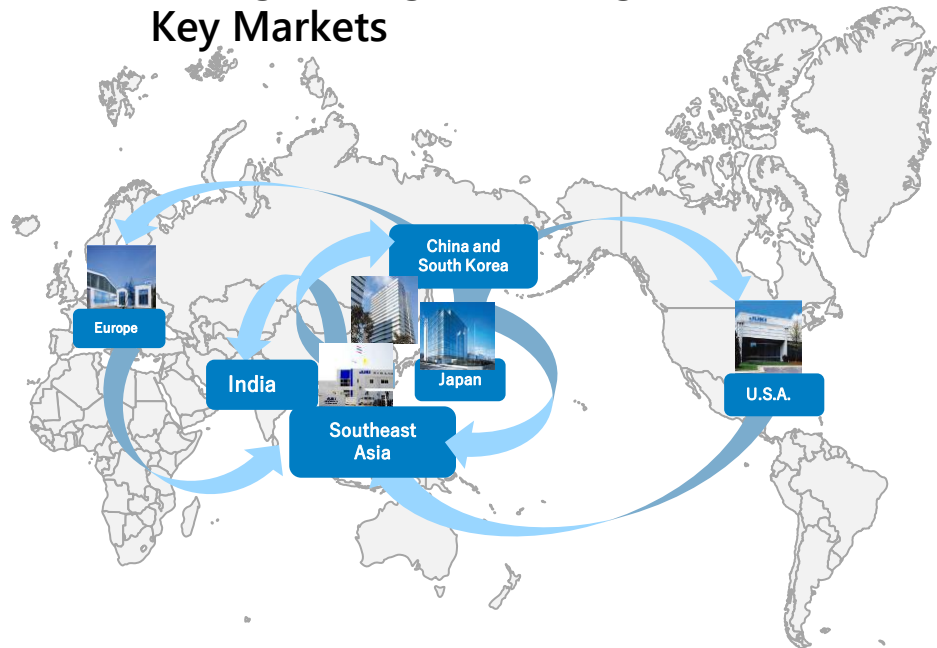
(Unit: 100 million yen)

* Blue indicates the percentage of sales



Priority Initiatives

Strengthening Marketing Alliances in Key Markets



2-2-3-2 Key Initiatives for FY2021 : Industrial Products & Systems Business (Electronic Assembly Systems)

JUKI Smart Solutions

Expand our business areas further by deepening alliances and automation.



Automated warehousing control



Automated post-process/assembly



Automated inspection/measurement

実装統合システムソフトウェア

JaNets
Juki Advanced Network system

Core system cooperation

External standard cooperation

Remote support

Predictive and preventive maintenance using AI

Production/equipment visualization

Cooperation between devices

Cooperation with other companies

Storage control system

Mounters/inspection equipment/post-process mounters

Robot system

Inspection/measurement system



Parts supply management field

SMT field

Manual insertion field

Assembly field

Inspection/measurement field

Expanding Business Areas

Existing Business Areas

Expanding Business Areas

2-2-4-1 Industrial Equipment & Systems Business (Group Business)

Vision

Grow into JUKI's third pillar business by leveraging JUKI Group's management resources (including manufacturing technology).

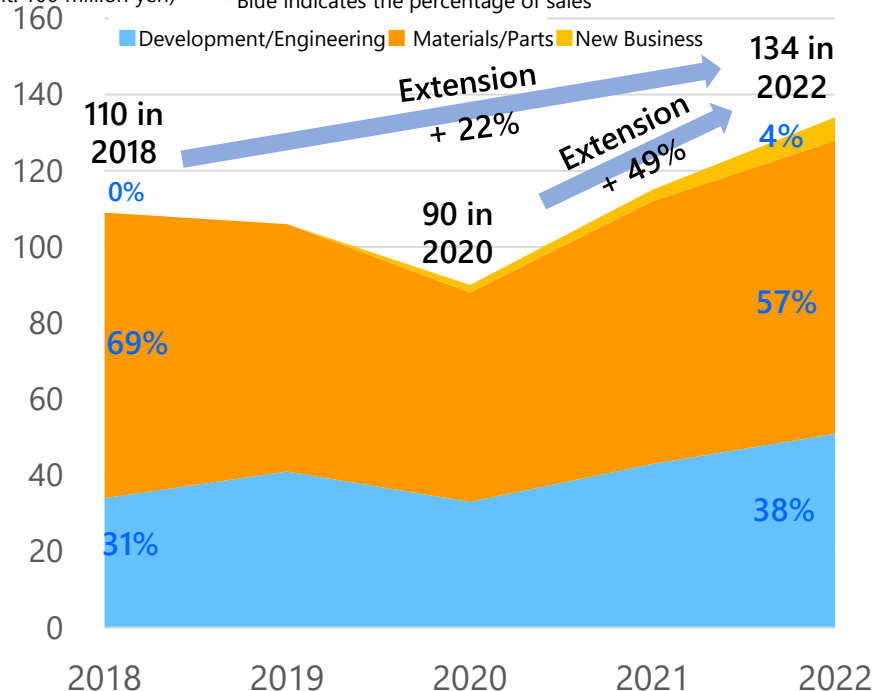
Basic policy

Expanding sales to become a third pillar by cultivating new customers and expanding the frontage of important customers

2022 Target

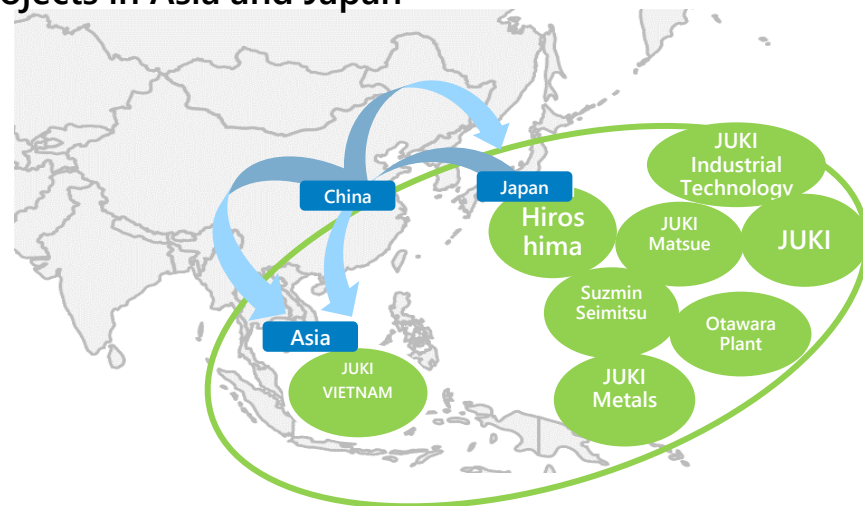
Exchange : Planned rate basis (\$ 1 = ¥ 97, 1 Euro = ¥ 110)

(Unit: 100 million yen) * Blue indicates the percentage of sales



Priority Initiatives

Enhancing the Uptake of Production Area Relocation Projects in Asia and Japan



2-2-4-2 Key Initiatives for FY2021: Industrial Products & Systems Business (Group Business)

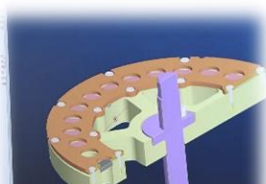
Expanding Juki's Contract Development and Contract Manufacturing by Leveraging 3 Strengths

[Production Capacity] ~ Integrated Production System ~

One stop engineering business from planning and development to assembly



Planning and development



Design



Materials



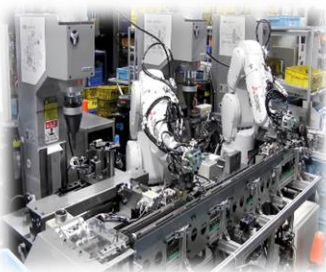
Processing



Assembly

[Proposal ability] - Automation / visualization of facilities

Robotization of heavy work and simple repetitive work, improvement to highly productive lines, and visualization of production



[Technical Skills] - Demonstration of Know-how Cultivated in Sewing Machine / Mounter -

High-Quality Manufacturing with People and Materials and Equipment

Industrial sewing machine



Home sewing machine



Chip mounter



[Person]

Technician

Development and manufacturing Know-how

[Materials and equipment]

Material procurement

Development and manufacturing facilities

Entrusted Development production

Development support

Integrated production

Unit production

Parts production

2-2-5-1 Industrial Equipment & Systems Business (Customer Business)

Vision

JUKI's parts can be received the day after they're ordered

Basic policy

Make the change from the selling of "things"(mono) to the selling of "services"(koto) across the boundaries of sewing machinery and electronic assembly systems. - Speed up the implementation of a customer lock-in strategy by enhancing added value -

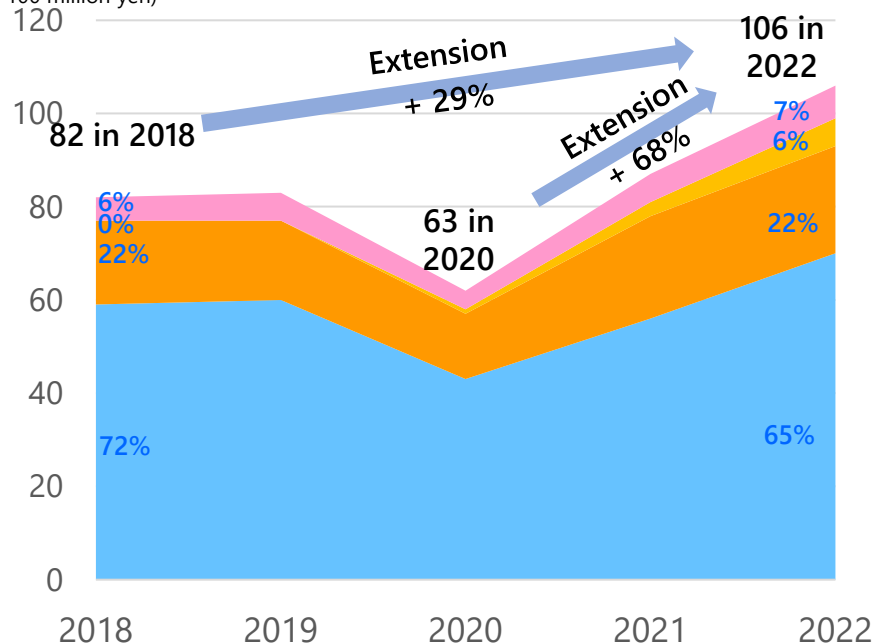
2022 Target

Exchange : Planned rate basis (\$ 1 = ¥ 97, 1 Euro = ¥ 110)

* Blue indicates the percentage of sales

■ Sewing parts ■ Industrial parts ■ Sewing service ■ Industrial service

(Unit: 100 million yen)



Priority Initiatives

Expanding the Sewing Service
Business through Inspection Support
Applications



2-2-5-2 Key Initiatives for FY2021: Industrial Products & Systems Business (Customer Business)

EXPAND PARTS/SERVICE BUSINESS



- Sewing machinery: Expand sales parts by inspection support application.
- Electronic assembly systems: Rebuild the trade-in business.



Stock optimization management system



Parts supply system
Parts center/sales company warehouse

Customer support with/after COVID-19



• e-Learning



• Remote support

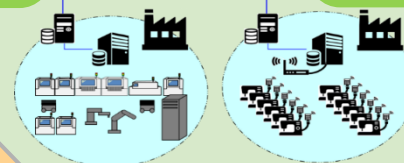
Provide Logistical Support for Activities

EXPAND AFTER SALES SERVICE IN INTRODUCING SMART LINES

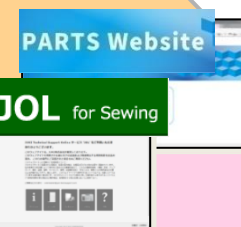
Management of preventive maintenance for equipment

JaNets
Juki advanced Network system

Management of preventive maintenance for equipment



Support for Smart Solution



- Parts Web site
- JOL

Network system to share and send information

Open Innovation with Subcontractors

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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JUKI CORPORATION