



First Half Account Settlement FY2021 ending December 31, 2021 on a consolidated basis

August 5, 2021
JUKI CORPORATION

Table of Contents

Part 1: Performance of the 1st Half of FY2021 (ending Dec. 2021)

1-1 Performance Trends	3
1-2 Factors Leading to an Increase/Decrease in Ordinary Profit	4
1-3 Major Financial Indices Trends	5
1-4 Performance by Business Segment	6
1-5 Full-year forecast	10

Part 2: Measures for Achieving the Medium-Term Management Plan (2021-2022) and Key Initiatives for the 2nd Half of FY2021

1-1 Medium-Term Management Plan Initiatives	12
2-2 Key Initiatives for the 2nd Half of FY2021	19

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 the 1st Half of FY2021

(ending Dec. 2021)

1-1 Performance Trends

Despite the impact of the spread of COVID-19 in some countries and regions, net sales were affected by improvements in the capacity utilization of customers' factories and capital investment.

In addition to the recovery in demand, we conducted company-wide sales activities in each business, such as capturing demand during the market recovery period. As a result, sales increased 54.4% year on year.

As for profits, in addition to higher sales and higher plant operating rates, we will continue to reduce fixed costs through cost structure reforms. As a result of these efforts, ordinary income increased by 5.1 billion yen from the previous year.

(Unit: million yen)

	FY2020 ended Dec. 31, 2020			FY2021 ending Dec. 31, 2021			Year-on-Year change <B-A> (%)
	1Q	2Q	First half <A>	1Q	2Q	First half 	
	Jan-Mar 2020	Apr-Jun 2020	Jan-Jun 2020	Jan-Mar 2021	Apr-Jun 2021	Jan-Jun 2021	
Net Sales	16,860	13,636	30,496	21,883	25,215	47,098	16,601 (54.4%)
Operating Profit (Operating profit margin)	(1,472) [-]	(1,996) [-]	(3,468) [-]	326 [1.5%]	1,582 [6.3%]	1,908 [4.1%]	5,377 (-)
Ordinary Profit (Ordinary profit margin)	(1,732) [-]	(1,710) [-]	(3,442) [-]	205 [0.9%]	1,511 [6.0%]	1,716 [3.6%]	5,158 (-)
Profit (Profit margin)	(1,836) [-]	(2,066) [-]	(3,902) [-]	141 [0.6%]	1,080 [4.3%]	1,221 [2.6%]	5,124 (-)

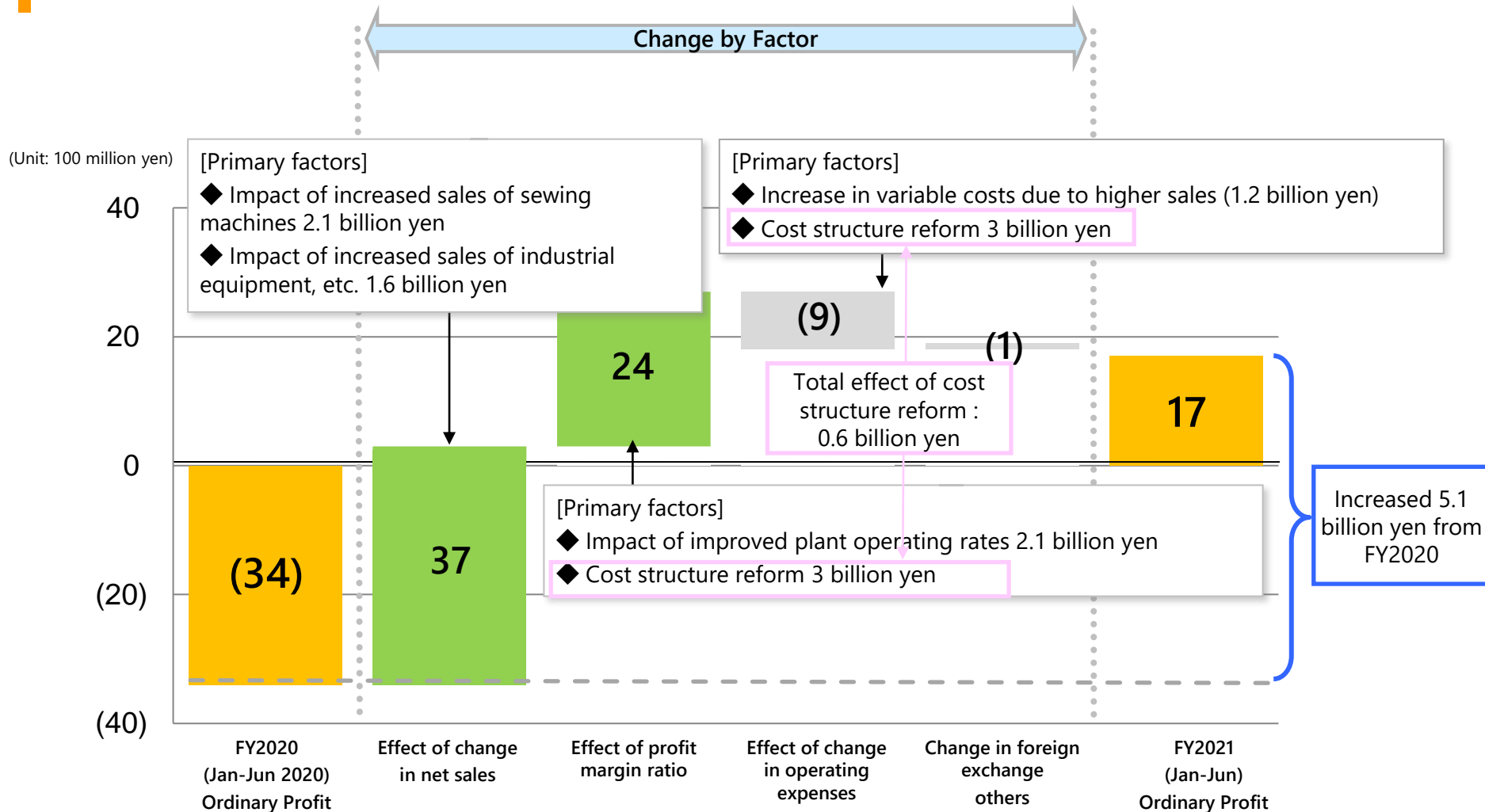
Exchange Rate	1 US\$ 1 Euro	¥109 ¥121	¥108 ¥119	¥108 ¥120	¥106 ¥128	¥110 ¥132	¥108 ¥130	±¥ 0 + ¥10
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Notes 1. Exchange rate is an average rate during the period, and such rate influences operating profit.

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 Profit

In terms of profits, ordinary profit increased by 5.1 billion yen from the previous year as a result of the increase in sales and the improvement in plant operating rates, as well as the continued efforts to reduce fixed costs through cost structure reforms.



1-3 Major Financial Indices Trends

Total assets increased by 8.3 billion yen from the previous year due to increases in trade receivables and inventories, and the equity ratio was 28.2%.

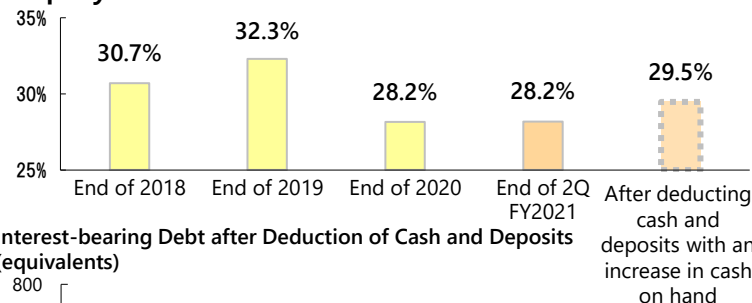
Interest-bearing debt * 1 was 45.1 billion yen, an increase of 1.5 billion yen from the previous year, on a net of cash and deposits basis, due to an increase in working capital accompanying an increase in sales.

(Unit: million yen)	As of December 31, 2020 (FY2020) <A>	As of June 30, 2021 (FY2021) 	Change <B-A>
Total assets	110,230	118,503	8,273
Net assets (Foreign currency translation adjustments)	31,368 [(4,063)]	33,771 [(2,438)]	2,402 [1,625]
Net asset ratio	28.5%	28.5%	0.0%
Equity ratio	28.2%	28.2%	0.0%

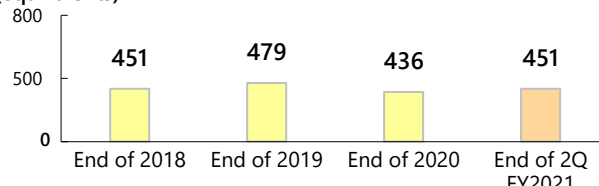
Trade receivables (Turnover period)	23,326 [4.0 months]	27,926 [3.6 months]	4,599 [(0.4 months)]
Inventories (Turnover period)	36,709 [6.3 months]	42,391 [5.4 months]	5,681 [(0.9 months)]
Trade payables (Turnover period)	10,128 [1.7 months]	15,539 [2.0 months]	5,410 [0.3 months]
Interest-bearing debt	57,443	56,273	(1,170)
Cash and deposits	13,831	11,134	(2,696)

Exchange rate (period-rate)	1USD	104 yen	111 yen	+ 7 yen
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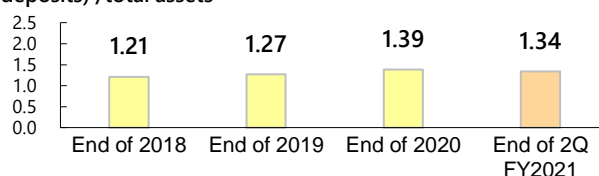
Equity Ratio



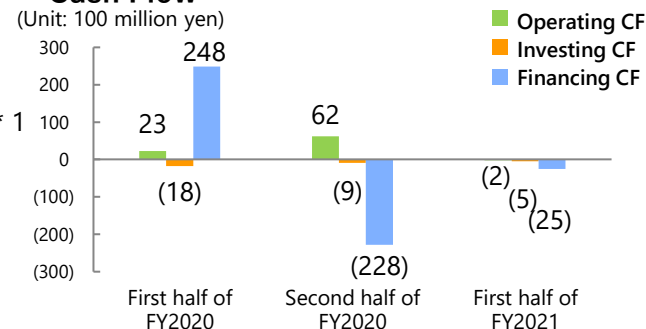
Interest-bearing Debt after Deduction of Cash and Deposits (equivalents)



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



Cash Flow



1-4 Performance by Business Segment: Net Sales

In the Sewing Machinery & Systems segment, the operating rate of sewing factories increased due to the activation of markets in Europe, the United States, and China.

Sales of home sewing machines also increased in Europe and the United States due to increased stay-at-home demand following the spread of COVID-19 the beginning of the year.

As a result, total sales were 29.005 billion yen. (57.3% increase over previous year)

In the Industry Equipment & Systems segment, captured the demand for capital investment in 5G and other products, mainly in China, and sales recovered to 90.8% year-on-year due to strategic sales expansion. In addition, the Group's operations in Japan, including contract processing contributed and as a result of the increase in sales, total sales amounted to 17.979 billion yen. (50.6% increase over previous year)

(Unit: million yen)

	FY2020 ended Dec. 31, 2020			FY2021 ending Dec. 31, 2021			Year-on-Year change < B-A > (%)
	1Q	2Q	First half year < A >	1Q	2Q	First half year < B >	
	Jan-Mar 2020	Apr-Jun 2020	Jan-Jun 2020	Jan-Mar 2021	Apr-Jun 2021	Jan-Jun 2021	
Sewing Machinery & Systems	10,662	7,780	18,442	13,621	15,384	29,005	10,563 (57.3%)
Industry Equipment & Systems	6,140	5,800	11,940	8,208	9,771	17,979	6,039 (50.6%)
Other	57	56	113	54	59	113	0 (0.0%)
Total	16,860	13,636	30,496	21,883	25,215	47,098	16,602 (54.4%)
Group Business	2,520	1,942	4,462	2,509	2,554	5,063	601 (13.5%)

1-5 Performance by Business Segment: Ordinary Profit

In the Sewing Machinery & Systems segment, segment profit (ordinary profit) increased by 2.829 billion yen from the previous year due to the increase in sales, the improvement in plant operating rates, and the continuation of cost reductions.

In the Industrial Equipment & Machinery Systems segment, segment profit (ordinary profit) increased by 1.746 billion yen from the previous year due to the increase in sales, the improvement in plant operation rate and the continuation of cost reduction.

(Unit: million yen)

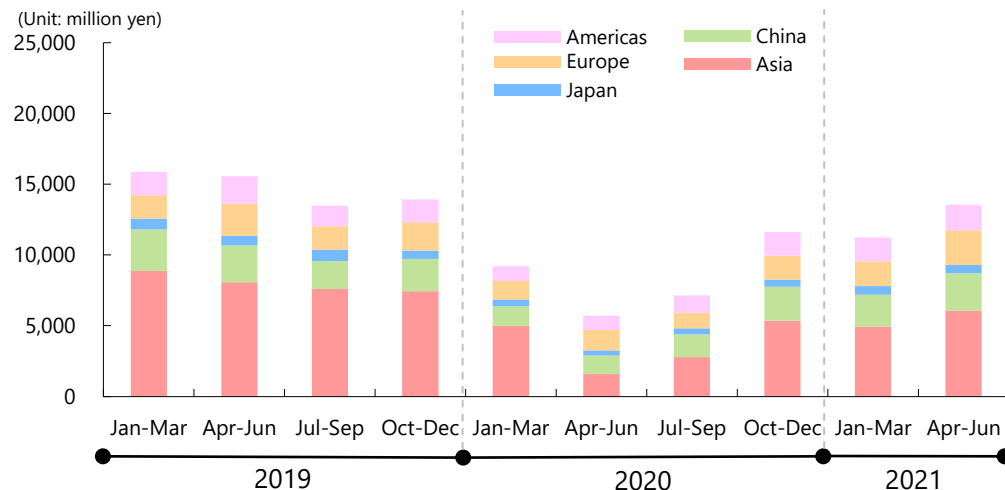
	FY2020 ended Dec. 31, 2020			FY2021 ending Dec. 31, 2021			Year-on-Year change <B-A> (%)
	1Q	2Q	First half year <A>	1Q	2Q	First half year 	
	Jan-Mar 2020	Apr-Jun 2020	Jan-Jun 2020	Jan-Mar 2021	Apr-Jun 2021	Jan-Jun 2021	
Sewing Machinery & Systems Ordinary profit margin	(922) [-]	(879) [-]	(1801) [-]	247 [1.8%]	781 [5.1%]	1,028 [3.5%]	2,829 (-)
Industrial Equipment & Machinery Systems Ordinary profit margin	(384) [-]	(231) [-]	(615) [-]	197 [2.4%]	934 [9.6%]	1,131 [6.3%]	1,746 (-)
Other	19	22	41	17	20	37	(4)
Adjustment	(445)	(621)	(1,066)	(257)	(224)	(481)	585
Total	(1,732) [-]	(1,710) [-]	(3,442) [-]	205 [0.9%]	1,511 [6.0%]	1,716 [3.6%]	5,158 (-)

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

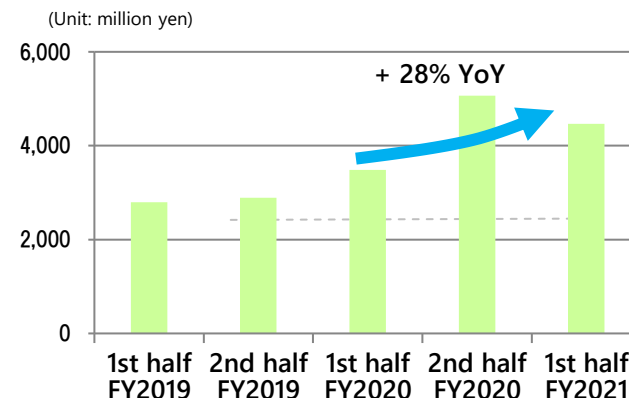
Industrial sewing machines saw a 66% year-on-year increase due to improved operating rates at sewing factories in Europe, the United States, China and other countries.

Sales of household sewing machines increased 28% from the same period of the previous fiscal year due to increased stay-at-home demand in line with the spread of COVID-19 by the beginning of the year.

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



2. Changes in Net Sales of Household Sewing Machines



Net sales : Year-on-year comparison (Unit: 100 million yen)

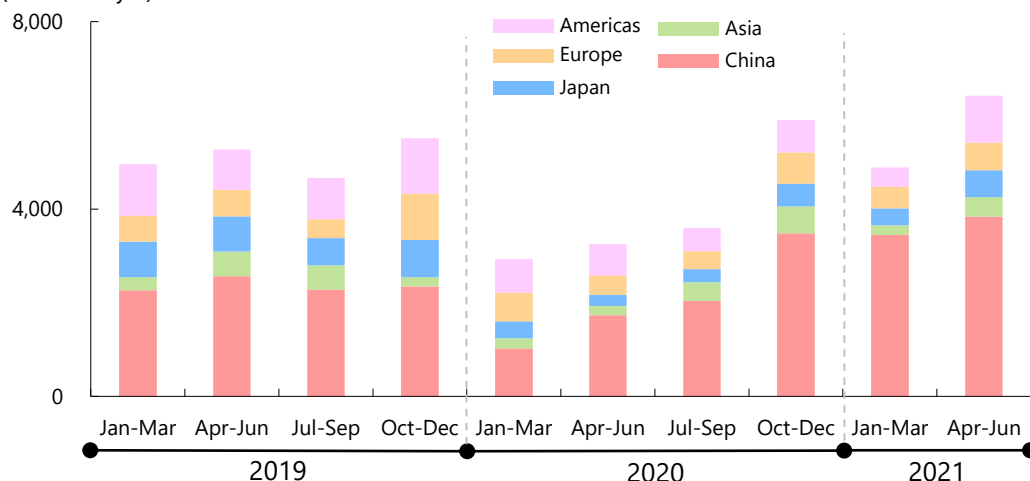
	Jan-Jun 2020	Jan-Jun 2021	Amount of change	(% change)
China	27	49	+22	(+82%)
Asia	66	110	+44	(+67%)
China + Asia	93	159	+66	+71%
Japan	8	12	+4	(+42%)
Europe	28	42	+14	(+52%)
Americas	20	35	+15	(+72%)
Total	149	248	+99	+66%

(Reference Info#2) Performance by Business Segment : Industrial Equipment & Systems Business

Industrial equipment sales increased 83% year-on-year as a result of strategic sales expansion centered on high-speed machines in response to capital investment demand for 5G-related equipment mainly in China.

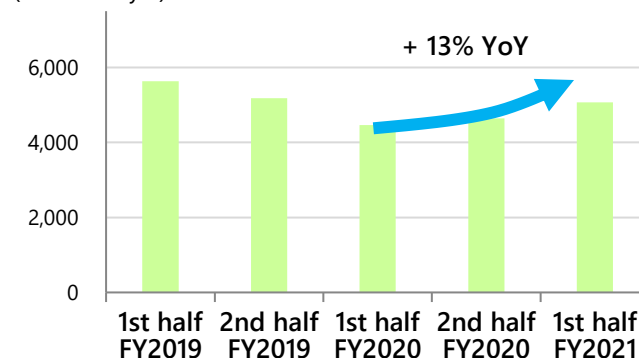
1. Changes in Net Sales of Electronic Assembly Systems by Region (including parts/services) (monthly aggregation base)

(Unit: million yen)



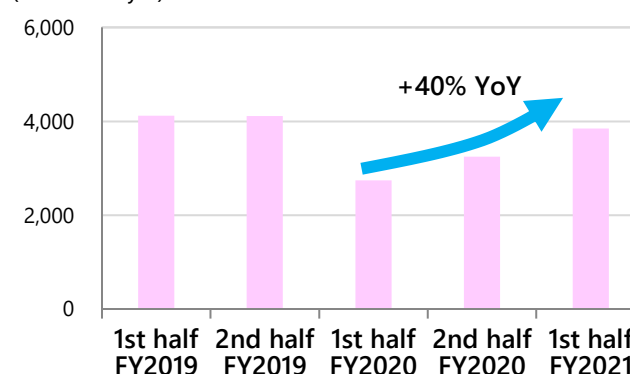
2. Group Business: Changes in Net Sales

(Unit: million yen)



3. Parts Business: Changes in Net Sales

(Unit: million yen)



Net sales : Year-on-year comparison (Unit: 100 million yen)

	Jan-Jun 2020	Jan-Jun 2021	Amount of change	(% change)
China	28	73	+45	(+165%)
Asia	4	6	+2	(+51%)
China + Asia	32	79	+47	(+150%)
Japan	6	9	+3	(+53%)
Europe	10	10	+0	
Americas	14	14	+0	
Total	62	113	+51	+83%

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

While the impact of the spread of the COVID-19 is recovering in Europe, the United States, and China, the business environment in emerging countries in Asia is uncertain due to factors such as the lockdown. Therefore, there has been no change from the previously announced figures.

In the future, the Company will carefully examine the forecast values in consideration of the impact on the Company's business performance including the business environment.

(Unit: 100 million yen)

	1st Half year FY2021 (Jan-Jun)	Full year FY2021 (Jan-Dec)	Full year FY2020 (Jan-Dec)	From the previous full year <A-B>
	Actual	Forecast <A>	Actual 	□ is the percent change
Net Sales	470	1,000	704	+296 [+42.0%]
(Sewing Machinery & Systems)	(290)	(620)	(427)	(+193) [+45.2%]
(Industrial Equipment & Machinery Systems)	(179)	(377)	(274)	(+103) [+37.6%]
Operating Profit	19	31	(45)	+76
Ordinary Profit	17	28	(40)	+68
Profit	12	20	(47)	+67
Dividend per share	-	Full year : ¥25	Full year : ¥20	+ 5 yen

Exchange rate 1US\$	¥108 yen	¥102	¥107	(5 yen)
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PART 2

Measures for Achieving the Medium-Term Management Plan (2021-2022) and Key Initiatives for the 2nd Half of FY2021

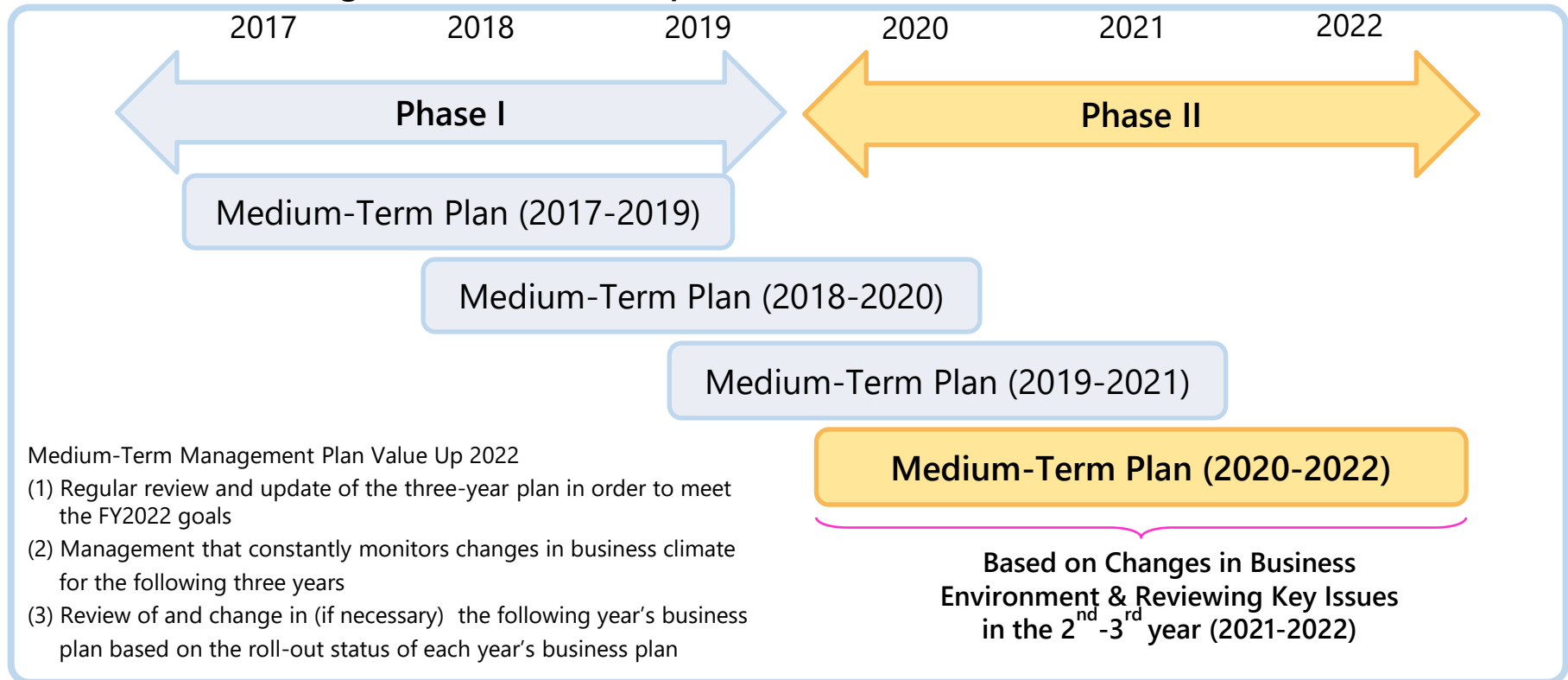
2-1-1 Positioning of the 2021-2022 Medium-Term Management Plan

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

Being ready for the New Normal

While the impact of COVID-19 continues, such as the lockdown in various countries, the market is on a recovery trend (customer needs further deepened / diversified)

US-China trade friction

Under the influence of the Biden administration's China policy (economic, security and human rights) risk of supply chain disruption further increases.

Responding to supply shortages of semiconductors and other electronic components is also an issue.

Acceleration of technological innovation

Expanding the introduction of products and services utilizing advanced technologies such as AI, IoT, and 5G to the market

Competitive Environment

Industrial sewing machines : Competitors expand in knitwear markets in addition to emerging countries

Industrial equipment : Each mounter maker expands its business domain for comprehensive line proposals

⇒ Competition will further intensify and price reductions will advance.

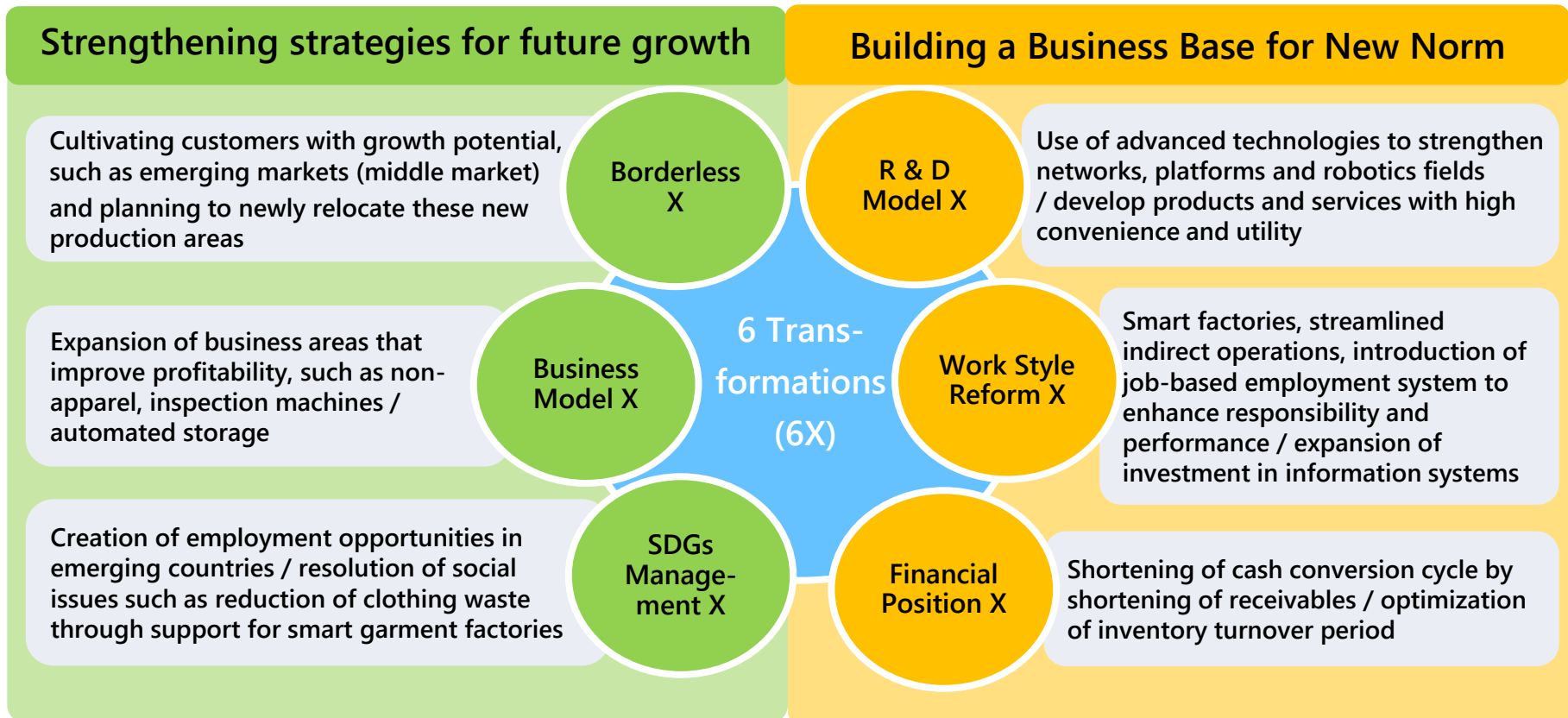
Social Needs

- Initiatives to reduce environmental impact, such as carbon neutrality
- Promotion of work style reform (digitization, remote work, diversity)
- Compliance/ strengthening 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.

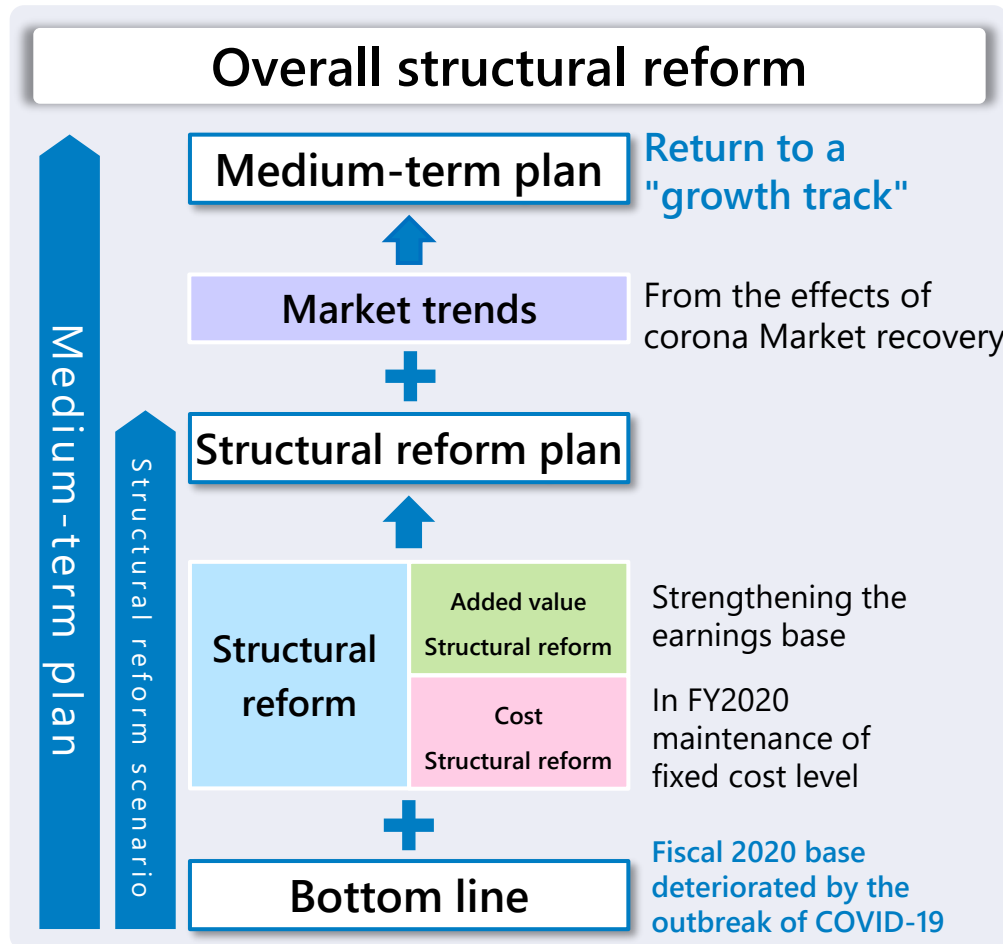


2-1-4 2021-2022 Medium-Term Management Plan: Basic Concept

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

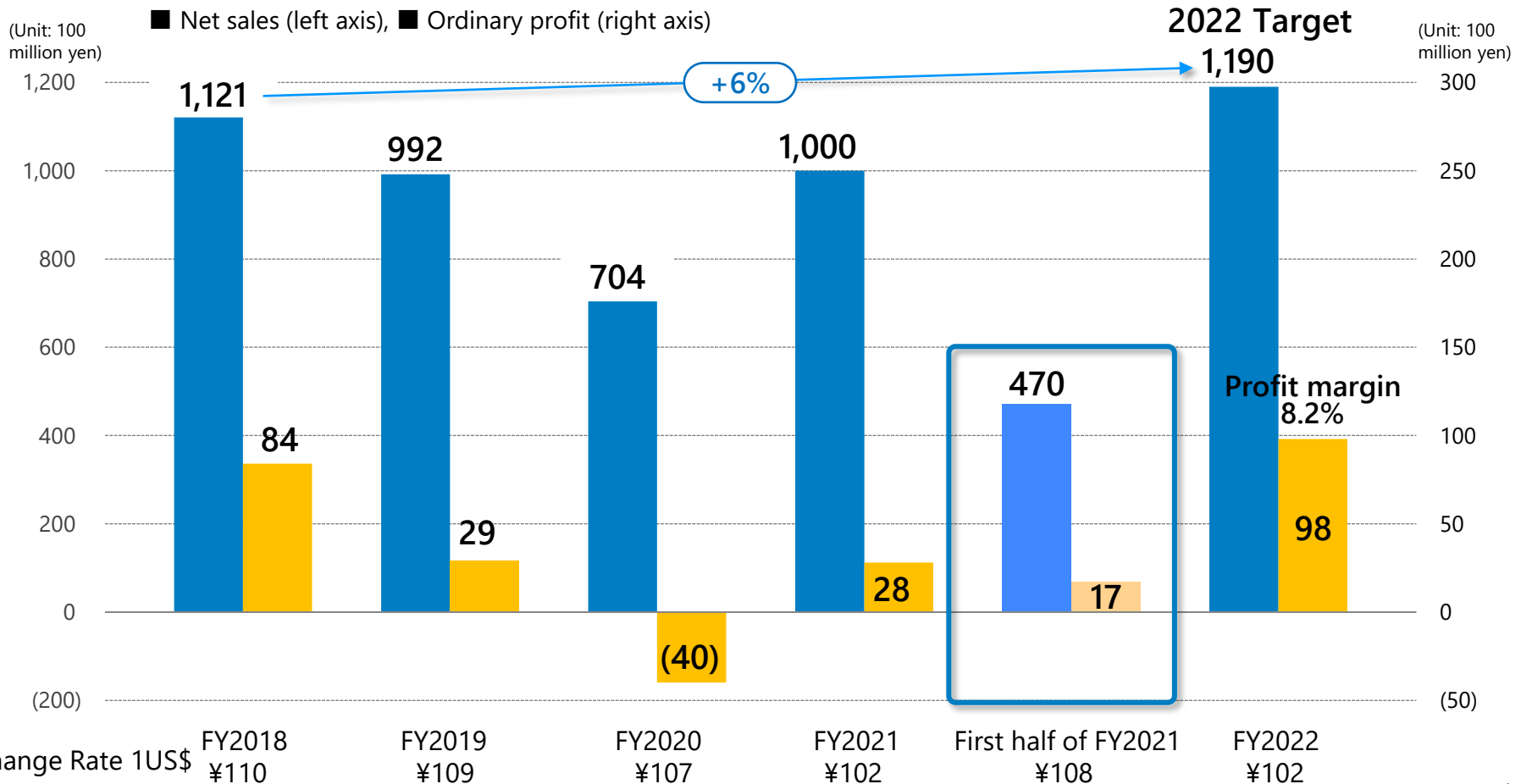
2-1-5 2021-2022 Medium-Term Management Plan

Progress: Net Sales and Ordinary Profit

Net sales : 47.0 billion yen in the first half of FY2021 (47% progress against the 2021 plan)

Ordinary profit : 1.7 billion yen in the first half of FY2021 (60% progress against the 2021 plan)

Net Sales and Ordinary Profit



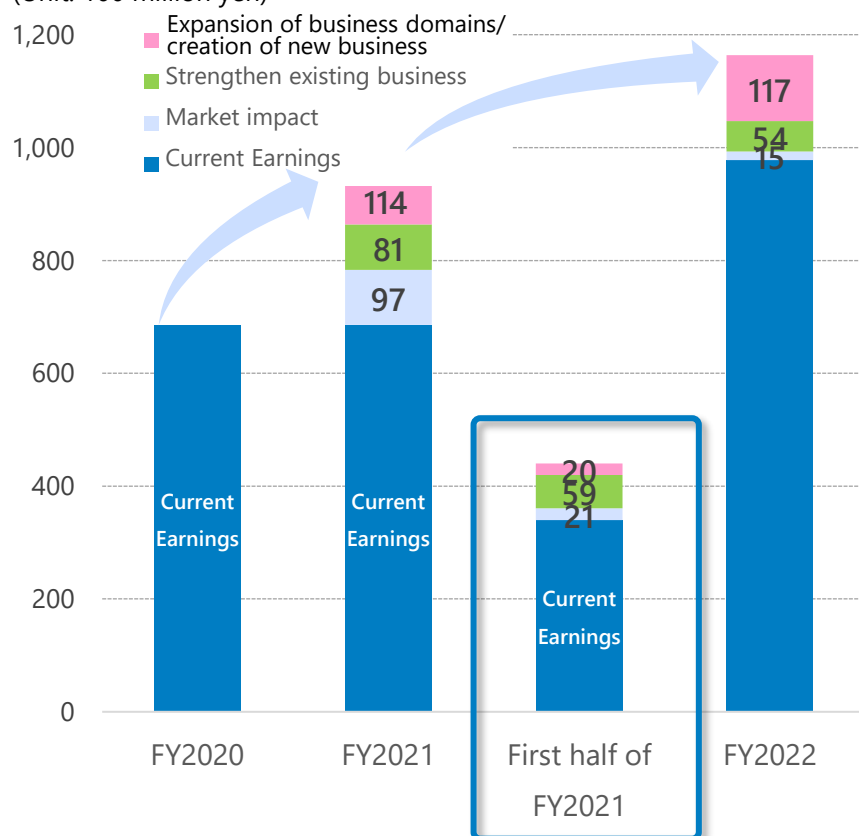
Progress : Value Added Structure Reform

While efforts are being made to "strengthen our customer base" strengthening initiatives centered on "expanding high-value-added business fields" is an issue

Value-added structural reform

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

(Unit: 100 million yen)

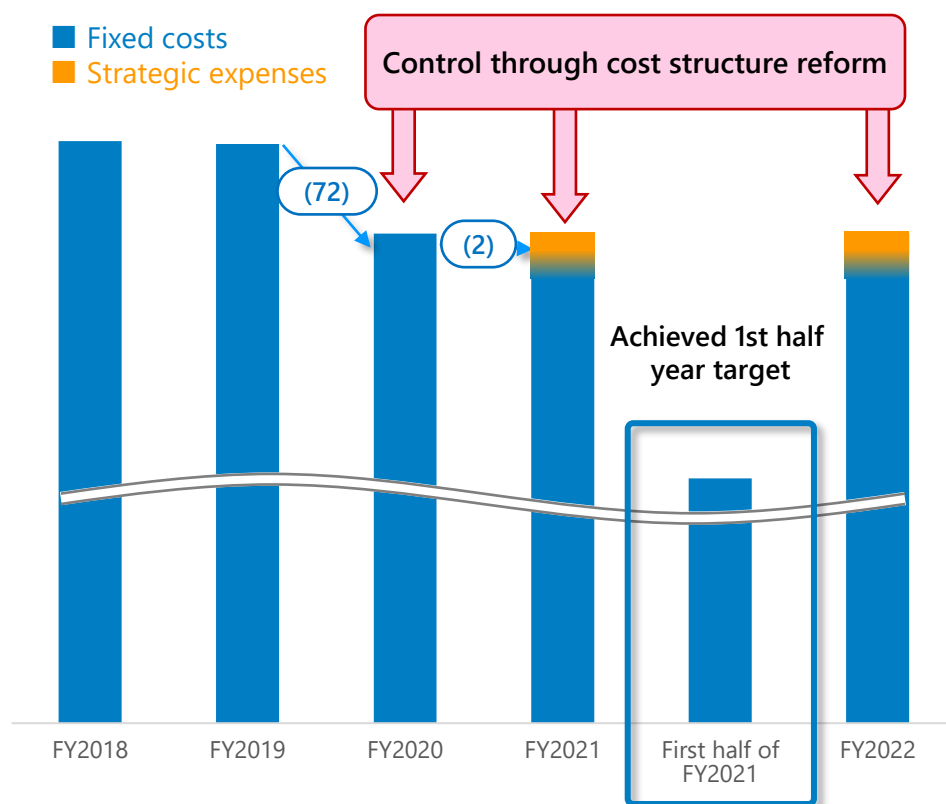


Division	Major Initiatives
Strengthening existing businesses	Strengthening our customer base (Sewing machinery : Increased sales in the middle market, Electronic assembly systems : Strengthening response to global customers)
Expansion of business domains / creation of new business	Strengthening profitability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

Progress: Cost Structure Reform

Steady progress is being made in cost structure reform at the fixed cost level targeted for 2020

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
Sales cost reform	<ul style="list-style-type: none"> Improvement of sales productivity through work reform

Promote initiatives to further increase corporate value based on changes in the business environment and progress in measures

1) Expansion of business domains and enhancement of new business creation

- Transforming our business portfolio
- Strengthen alliances

2) Thorough SDGs management

- Initiatives in major businesses
- Initiatives to reduce environmental impact
- Carbon neutral initiatives

3) Strengthening organizations and human resources to realize the vision

- Investment in priority areas
- Promoting diversity
- Enhanced use of online tools

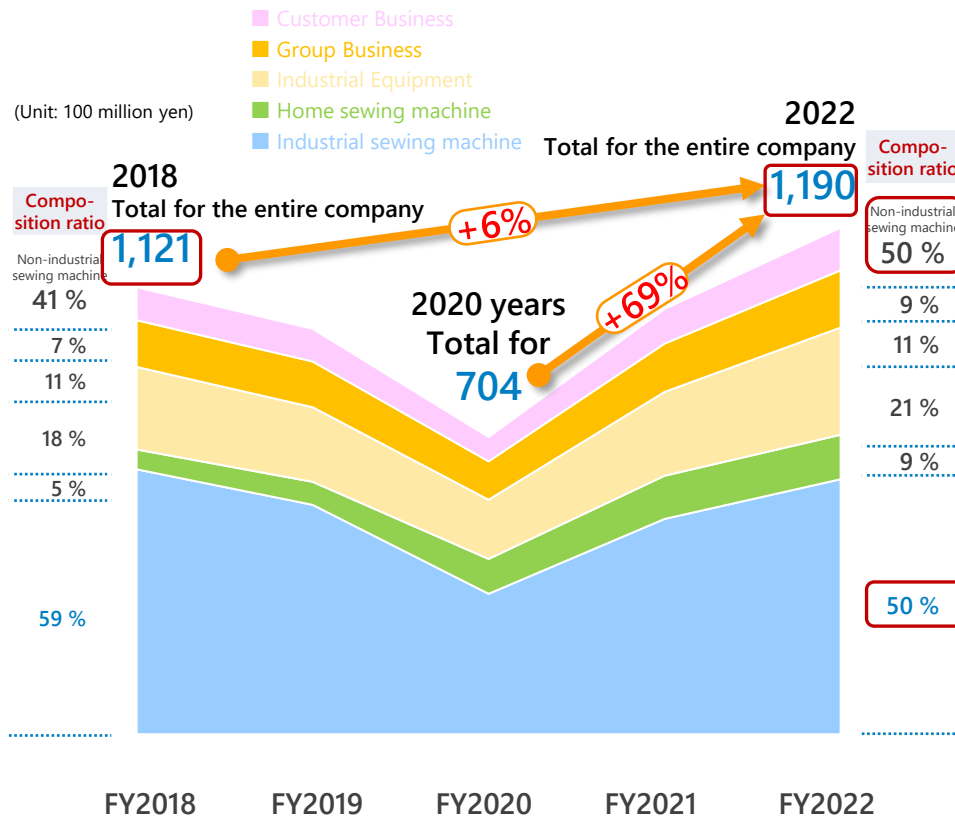
2-1-9 Strengthening Expansion of Business Domains/Creation of new Business: Transforming Business Portfolio



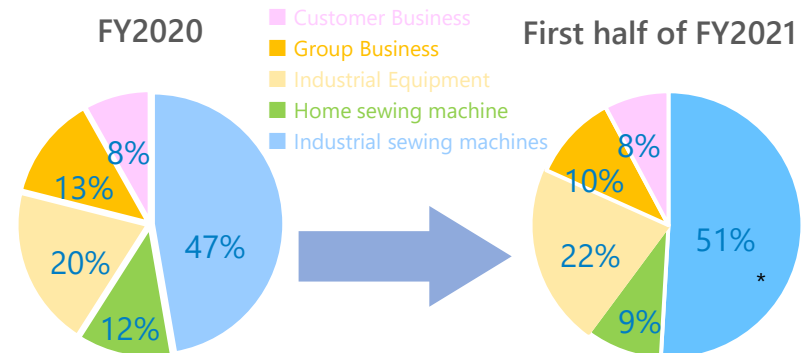
In addition to strengthening existing businesses, expanding business domains and creating new businesses, the share of non-industrial sewing machine sales increased from 41% in 2018 to 50% in 2022.

2021-2022 Vision Business Portfolio

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



Progress of Business Portfolio Reforms



* Increase compared to 2020 due to recovery demand for industrial sewing machines

Key Initiatives in the Second Half Year

- Industrial sewing machine : Strengthen marketing capabilities in highly profitable areas
- Expanding sales of new products
- Industrial Equipment: Expanding sales in non-mounter and non-SMT fields
- Group business: Strengthen engineering business
- Customer Service C: Service business expansion

2-1-10-1 Strengthening Expansion of Business Domains/ Creation of new Business: Strengthening Alliances



Further enhance open innovation not only within the company but also with other companies
Accelerate initiatives in high-value-added fields by strengthening collaboration with other companies

Major Alliances

Segment	Company Name	Alliance Type	Alliance Launch	Major Initiatives
Sewing machine	Pegasus Sewing Machine Manufacturing Co.	Business alliance	April 2021	Development and newly discover industrial sewing machines for the middle market for knitwear
	YKK Corporation	Technology alliances and product development	March 2019	Development and production of automatic sewing machines for fasteners
Industrial equipment	ESSEGI AUTOMATION S.r.l.	Capital alliance	August 2019	Development and production of automated electronic component warehouses
	XTIA Co.	Technology and production alliances	February 2020	Area expansion by XTIA's laser technology and JUKI's visual inspection technology
	Hitachi, Ltd.	Business alliance	October 2018	Business expansion through "collaborative creation" with the Hitachi Group
	SIIX Corp.	Capital alliance (Establishment of Joint Venture Company)	July 2012	Supply of electrical equipment by Shanghai SIIX
	Castem Co., Ltd.	Business alliance	April 2021	Expanding the range of orders through manufacturing and technology

2-1-11-1 Thorough SDGs management

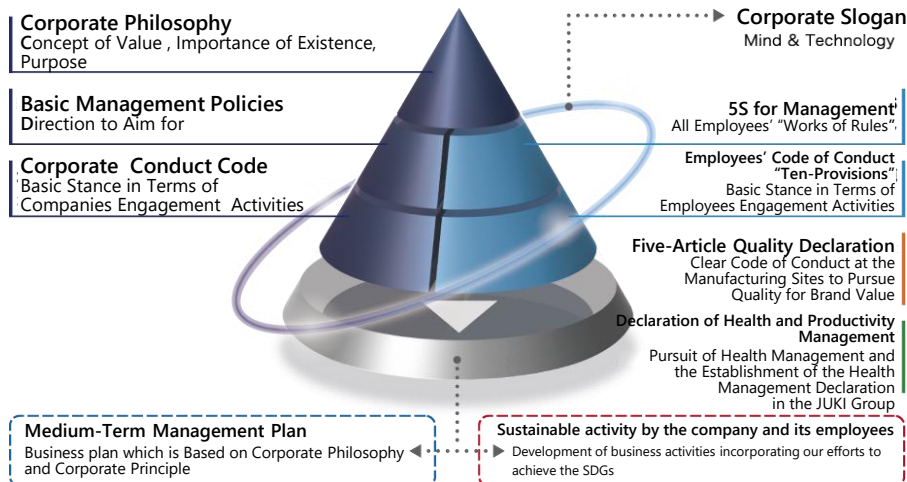
SDGs
Manage
ment X

JUKI
Mind & Technology

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

Realization of sustainable management

JUKI Corporate Philosophy Chart



SUSTAINABLE DEVELOPMENT GOALS



JUKI is supporting the sustainable development goals (SDGs).

JUKI Initiatives

- Creating new jobs in emerging countries
Stable supply of sewing equipment and support for vocational education for factory workers
- Support for building safe and secure garment factories
- Making sewing factories Smart Factories
Automation of front-and-back process infrastructure at assembly plants
- Reducing environmental impact through business activities
- Reduction of impact throughout product life cycle

Solving social issues

- Creating employment opportunities and promoting the participation of various human resources in society
- Ensuring occupational safety and health
- Support for technological innovation by improving productivity in the electronics industry
- Reduction of environmental impact decarbonization/ contributing to reducing clothing waste loss

Related SDGs



2-1-11-2 Thorough SDGs Management: Key Business Initiatives

SDGs
Manage
ment X

JUKI
Mind & Technology

Support for job creation and vocational education in emerging countries



- **Support for industrial creation and economic development in emerging countries through industrial sewing machine business**

(Example) Supported the establishment of the Cambodia "Garment Training Center" and implemented technical intern training for the first nine years. The Company contributed in developing the garment industry into the country's largest export industry.

Currently providing educational support to factory manager at a training center in each various countries, for sewing machine maintenance personnel, and operators.

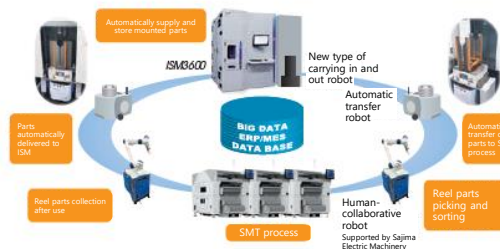
Support for building safe and secure garment factories



- **Support for customers who continue to challenge manufacturing**

(Example) In the Industrial Sewing Machine Business, we Support sewing sites that continue to battle with the COVID-19 infection by "Proposals for Safety and Security in the Workplace," "Support via Remote Online," and "Proposals for Diversification of Business and Production (manufacture of masks and protective clothing)".

Automation of front-and-back process infrastructure at assembly plants



- **Supporting technological innovation in the electronics industry through the industrial equipment business**

(Example) By providing a system that facilitates the front-to-back process of the mounting line enables collaboration with automated warehouses, post-process automation equipment, and core systems which supports labor-saving and automation.

2-1-11-2 Thorough SDGs management: Efforts to reduce environmental impact

SDGs
Management
X

JUKI
Mind & Technology

Reducing environmental impact through business activities



- **Reduction of CO₂, waste and volatile organic compounds (VOCs)**
(Example) Heavy machinery (Langfang) Industrial Co., Ltd. installed a new incinerator for VOCs to comply with the Volatile Organic Compound Emission Standards for Industrial Companies in China.



- **Effective use of natural energy**
(Example) Juki Vietnam Co., Ltd. has installed a fourth plant to reduce CO₂ emissions. Promoting environmentally conscious manufacturing, including the installation of 2,200 solar panels.

Reduction of impact throughout product life cycle



DDL-8000A Series
Direct Drive High Speed 1 Needle Sewing Automatic
Cutting Machine



61.1% reduction in standby power
consumption



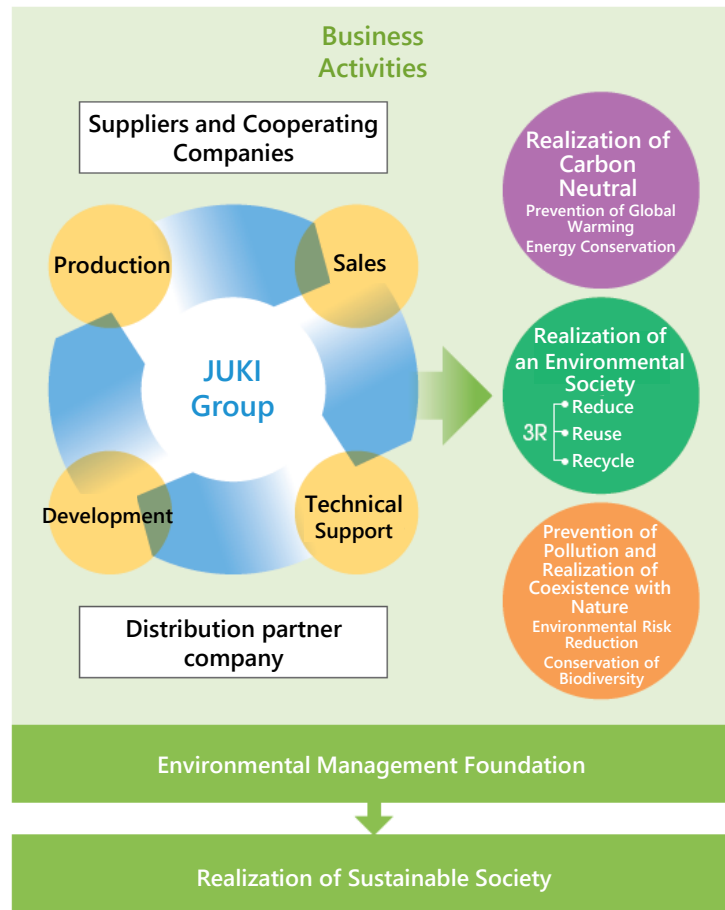
- **Environmental considerations throughout the product lifecycle**
(Example) Established green procurement guidelines and implemented procurement of parts in cooperation with partner companies. Moreover, products with low environmental impact achieved through 38 evaluation items are certified as "JUKI ECO PRODUCTS." Implementing planning and development of products for further reduction of environmental impact.

2-1-11-3 Thorough SDGs Management: Carbon Neutral Initiatives



While global environmental issues such as climate change are becoming increasingly serious, JUKI will further enhance its efforts to achieve carbon neutral in 2050.

Environmental Vision



Initiatives for Carbon Neutrality

Procurement / Distribution		<ul style="list-style-type: none"> • Strengthen green procurement and increase the use of recycled materials • Switch to further modal shift
Development		<ul style="list-style-type: none"> • Development of energy-saving and resource-saving products • Use of highly recyclable materials
Production		<ul style="list-style-type: none"> • Switch to low-carbon fuels • Switch to a smarter production system
Buildings		<ul style="list-style-type: none"> • Promoting the introduction of solar panels • Promotion of switching to energy-saving equipment
Product / Services		<ul style="list-style-type: none"> • Support for making customer factories smart and energy saving • Collection and recycling of used machines

2-1-12 Raising the Level of Organization and Human Resources to Realize the Vision

R & D
Model
X

Work
Style
Reform
X

JUKI
Mind & Technology

Promoting initiatives to strengthen organizations and human resources to vigorously live through the new normal

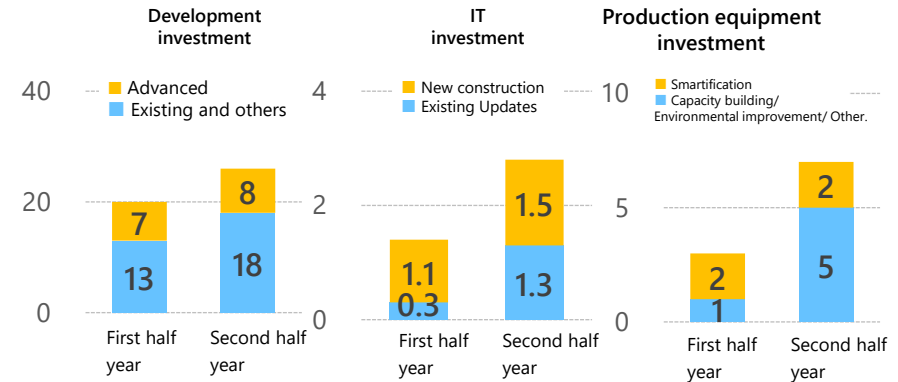
Investment in Key areas

Development: Expansion of fields and investment in new business fields

IT: Developing information systems to support new management systems
Operational efficiency through the use of smart tools

Production: New businesses and capital investment for expansion of fields

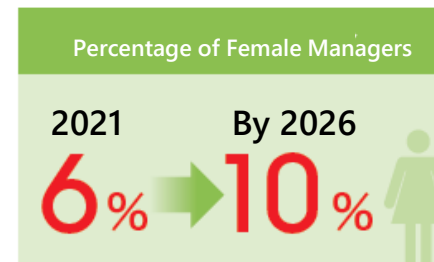
[Investment plan for the 2nd half year]



Promoting Diversity

- Promoting initiatives to strengthen the hiring of women
- Introduction of a selective working day system/ telecommuting system
- Develop career plans tailored to each employee

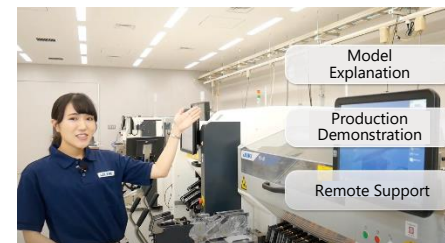
[Target values for strengthening the hiring of women]



Increased use of Online Tools

- Conduct online customer deals and events
- Education for young and mid-level employees through e-learning and online training

[Online demonstration in the industrial equipment business]



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

Vision

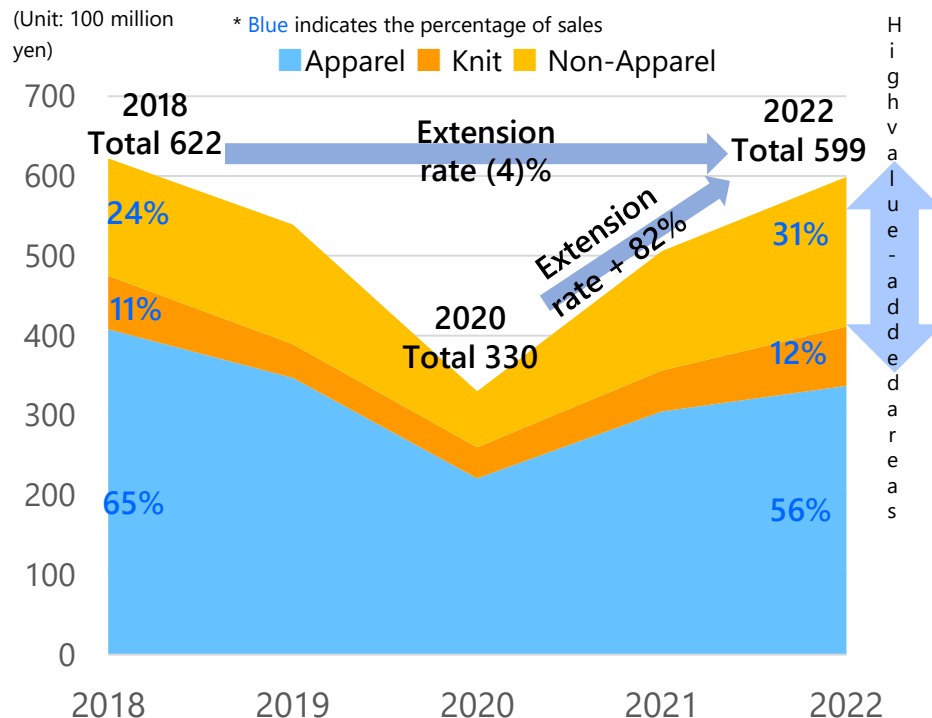
Contribute to our customers' innovation by offering innovative technology and system proposals from JUKI Smart Solutions

Basic policy

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

2022 Target

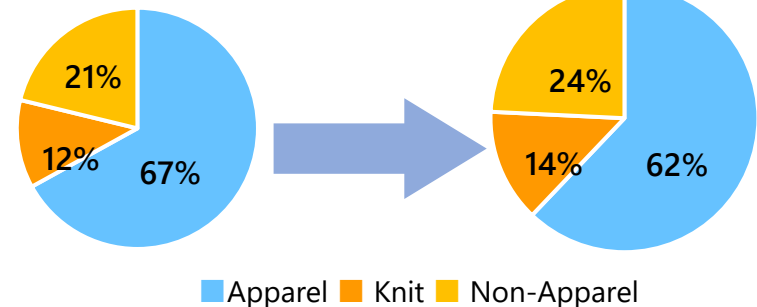
Exchange : Planned rate basis (\$ 1 = ¥ 97, 1 Euro = ¥ 110)



Progress of Business Portfolio Reforms

FY2020

First half of FY2021



Key Initiatives in the Second Half Year

- Increase market share by developing models for middle markets in emerging countries
- Strengthen non-apparel systems and expand business domains

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



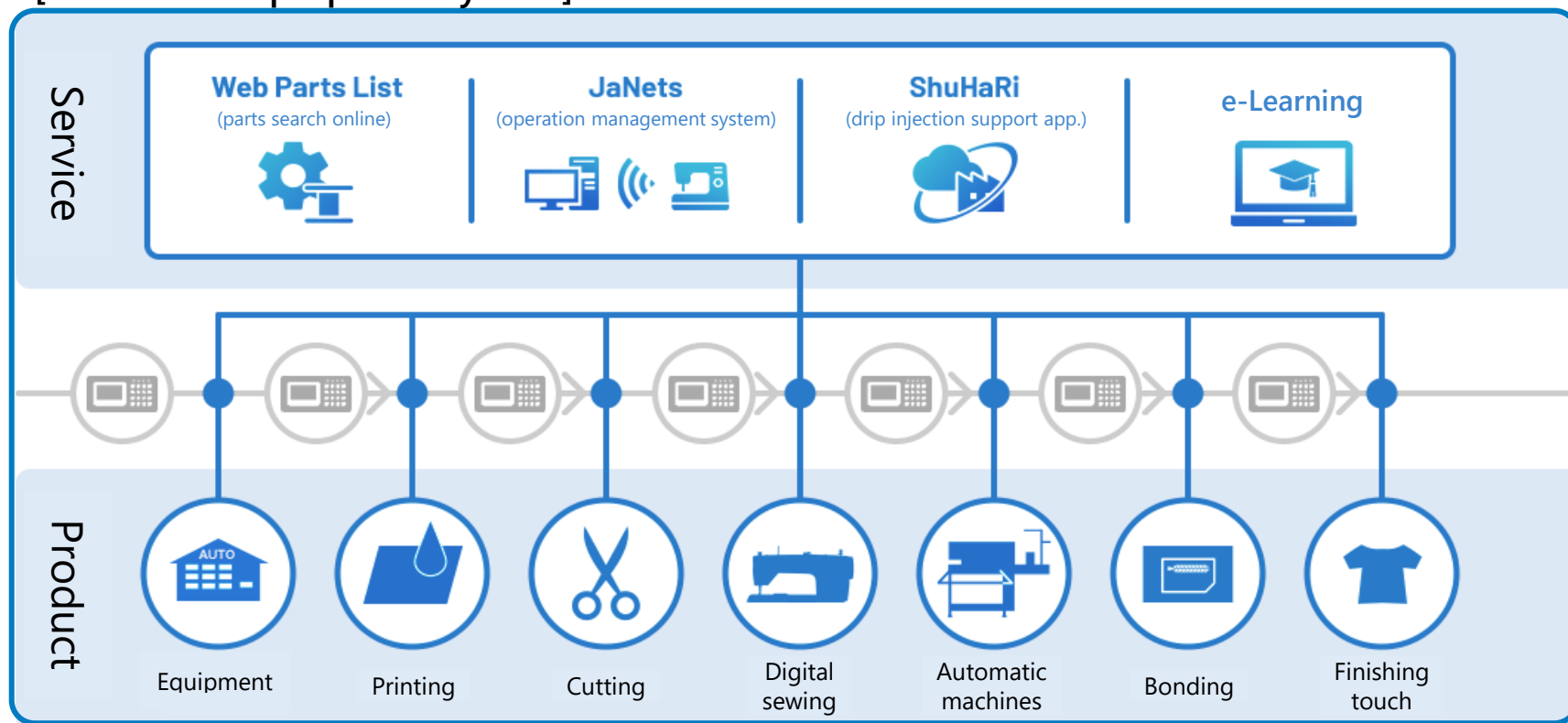
2. Digitization



3. Networking



[Line solution proposed by JUKI]



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

Vision

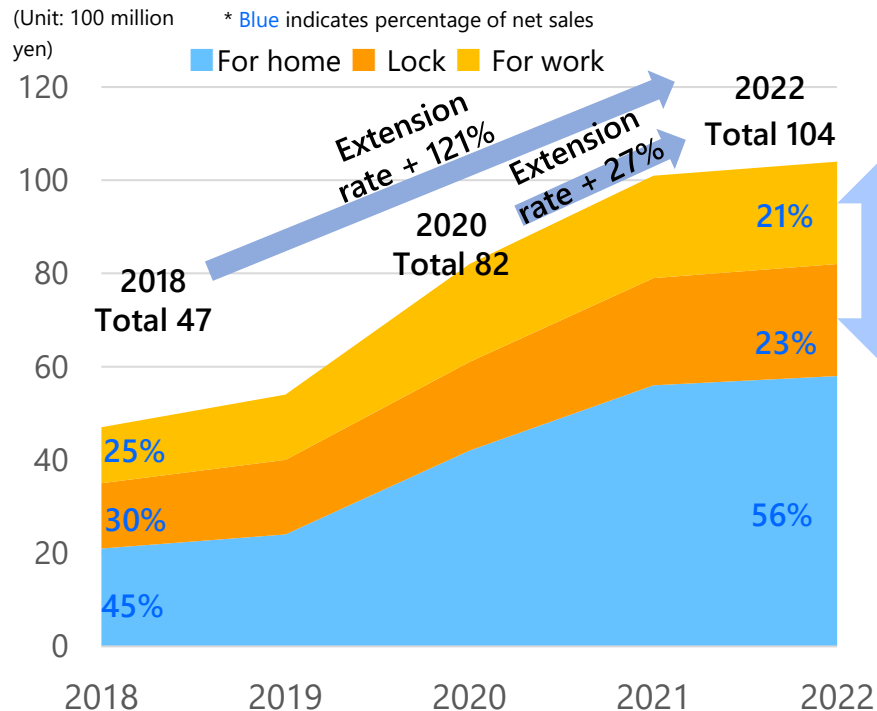
Create new ways to enjoy handicraft-making, in collaboration with customer (home sewers) who have excellent handicraft capabilities

Basic policy

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

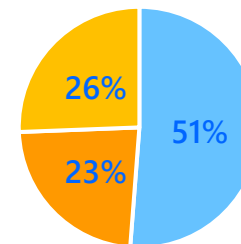
2022 Target

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



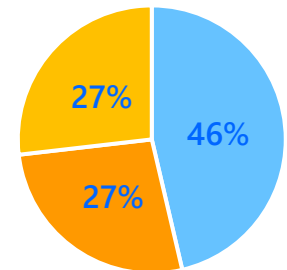
Progress of Business Portfolio Reforms

FY2020



For home Lock For work

First half of FY2021



Key Initiatives in the Second Half Year

- Expanding sales with new products
- Acquiring new users through information dissemination through SNS and online sewing festivals

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

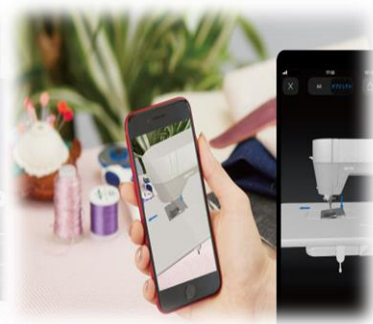
Rich lineup

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

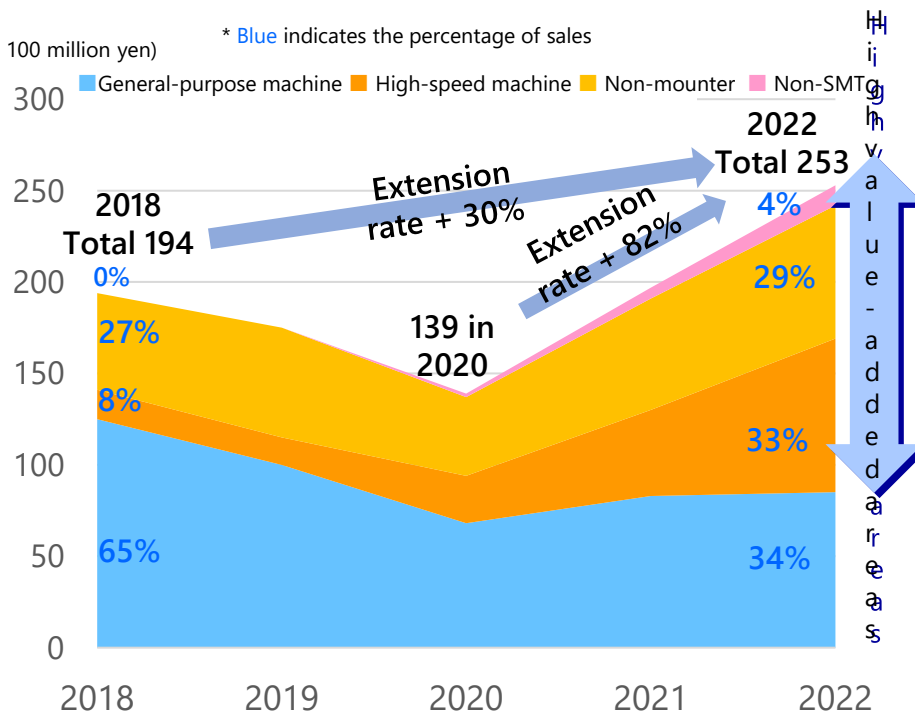
Expand business base by increasing solution sales and cultivating customers in the non-mounter segment and expanding line solution sales by strengthening high-speed equipment in the mounter segment

2022 Target

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

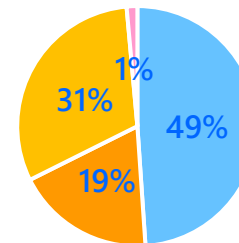
(Unit: 100 million yen)

* Blue indicates the percentage of sales

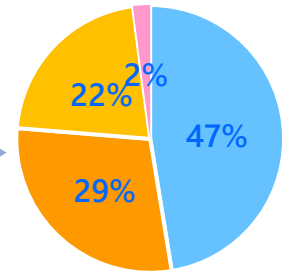


Progress of Business Portfolio Reforms

FY2020



First half of FY2021



Key Initiatives in the Second Half Year

- Expand sales of new products RX-8 (high-speed machine) and JM50 (insertion machine)
- Continuous market development with non-mounter products (automated warehouse, JM + robot, inspection + measurement)

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)

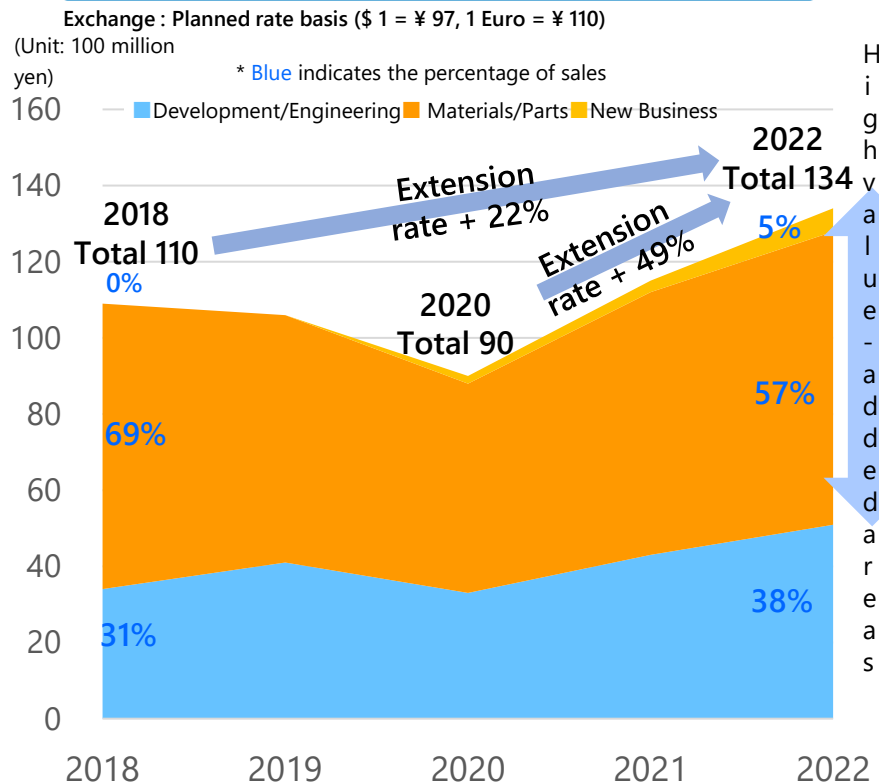
Vision

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

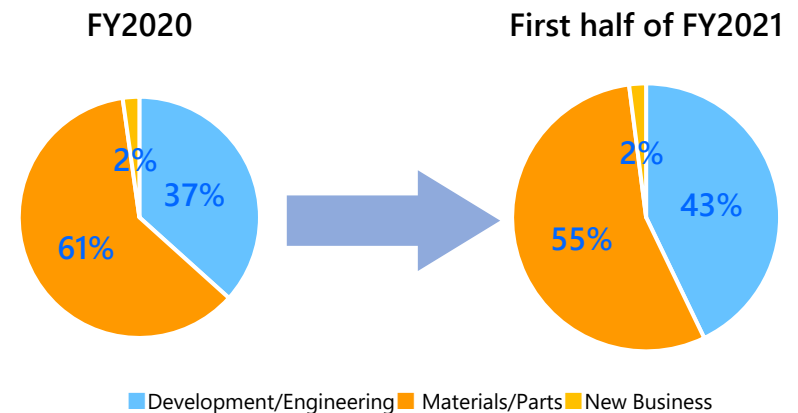
Basic policy

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

2022 Target



Progress of Business Portfolio Reforms



Key Initiatives in the Second Half Year

- Strengthen engineering business
- Expanding sales of new products
- Expand sales in Asia

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

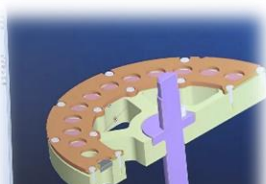
Expanding Juki's Contract Development and Contract Manufacturing by Leveraging 3 Strengths

[Production Capacity] ~ Integrated Production System ~

One stop engineering business from planning and development to assembly



Planning and development



Design



Materials



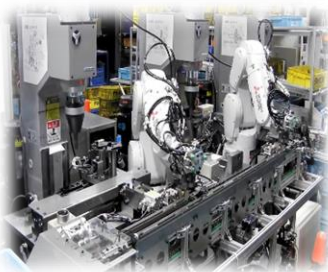
Processing



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)

JUKI

Mind & Technology

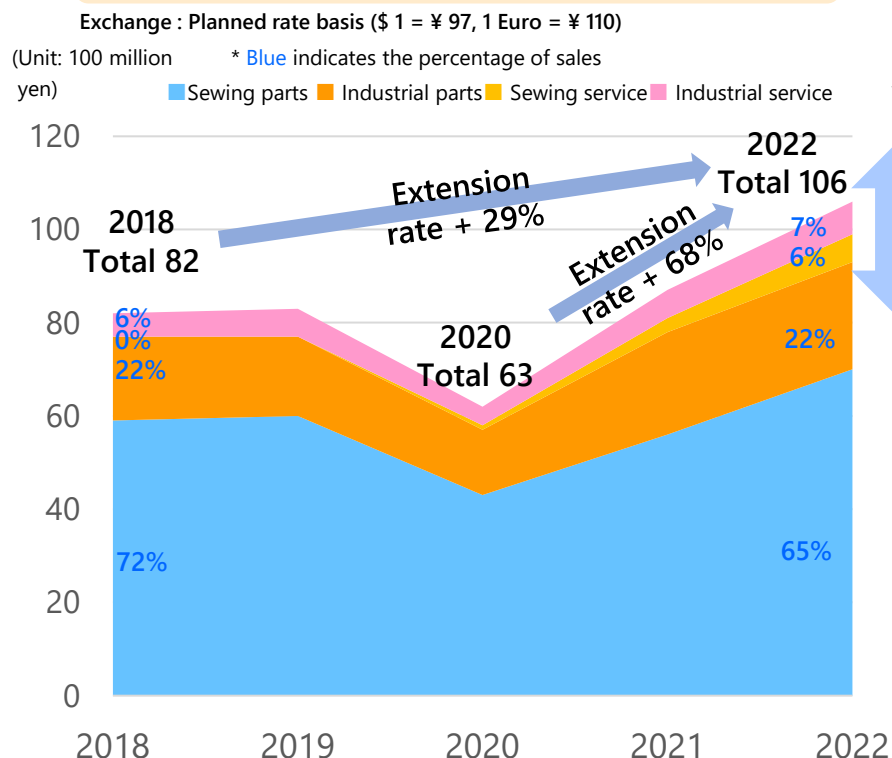
Vision

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

Basic policy

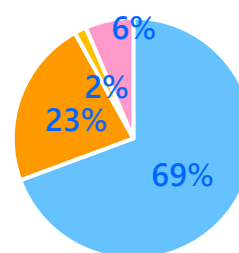
Make the change from the selling of "things"(mono) to the selling of "services"(koto) across the boundaries of sewing machinery and electronic assembly systems: Speed up the implementation of a customer lock-in strategy by enhancing added value

2022 Target

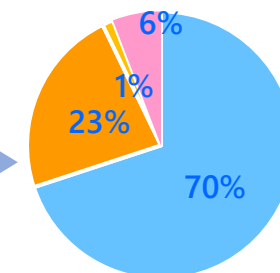


Progress of Business Portfolio Reforms

FY2020



First half of FY2021



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

Key Initiatives in the Second Half Year

- Sewing machinery: parts sales by JUKI ShuHaRi (sewing machine inspection support application)
- Electronic assembly systems: sales of maintenance support parts through remote service

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

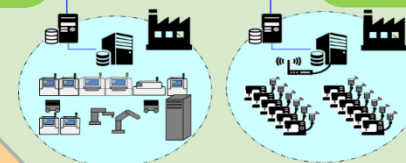
Provide Logistical Support for Activities

EXPAND AFTER SALES SERVICE IN INTRODUCING SMART LINES

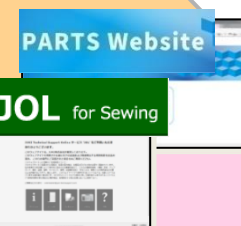
Management of preventive maintenance for equipment

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