

Explanatory Meeting

Results Briefing for the Fiscal Year Ended December 31, 2018 (FY2018)

February 14, 2019

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Mind & Technology

(This translation may be used for reference purposes only)

JUKI
Mind & Technology

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Part 1

Performance of FY2018 and Forecast for FY2019

1-1 Performance Trends and Dividends for FY2018 (Jan to Dec 2018)

Net sales increased 8.1% from the previous fiscal year, despite some production delays, thanks to gains in solution sales and progress in customer development in middle markets centered on Asia.

Operating profit rose 12.2% from the previous fiscal year on the back of higher net sales, overriding a rise in middle market development strategy expenses and advanced development expenses. Ordinary profit expanded 7.0% from the previous fiscal year, despite a higher foreign exchange valuation loss caused by the weaker US dollar.

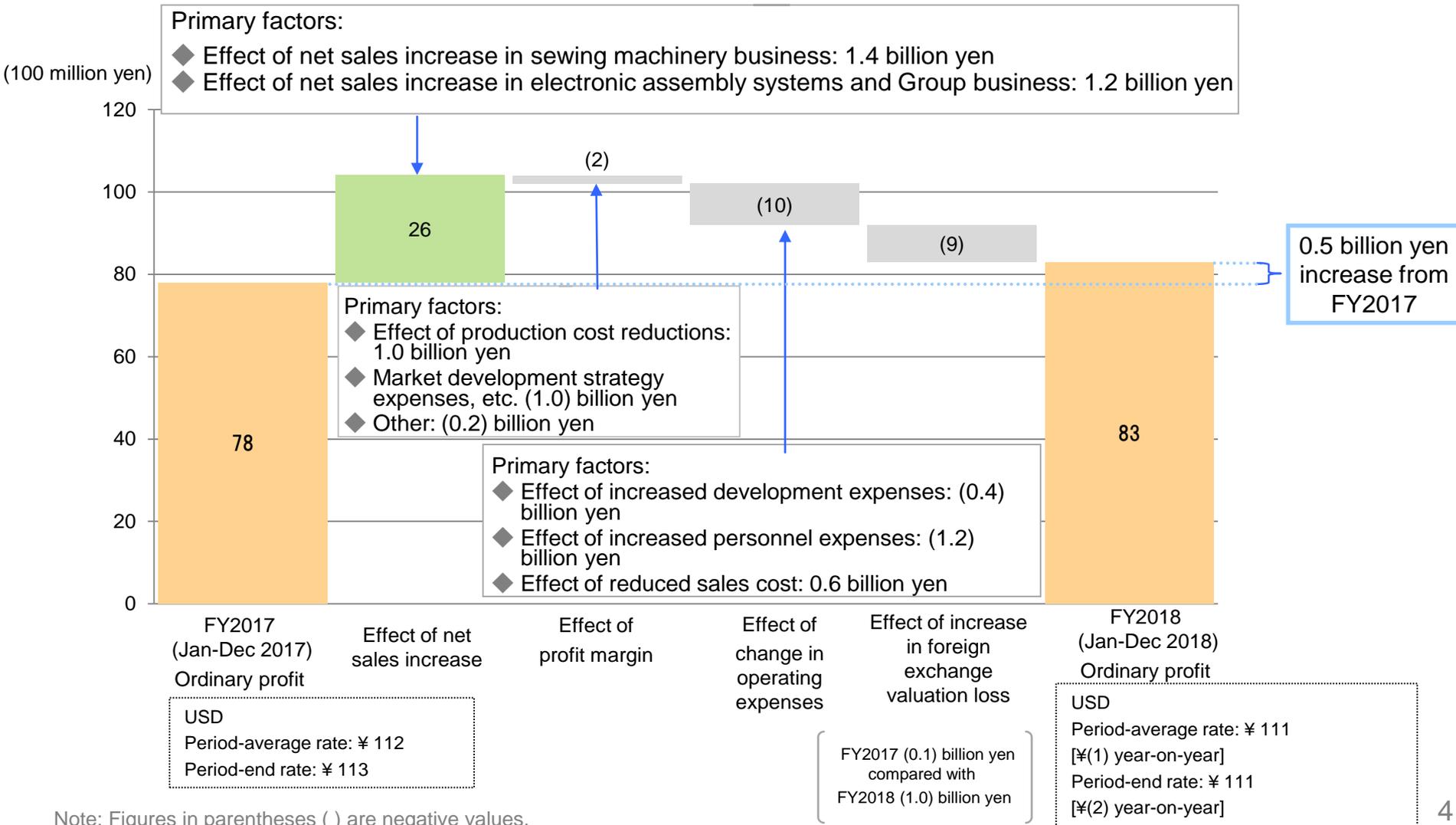
		(million yen)				[For Reference]	(million yen)			
		FY2016	FY2017 <A>	FY2018 	Year-on-year change <B-A> <%>	FY2018 Quarterly results				
		Jan-Dec 2016	Jan-Dec 2017	Jan-Dec 2018		1Q	2Q	3Q	4Q	
						Jan-Mar 2018	Apr-Jun 2018	Jul-Sep 2018	Oct-Dec 2018	
Net sales		97,724	103,659	112,064	8,404 <8.1%>	25,650	27,585	28,468	30,361	
Operating profit		4,651 [4.8%]	8,156 [7.9%]	9,148 [8.2%]	992 <12.2%>	1,242 [4.8%]	2,407 [8.7%]	2,572 [9.0%]	2,927 [9.6%]	
Ordinary profit		3,022 [3.1%]	7,839 [7.6%]	8,385 [7.5%]	546 <7.0%>	946 [3.7%]	2,232 [8.1%]	2,425 [8.5%]	2,782 [9.2%]	
Profit		1,883 [1.9%]	5,642 [5.4%]	6,640 [5.9%]	997 <17.7%>	468 [1.8%]	1,474 [5.3%]	1,703 [6.0%]	2,995 [9.9%]	
Dividend per share (after share consolidation)		Ordinary ¥20 —	*Ordinary ¥25 Commemorative ¥10	Ordinary ¥30 —	Ordinary ¥5	—	—	—	—	
Exchange rate		1 US\$ 1 Euro	¥110 ¥121	¥112 ¥127	¥111 ¥130	¥(1) ¥3	¥109 ¥133	¥109 ¥129	¥112 ¥130	¥113 ¥128

* Breakdown of dividend per share for FY2017: 25 yen for ordinary dividend, 10 yen for 80th anniversary commemorative dividend.

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 FY2018 Factors leading to an Increase/Decrease in Ordinary Profit

Ordinary profit rose 0.5 billion yen compared with the previous fiscal year as higher income from increased sales and cost reductions, etc., covered a rise in operating expenses including middle market development strategy expenses, other development expenses, and a higher foreign exchange valuation loss due to yen appreciation.

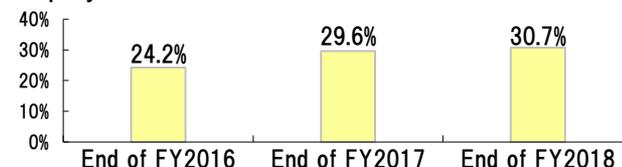


1-3 Major Financial Indices and Cash Flows

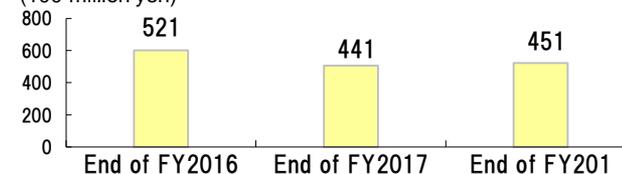
- Equity ratio reached the 30% level.
- Net interest-bearing debt of 45.1 billion yen was marginally higher than the end of the previous fiscal year. Net debt-to-equity ratio of 1.21 reflects 0.11 pp improvement from the end of the previous fiscal year.
- Operating cash flow was reduced mainly due to inventory increase.

	As of December 31, 2017 (FY2017) 〈A〉	As of December 31, 2018 (FY2018) 〈B〉	Change 〈B-A〉	
	(million yen)			
Total assets	110,554	119,121	8,566	
Net assets [Foreign currency translation adjustment]	33,343 [(1,966)]	37,241 [(2,973)]	3,897 [(1,006)]	
Net assets ratio	30.2%	31.2%	1.0%	
Equity ratio	29.6%	30.7%	1.1%	
Notes and accounts receivable - trade [Turnover period]	32,398 [3.8 months]	33,465 [3.6 months]	1,066 [(0.2) months]	
Inventories [Turnover period]	36,652 [4.2 months]	43,516 [4.7 months]	6,864 [0.5 months]	
Notes and accounts payable - trade [Turnover period]	14,049 [1.6 months]	16,285 [1.7 months]	2,235 [0.1 months]	
Interest-bearing debt	50,551	52,378	1,827	
Cash and deposits	6,407	7,324	917	
Exchange rate (period-end)	1US\$	¥113	¥111	¥(2)

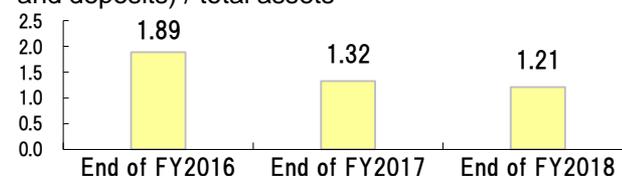
Equity ratio



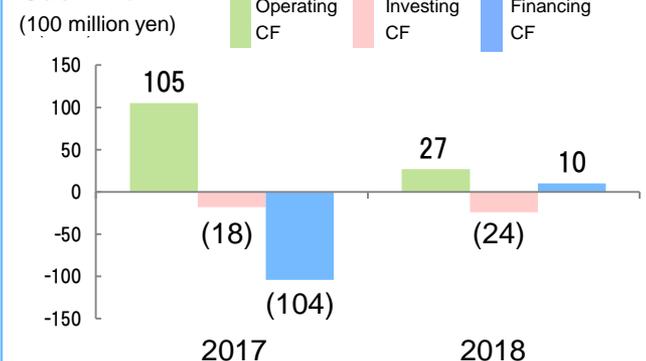
Net interest-bearing debt (net of cash and deposits)
(100 million yen)



Net debt-to-equity ratio (interest-bearing debt – cash and deposits) / total assets



Cash Flow



Note: Figures in parentheses () are negative values.

1-4-1 Performance by Business Segment: Changes in Net Sales

Sales at the Sewing Machinery & Systems Business increased 6.6% from the previous year as sales in high-end areas including China remained steady, while sales in the middle market also showed gains.

In the Industrial Equipment & Systems Business, electronic assembly systems marked higher sales of new mounters and labor-saving equipment amid strong capital investment demand in China and elsewhere in Asia. The Group Business showed advances in customer development for contract processing, etc., and sales gained 11.4% from the previous fiscal year, despite some production delays.

		(million yen)			[For Reference]			
		FY2017 (A)	FY2018 (B)	Year-on-year change (B-A) (%)	FY2018 Quarterly results			
		Jan-Dec 2017	Jan-Dec 2018		1Q	2Q	3Q	4Q
					Jan-Mar 2018	Apr-Jun 2018	Jul-Sep 2018	Oct-Dec 2018
Sewing Machinery & Systems		69,055	73,615	4,560 <6.6%>	17,065	17,704	19,000	19,846
Industrial Equipment & Systems		34,280	38,182	3,901 <11.4%>	8,505	9,818	9,406	10,453
Other		324	266	(57) <(17.6)%>	78	64	62	62
Total		103,659	112,064	8,404 <8.1%>	25,650	27,585	28,468	30,361
Group Business		10,569	11,103	534 (5.1%)	2,645	2,638	2,672	3,147

Note: Figures in parentheses () are negative values.

1-4-2 Performance by Business Segment: Changes in Ordinary Profit

Although the Sewing Machinery & Systems Business benefited from increased sales, ordinary profit fell 11.8% from the previous fiscal year, due mainly to middle market development strategy expenses.

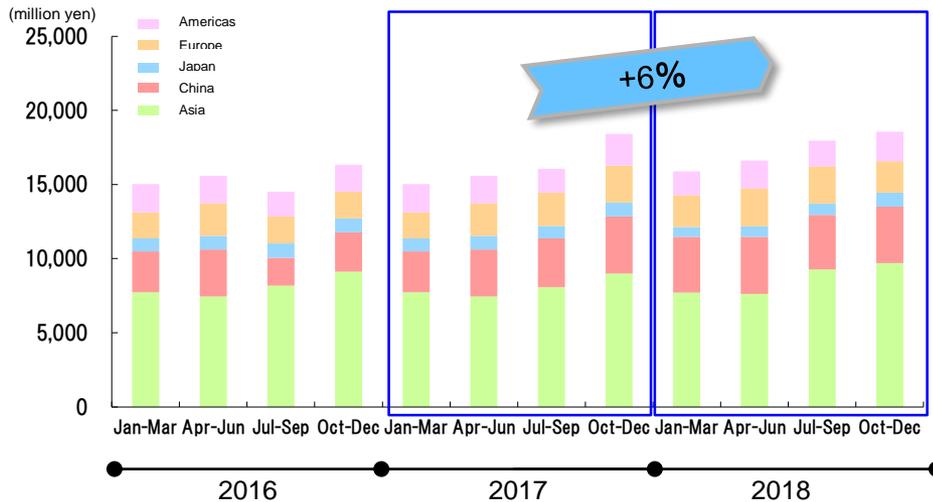
The Industrial Equipment & Systems Business showed a 47.4% surge in ordinary profit from the previous fiscal year due to higher sales of electronic assembly systems and enhanced profit margins from increased sales of new products.

	(million yen)			[For Reference]	(million yen)			
	FY2017 〈A〉	FY2018 〈B〉	Year-on-year change 〈B-A〉 (%)	FY2018 Quarterly results				
	Jan-Dec 2017	Jan-Dec 2018		1Q	2Q	3Q	4Q	
				Jan-Mar 2018	Apr-Jun 2018	Jul-Sep 2018	Oct-Dec 2018	
Sewing Machinery & Systems	5,881 [8.5%]	5,186 [7.0%]	(695) <(11.8)%>	553 [3.2%]	1,509 [8.5%]	1,610 [8.5%]	1,514 [7.6%]	
Industrial Equipment & Systems	2,820 [8.2%]	4,156 [10.9%]	1,336 <47.4)%>	825 [9.7%]	976 [9.9%]	918 [9.8%]	1,437 [13.7%]	
Other	47 [14.5%]	64 [24.1%]	16 <34.0)%>	11 [14.1%]	20 [31.3%]	13 [21.0%]	20 [32.2%]	
Adjustment	(909)	(1,020)	(111) (-)	(443)	(273)	(116)	(188)	
Total	7,839 [7.6%]	8,385 [7.5%]	546 <7.0)%>	946 [3.7%]	2,232 [8.1%]	2,425 [8.5%]	2,782 [9.2%]	

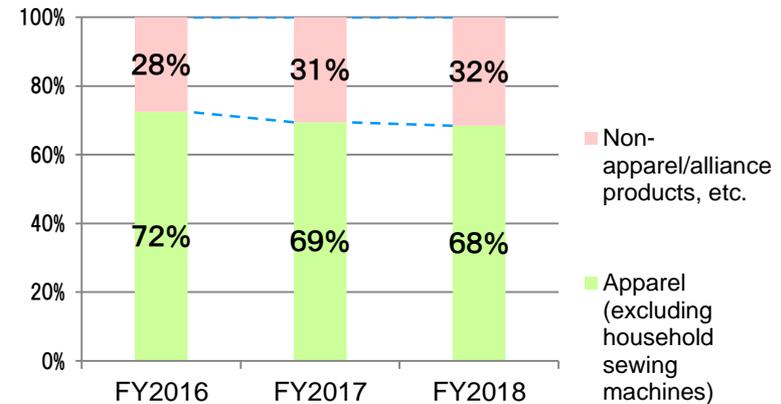
[Reference Info #1] Performance by Business Segment: Sewing Machinery & Systems Business

- In China, machines for both non-apparel products and woven fabric as well as automatic machines showed solid performance overall.
- In Asia, sales rose centered on machinery for non-apparel products.

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



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



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

	Jan-Dec 2017	Jan-Dec 2018	Amount of change	(% of change)
Asia	322	343	20	(+6%)
China	131	151	21	(+16%)
Japan	36	31	(5)	
Europe	87	93	6	
Americas	75	72	(3)	
Total	651	690	39	(+6%)

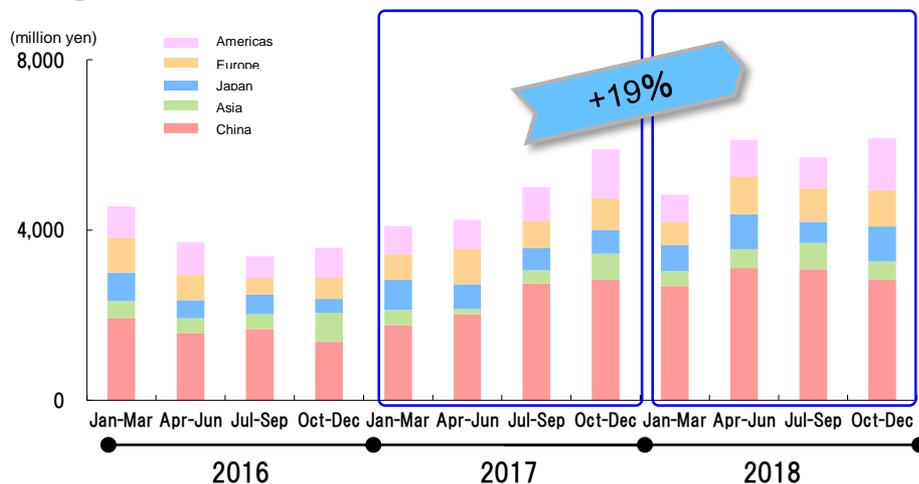
Note: Figures in parentheses () are negative values.

[Reference Info #2] Performance by Business Segment: Industrial Equipment & Systems Business

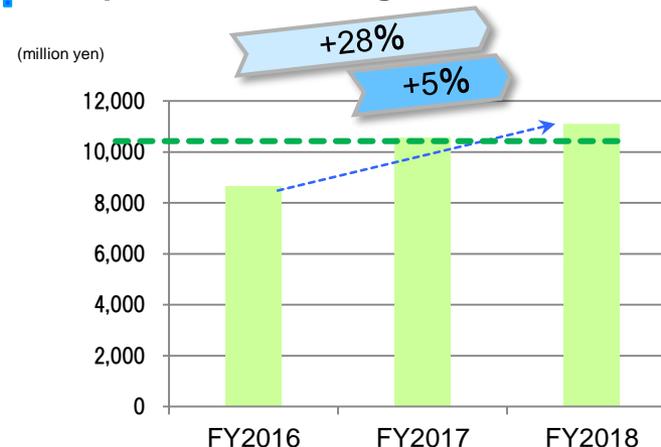
Electronic Assembly Systems posted 19% sales growth from the previous fiscal year thanks to robust capital investment demand in China.

Both the Group Business including contract processing and the Parts Business posted steady growth in sales.

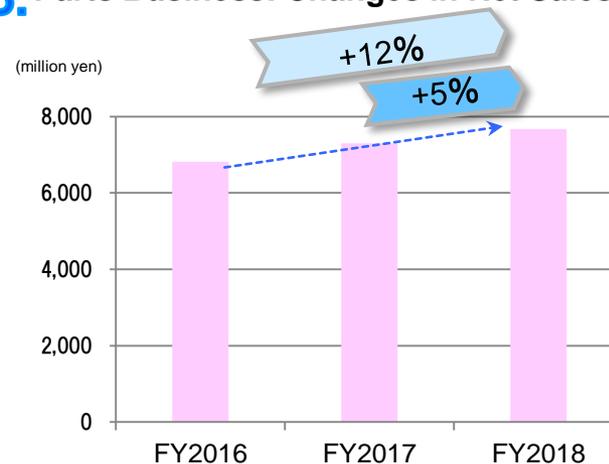
1. Changes in Net Sales of Electronic Assembly Systems by Region (monthly aggregation base) (including parts/services)



2. Group Business: Changes in Net Sales



3. Parts Business: Changes in Net Sales



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

	Jan-Dec 2017	Jan-Dec 2018	Amount of change	(% of change)
China	92	117	23	(+25%)
Asia	14	19	5	(+33%)
Japan	24	27	4	
Europe	28	30	2	
Americas	33	35	2	
Total	191	228	36	(+19%)

1-5-1 Performance Forecast for FY2019

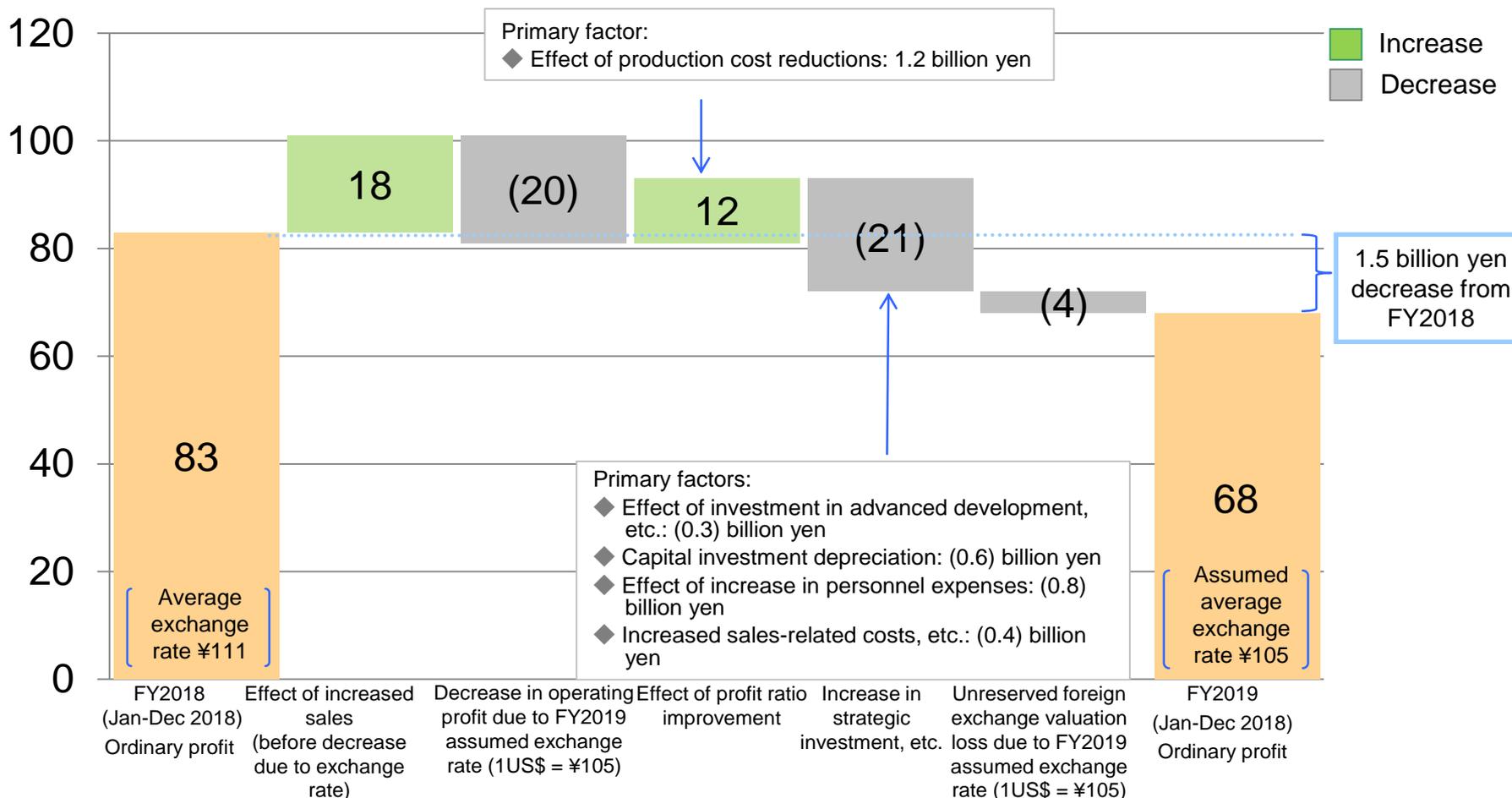
(100 million yen)

	Full-year results for FY2018	Forecasts for FY2019
	Full-year (Jan-Dec)	Full-year (Jan-Dec)
Net sales	1,120	1,140
Sewing Machinery & Systems	736	750
Industrial Equipment & Systems	381	390
Operating profit	91	73
Ordinary profit	83	68
Profit	66	50
Dividend per share	Full-year: ¥30	Full-year: ¥30
Exchange rate 1US\$	¥111	¥105

1-5-2 Performance Forecast for FY2019: Anticipated Factors Leading to an Increase/Decrease in Ordinary Profit

In addition to accumulating earnings through an increase in sales, we aim to improve profit ratios through production cost reductions and new product introductions to the middle market. However, ordinary profit is expected to decrease due to the higher cost burden from accelerated investment in advanced development capabilities, smartization, and differentiation, as well as a lowering effect on earnings from an assumed foreign exchange rate of 1USD=¥105.

(100 million yen)



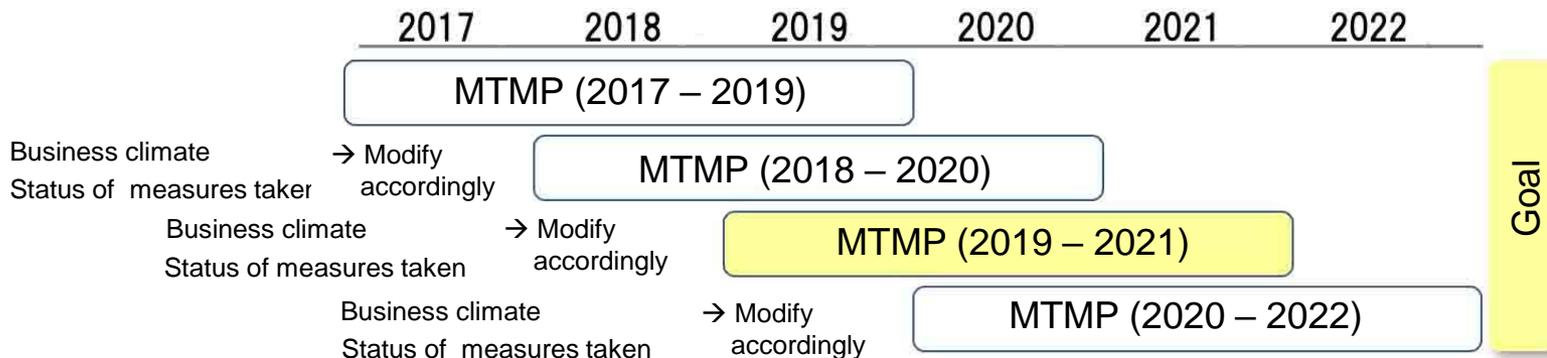
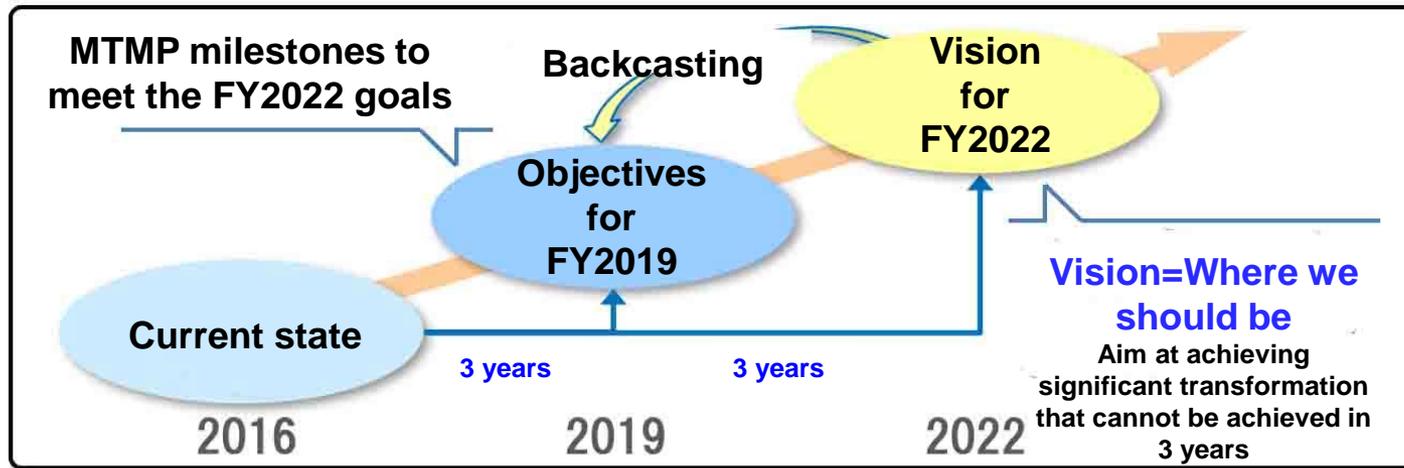
Note: Figures in parentheses () are negative values.

Part 2

Measures for Achieving the Medium-Term Management Plan (2019 – 2021) and Key Initiatives for FY2019

2-1-1 Measures for Achieving the Medium-Term Management Plan: Rolling Method

Embarking on the 3rd year of the Medium-Term Management Plan “Value Up 2022”



- (1) Regular review and update of the three-year plan in order to meet the FY2022 goals
- (2) Management that constantly monitors changes in business climate for the following three years
- (3) Review of the following year’s business plan based on the roll-out status of each year’s business plan

The Economy

- Risks of economic slowdown are rising, as instability of global economy increases
 - e.g., China-U.S. trade war, Brexit, geopolitical risks, strong yen
- Technological innovation trend (from MONO [goods] manufacturing to KOTO [value] creation) accelerating
 - Mounting interest in AI, robotics, and cloud-technology applications
- Competition with other industries, other operational styles intensifying
 - e.g., China's growing sewing machinery manufacturers, other industries entering the factory automation market

Customer Needs

- Aggressive investment in smart company/smart factory concepts
 - Introduction of digitization, systematization, and factory automation solutions

In response, companies are called to:

- Build a progressive management structure
 - Accommodate labor shortages, work style reform, productivity improvement. Implement the “Corporate Initiatives for Improving the Environment, Society, and Governance” (ESG Initiatives)
- Promote profit-oriented business management
 - Annual sales and profits growth, stabilization of dividends, increases in equity

2-1-3 Measures for Achieving the Medium-Term Management Plan: Progress Status

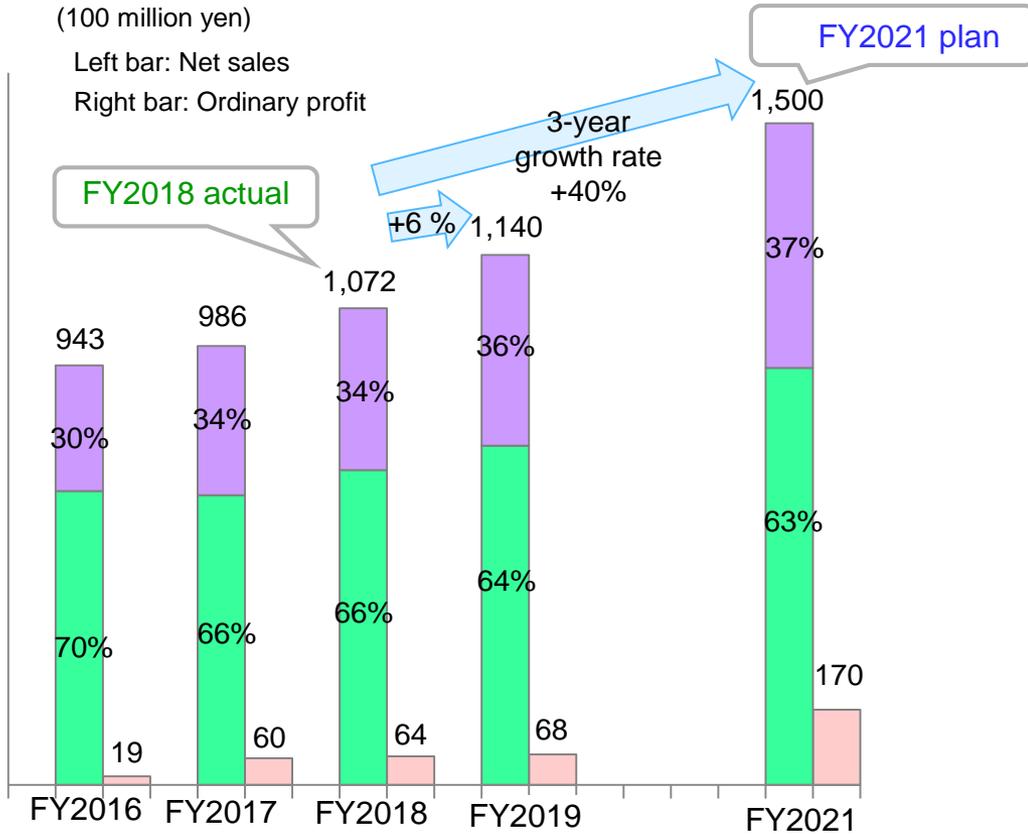
Net Sales, Ordinary Profit (Target: annual growth rate of 9%)

FY2018 actual: 112.0 billion yen

(100 million yen)

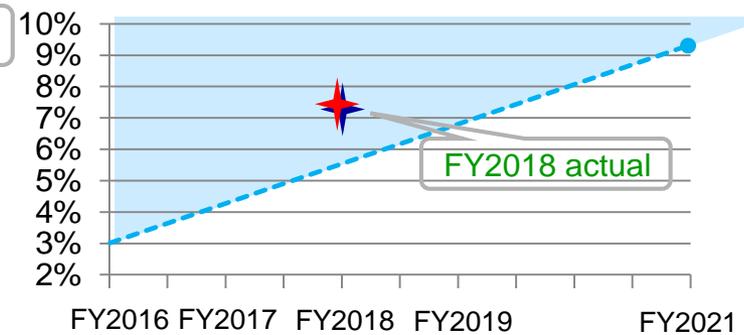
Left bar: Net sales

Right bar: Ordinary profit



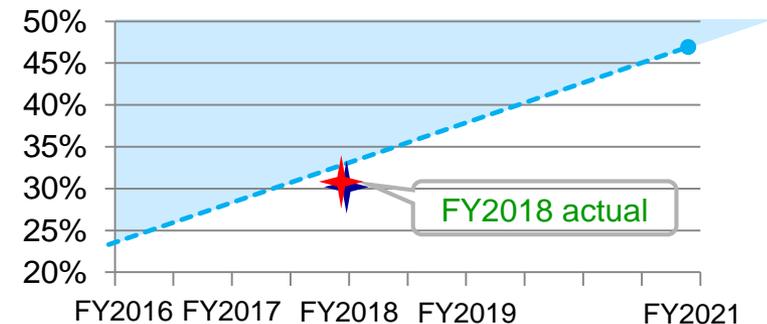
Rate of Ordinary Profit to Net Sales (Target: 9.2% or higher by FY2021)

FY2018 actual 7.5%



Equity Ratio (Target: 47% or higher by FY2021 year-end)

FY2018 actual 30.7%



- Industrial Equipment & Systems Business
- Sewing Machinery & Systems Business

Exchange rate used for figures through FY2018 (actual), during FY2019 (plan), and after FY2019 (plan): 1US\$ = ¥105

Vision

To be an enterprise that consistently provides customer-preferred, high-quality products and services

- Let's provide customers around the globe with excitement as well as reliability!



Business Strategies

- (1) Strengthen our value-creation capabilities through solution sales
 - Bolster our capability for developing advanced technologies, utilizing open innovation, and promoting plant sales
- (2) Strengthen the future customer base through market development
- (3) Create and strengthen business categories fitting our vision of the future
 - Bolster Group Business and service solution business, and develop non-mounter markets

Organizational Strategies

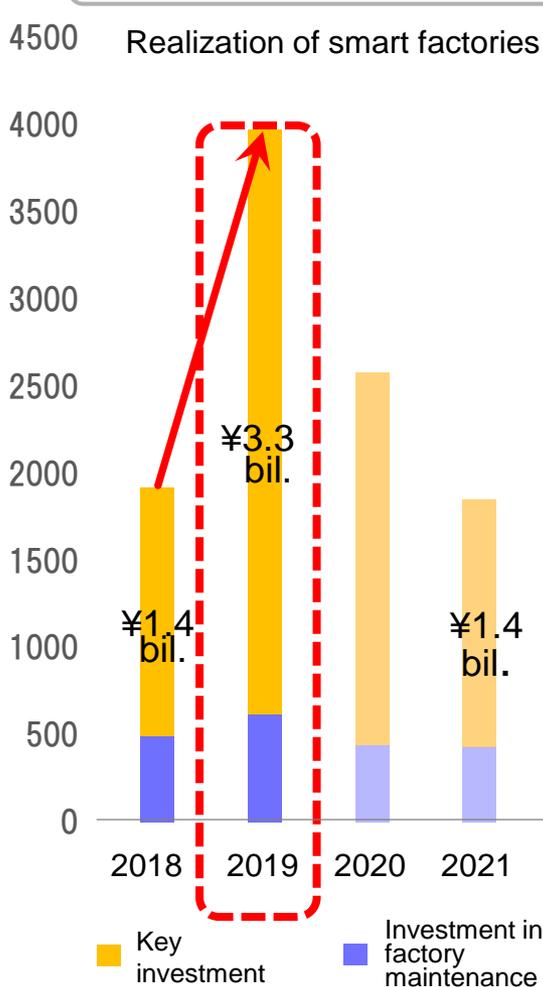
- (4) Develop and deploy globally-competent and innovation-minded personnel ready to realize our vision
- (5) Construct a smart business foundation (Introduce Smart and Connected processes)
 - Reform supply chain management, reduce product costs, promote work style reforms, and implement strategic investment in environmental initiatives

Basic Policies

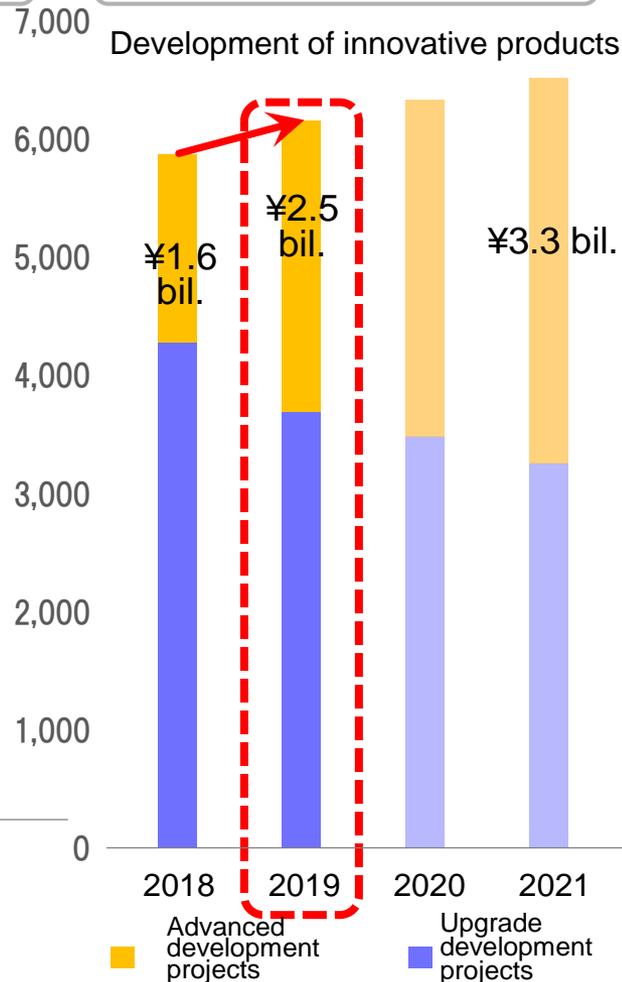
2-1-5 Measures for Achieving the Medium-Term Management Plan: Investment Plan

Make **advance** investments in 2019 to implement **smartization initiatives** and develop **differentiated products**

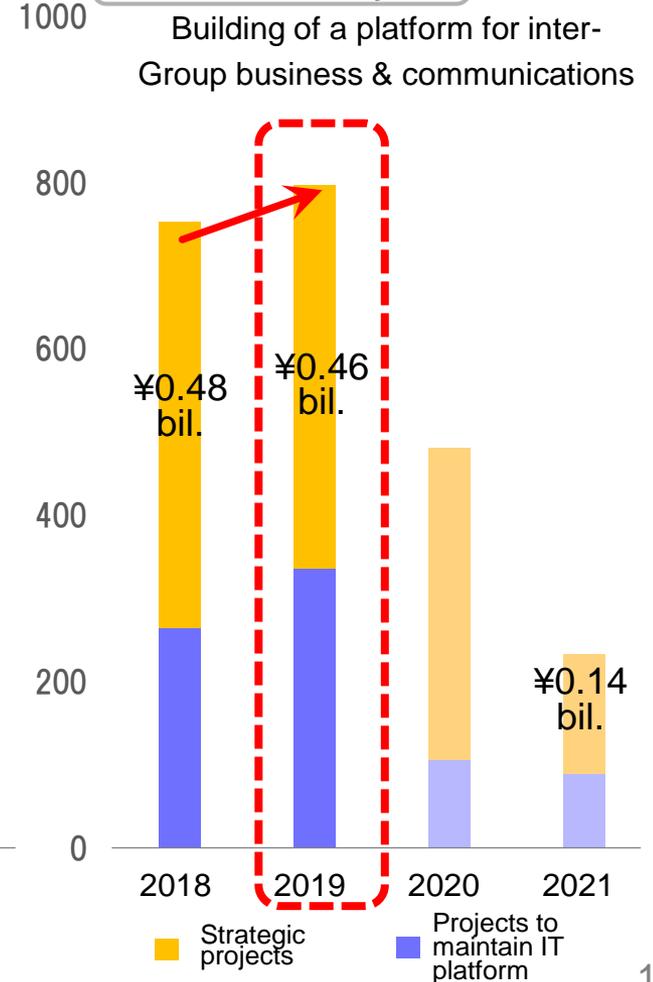
2019 investment in production facilities
Total: 4.0 billion yen



2019 investment in development
Total: 6.2 billion yen

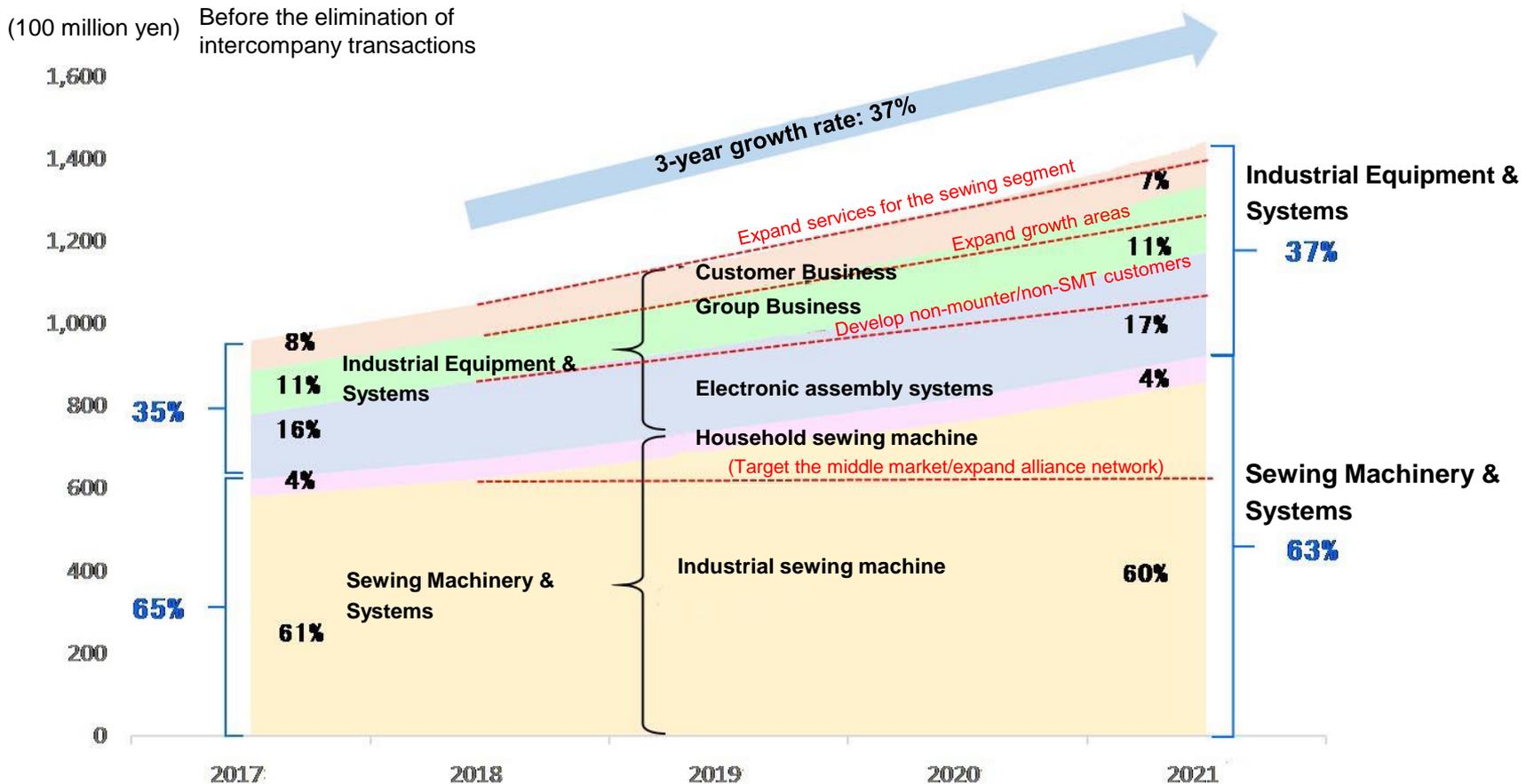


2019 investment in IT
Total: 0.8 billion yen



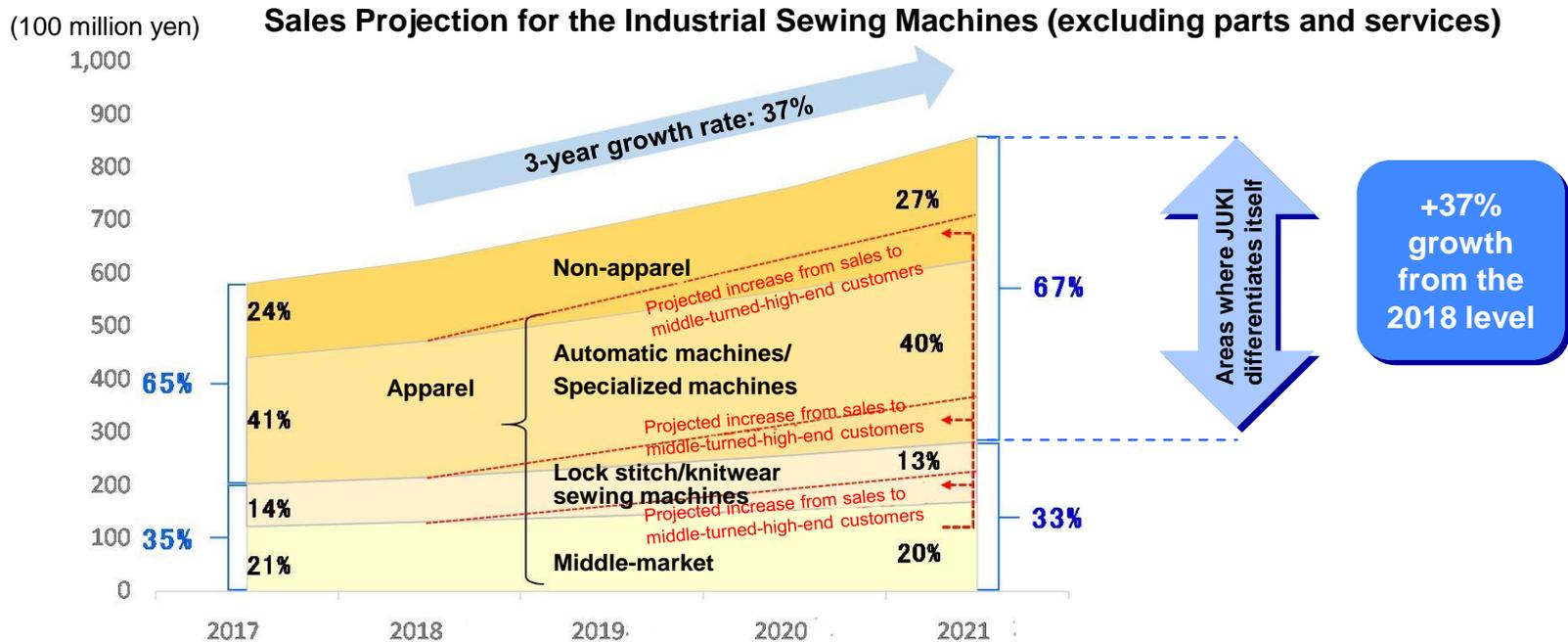
2-1-6 Measures for Achieving the Medium-Term Management Plan: Business Portfolio

Expand business portfolio by devoting managerial resources to each business segment's areas of growth and to fields in which JUKI can differentiate itself



2-2-1-1 Key Initiatives for FY2019: Sewing Machinery & Systems Business (Industrial Sewing Machines)

Vision	Contribute to customer innovation through innovative technology and system proposals based on JUKI Smart Solutions
Basic Policy	Build a customer base for the future by developing customers in the middle market and bringing them into the high-end market 1. Target the middle market; 2. Increase sales involving proposals for plants; 3. Utilize our alliance network
Key Initiatives	<ul style="list-style-type: none"> - Increase business with the growing middle-market user segment - Strengthen relationships with major users and win mid- and long-term capital investment projects - Further expand the non-apparel business - Utilize our alliance network to expand our scope of business

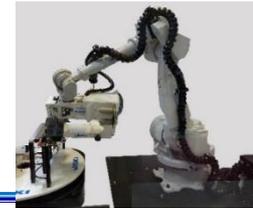


2-2-1-2 Key Initiatives for FY2019: Sewing Machinery & Systems Business (Industrial Sewing Machines)

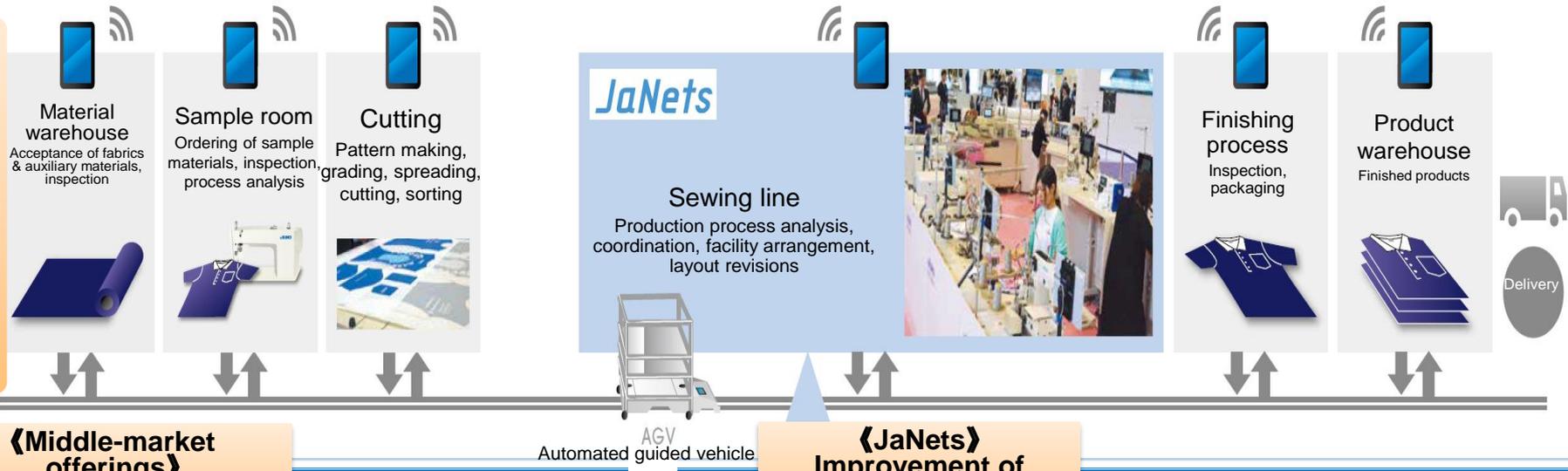
《High-end offerings》
“Digital Series”-
centered line solutions



《Productivity improving / Labor-saving》
Automatic machines Sewing robotics Automated guided vehicles



《Proposals for plants》

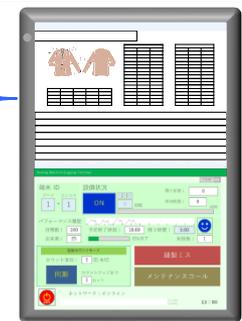
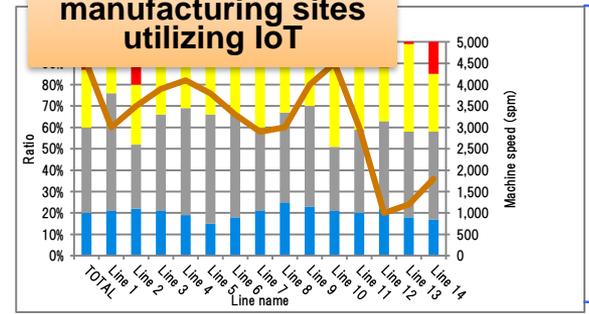


《Middle-market offerings》
“Simple Series”-
centered line solutions

Simple Series
Standard for Lockstitch Machine

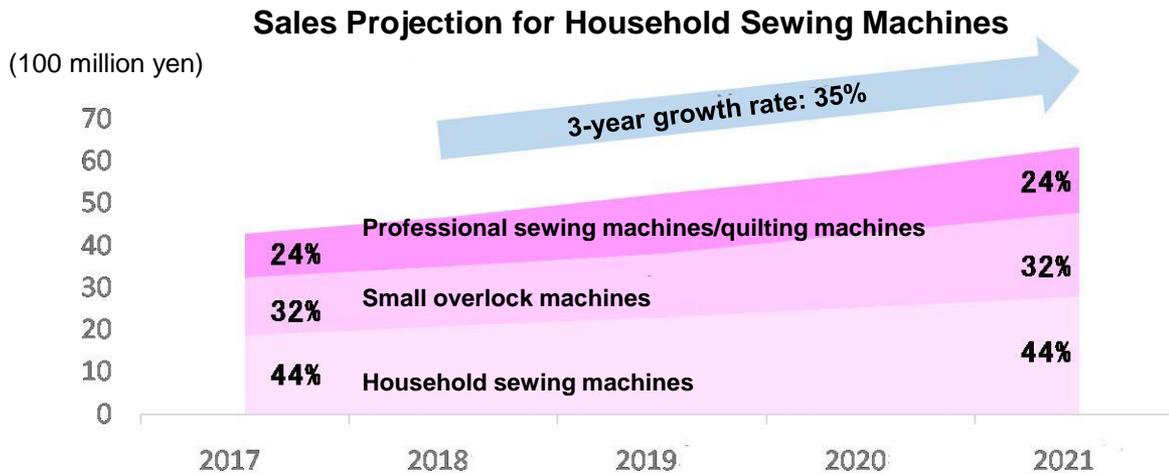


《JaNets》
Improvement of
manufacturing sites
utilizing IoT



2-2-2-1 Key Initiatives for FY2019: Sewing Machinery & Systems Business (Household Sewing Machines)

Vision	Create new ways to enjoy handicraft-making, in collaboration with customers (home sewers) who have excellent handicraft capabilities
Basic Policy	Develop solid business based on strengths in <u>high-end household sewing machines, small overlock machines, sewing machines for professionals, and quilting machines</u>
Key Initiatives	<ul style="list-style-type: none"> - Target hobby and craft markets with product development that makes the most of JUKI's strengths - Increase sales and improve profits with a focus on three key large-scale markets (Japan, the U.S., and Europe) that contain high-end markets - Strengthen marketing capabilities and competitiveness of the JUKI brand - Win over and secure new users by identifying user needs and strengthening our capability to disseminate information - Expand the accessories and parts businesses



2-2-2-2 Key Initiatives for FY2019: Sewing Machinery & Systems Business (Household Sewing Machines)

Expand product lineup to better meet each market's characteristics

《Japan》
Overlock machines

MO-1000ML

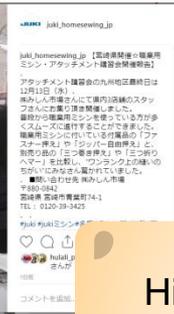
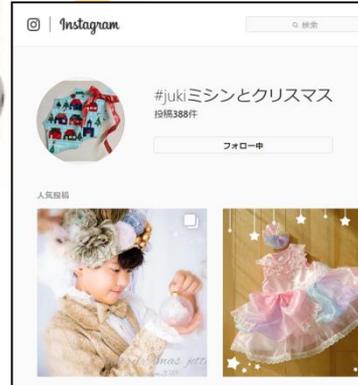


《Japan》
High-end sewing machines for professionals



SL-700EX

Live Events & Digital Marketing
↓
Customer development



《Europe》
High-end household sewing machines

HZL-NX7



《U.S.》
High-end household sewing machines
Quilting machines
Embroidery machines

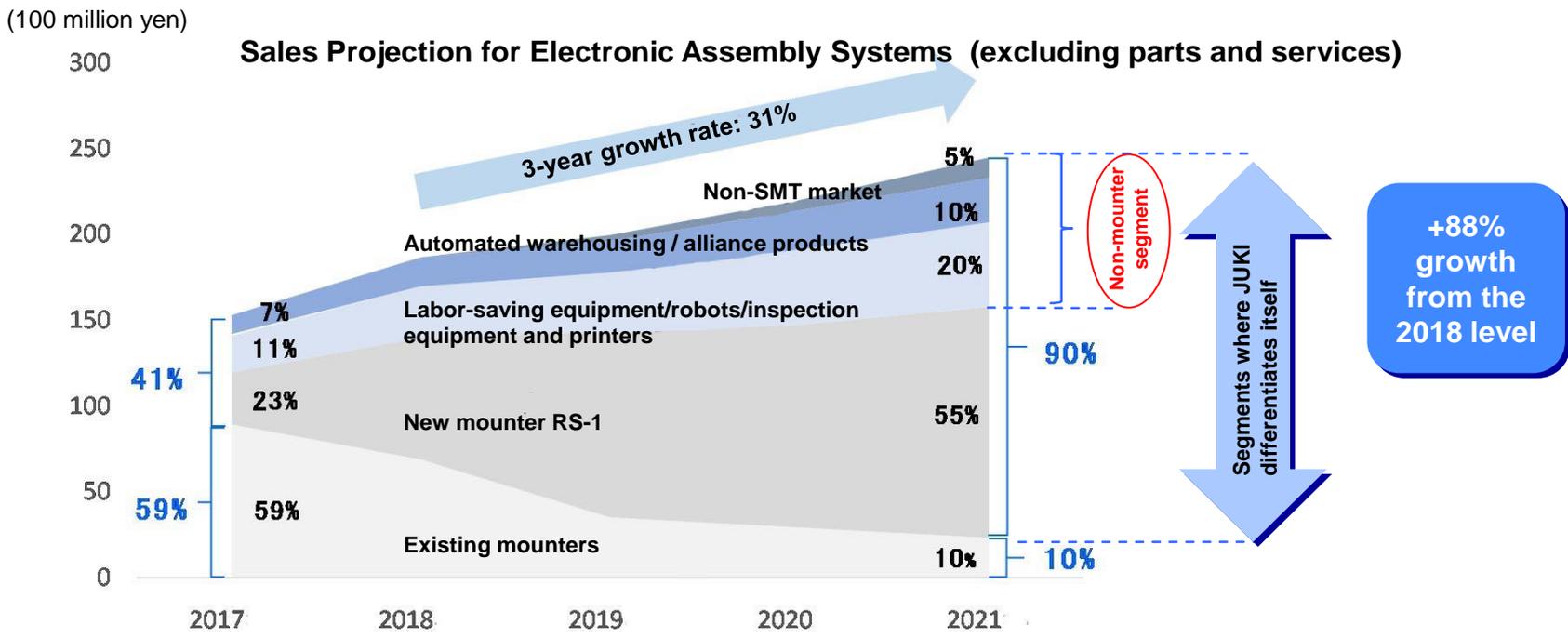
QVP
(Manufactured by Tajima Industries, Ltd.)



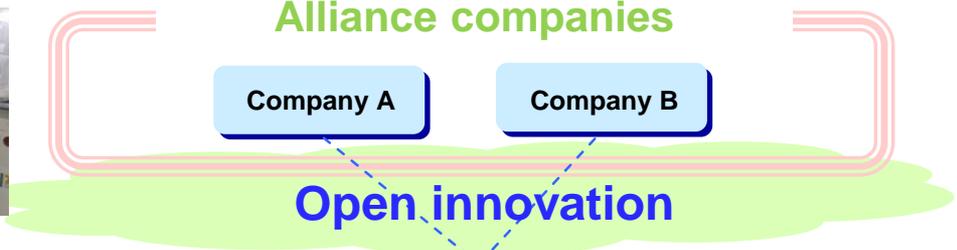
J-350QVP

2-2-3-1 Key Initiatives for FY2019: Industrial Equipment & Systems Business (Electronic Assembly Systems)

Vision	<p>Become an essential business partner for customers through devoting resources to our areas of strength and by proposing and providing automation and labor-saving solutions</p> <ul style="list-style-type: none"> - Expand sales of JM + robot, and automated warehousing and peripheral equipment
Basic Policy	<p><u>Expand business base by increasing solution sales in the non-mounter segment</u> and line solution sales in the mounter segment</p>
Key Initiatives	<ul style="list-style-type: none"> - Promote customer segment-specific sales strategy and product strategy - Expand sales and improve gross margin by launching new products - Expand sales of labor-saving equipment, automated warehousing, and alliance products through solution sales activities

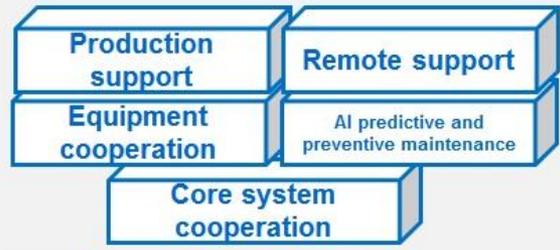


JUKI Smart Solutions



実装統合システムソフトウェア

JaNets Juki Advanced Network system



Storage system solutions

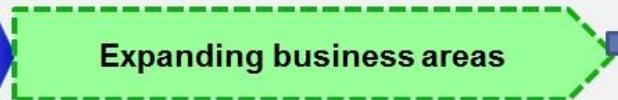


Robotic insertion system solutions



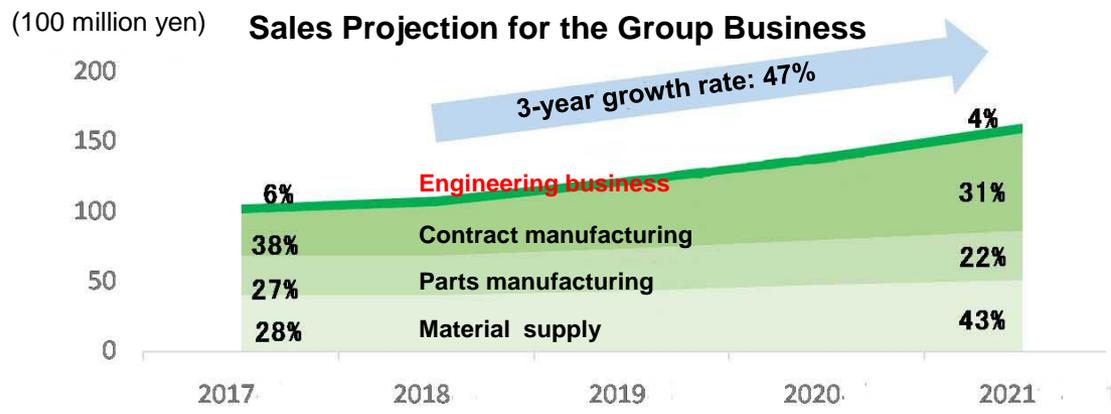
High-speed moulder system solutions

Measurement system solutions



2-2-4-1 Key Initiatives for FY2019: Industrial Equipment & Systems Business (Group Business)

Vision	Grow into JUKI's third pillar business leveraging JUKI Group management resources (including manufacturing technologies)
Basic Policy	<p>Increase sales to create the third pillar business by acquiring new customers and expanding scope of business with important business customers</p> <p>- Achieve sales target of 16.0 billion yen in 2021</p>
Key Initiatives	<ul style="list-style-type: none"> • Increase sales by expanding scope of business with important business customers • Utilize JUKI and its Group companies' technologies to promote support services for customers' products and plant facilities

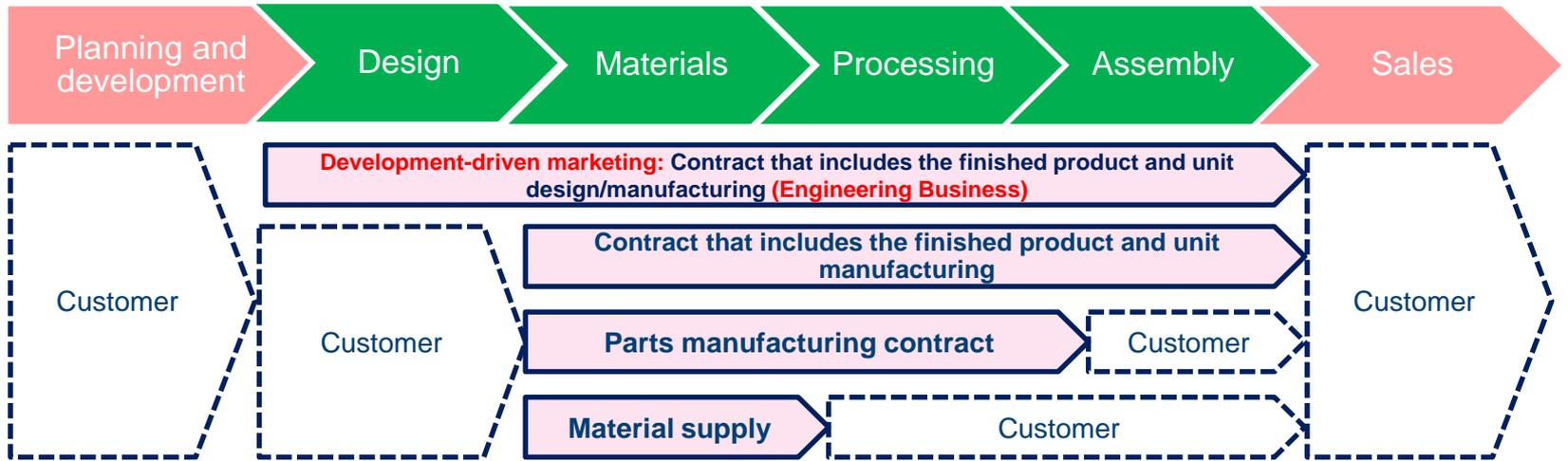


JUKI Contract Business Model

Use of accumulated leverage of JUKI's manufacturing capabilities and global network, utilizing the Group's manufacturing companies (7 companies in Japan, 1 company overseas) and alliance companies

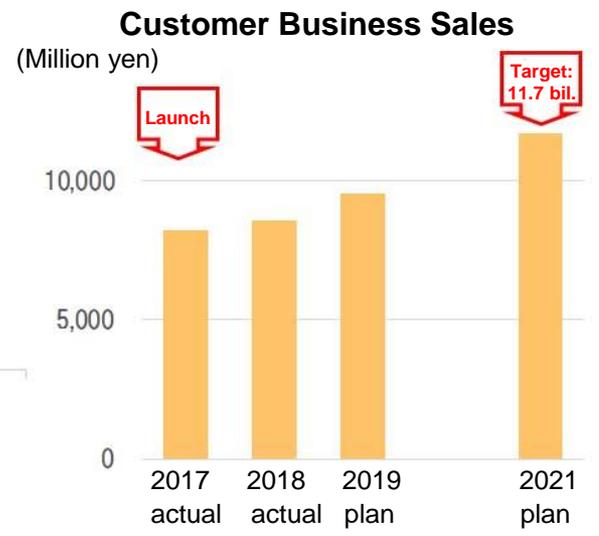
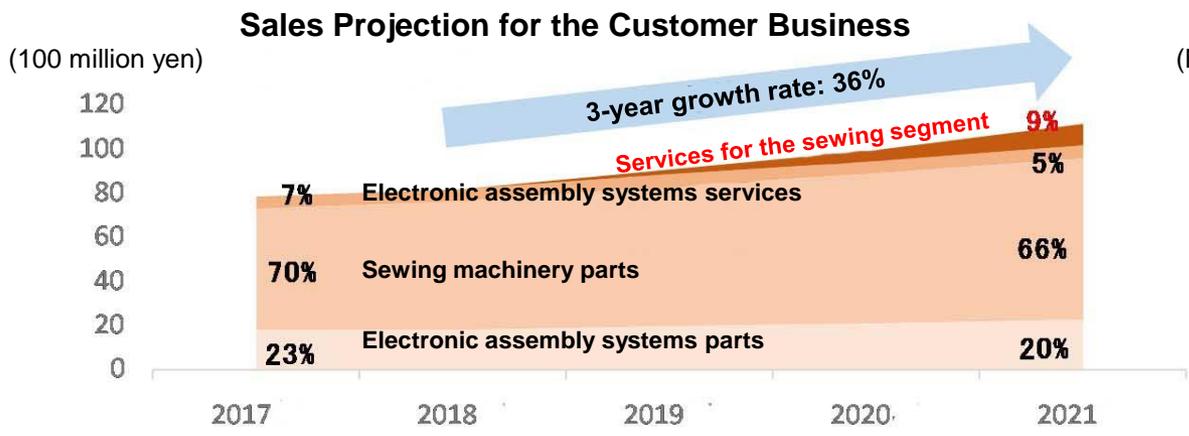


- ★ For needs of external customers,
- ★ by expanding contract range through Group's collaboration,
- ★ support the manufacturing of customers' products and customers' production facilities, and the streamlining of customers' production lines



2-2-5-1 Key Initiatives for FY2019: Industrial Equipment & Systems Business (Customer Business)

Vision	JUKI's parts can be received the day after they're ordered
Basic Policy	Expand parts business, utilizing <u>system support/remote maintenance/diagnostic monitoring of production facilities</u> , and launch services for the sewing segment
Key Initiatives	<ul style="list-style-type: none"> - Introduce more new products and services - Establish a service business in the sewing segment, utilizing diagnosis of production facilities - Continue to expand market and product portfolio, and improve sales systems (logistics) - Rebuild the pre-owned products business



EXPAND PARTS/SERVICE BUSINESS



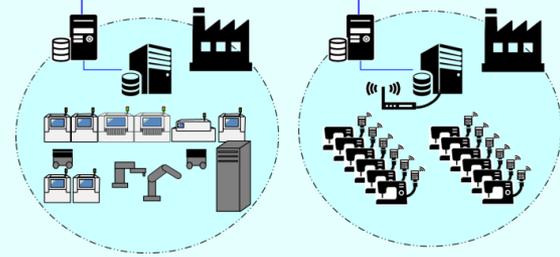
- Sewing machinery: とにかく お客様のもとへ
Conduct machinery diagnoses based on maintenance records
- Electronic assembly systems: Rebuild the pre-owned products business

EXPAND AFTER SALES SERVICE BUSINESS IN INTRODUCING SMART LINES



Technical support
Remote Maintenance

JaNets
Juki advanced Network system



Support for Smart Solution

CONNECTED



Parts supply system
Parts center/sales company's warehouse

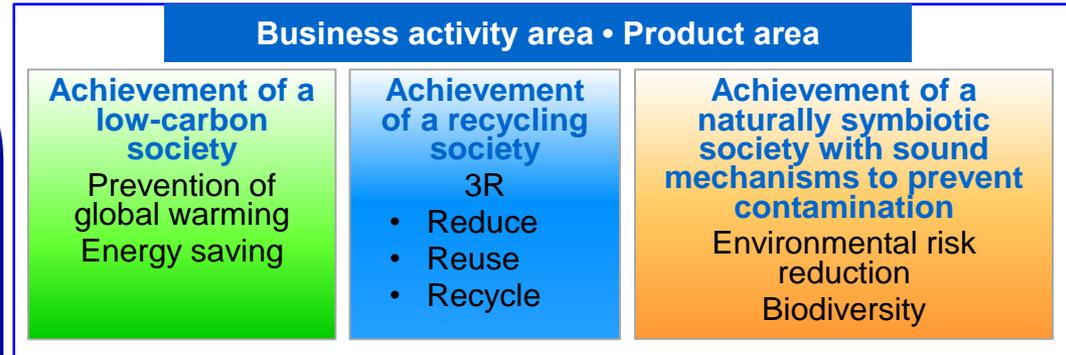


Network system to share and disseminate information

PROVIDE LOGISTICAL SUPPORT FOR ACTIVITIES

JUKI's Vision for Environmental Conservation

The JUKI Group's stance toward environmental conservation activities



Environmental management base

Toward the achievement of a sustainable society

ECO MIND Management

Environmental Philosophy

The JUKI Group recognizes that activities of enterprises are closely related to the global environment, and is making efforts to:

1. Contribute to the local community and society by environment-conscious activities.
2. Provide people around the world with environmentally-friendly products.
3. Play an active role to hand down a better global environment to future generations through continuous activities.

Environmental Action Policy

1. Prevent global warming by promoting energy-saving in all business activities and use resource efficiently by implementing the 3Rs (Reduce, Reuse, and Recycle).
2. Provide products with less environmental load by planning, researching, developing, procuring, and manufacturing with environmental influences in mind.
3. Contribute to countries and regions by modifying environmental conservation activities to suit local conditions wherever JUKI does business as a global company.
4. Observe environmental laws and other agreed requirements, and prevent environmental pollution.
5. Actively disclose environmental information.
6. Raise "awareness of ecological problems" among employees through educational campaigns.

2-3-2 Corporate Initiatives for Improving the Environment, Society, and Governance (ESG Initiatives) 《 E: Environment 》



Test the volume of noise and vibration level of industrial sewing machine



Achieve more efficient production using automated guided vehicle systems in between production procedures



Provide maintenance service for electronic assembly systems at customer sites

Development/ Design

Develop and design products that are people- and eco-friendly (energy-saving, low-noise, low-vibration, reduced heat generation, etc.). Conduct research on optimal sewing line layout and improve materials for products.

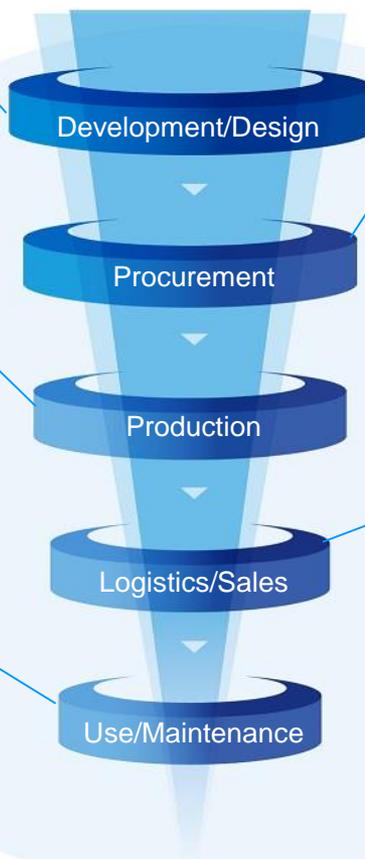
Production

Improve production efficiency, reduce costs, implement 5S's, and achieve reduction of CO₂ and waste emissions. Quantify energy use and achieve energy savings, utilizing more inverters.

Use/ Maintenance

Improve the service and maintenance system to respond thoroughly to inquiries and requests from customers

JUKI's *Monodzukuri* (Manufacturing)



Procurement

Establish "JUKI Group Green Procurement Guidelines" and promote green (eco-friendly) procurement

Logistics/ Sales

Reduce CO₂ emissions by promoting a modal shift to railway transport and joint-logistics system with other companies



Provide testing for harmful substances using X-ray fluorescent (XRF) analyzers



Reduce CO₂ emissions by making a modal shift to railway transport



People-friendliness

- Energy-savings
- Good operability, maintainability



Environmental-friendliness

- Reduction of environmental footprint

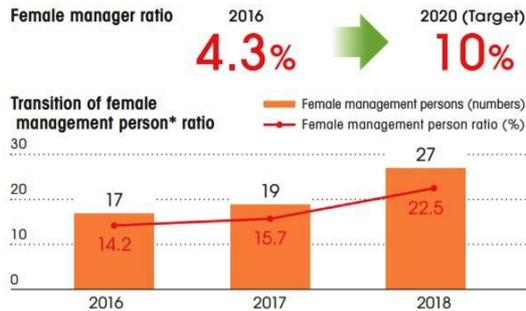
Value generated

2-3-3 Corporate Initiatives for Improving the Environment, Society, and Governance (ESG Initiatives) 《S: Society》

Initiatives for promoting diversity

JUKI practices “diversity management” and hires people regardless of their gender, age, or nationality, thereby capitalizing on individuals’ diverse strengths. We also accept various work styles as part of that effort.

Our approach to diversity promotion has three pillars: “Promote the success of female employees,” “Deploy personnel equipped to work on a global scale,” and “Promote outstanding performance of rehired and contract employees,” through which we aim to create an innovative and vibrant organizational culture and maximize our organizational performance.



* Management person: Assistant Manager, Supervisor

Initiatives for improving the earth’s environment

At “Tama Eco Festa 2018” (a community event featuring eco-oriented presentations made by local companies and organizations), held in January 2018, JUKI was recognized as a company which has made a long-time contribution to environmental beautification with its activities to keep public areas clean.



Initiatives for community education

In 2018, JUKI’s head office in Tama (Tokyo), the Ohtawara Plant, and JUKI Industrial Equipment Technology Corporation invited 260 students from local elementary schools to their campuses to tour the facilities, learn about JUKI’s manufacturing efforts, and experience how much fun manufacturing can be. This is part of JUKI’s effort to develop future personnel for the manufacturing industry.

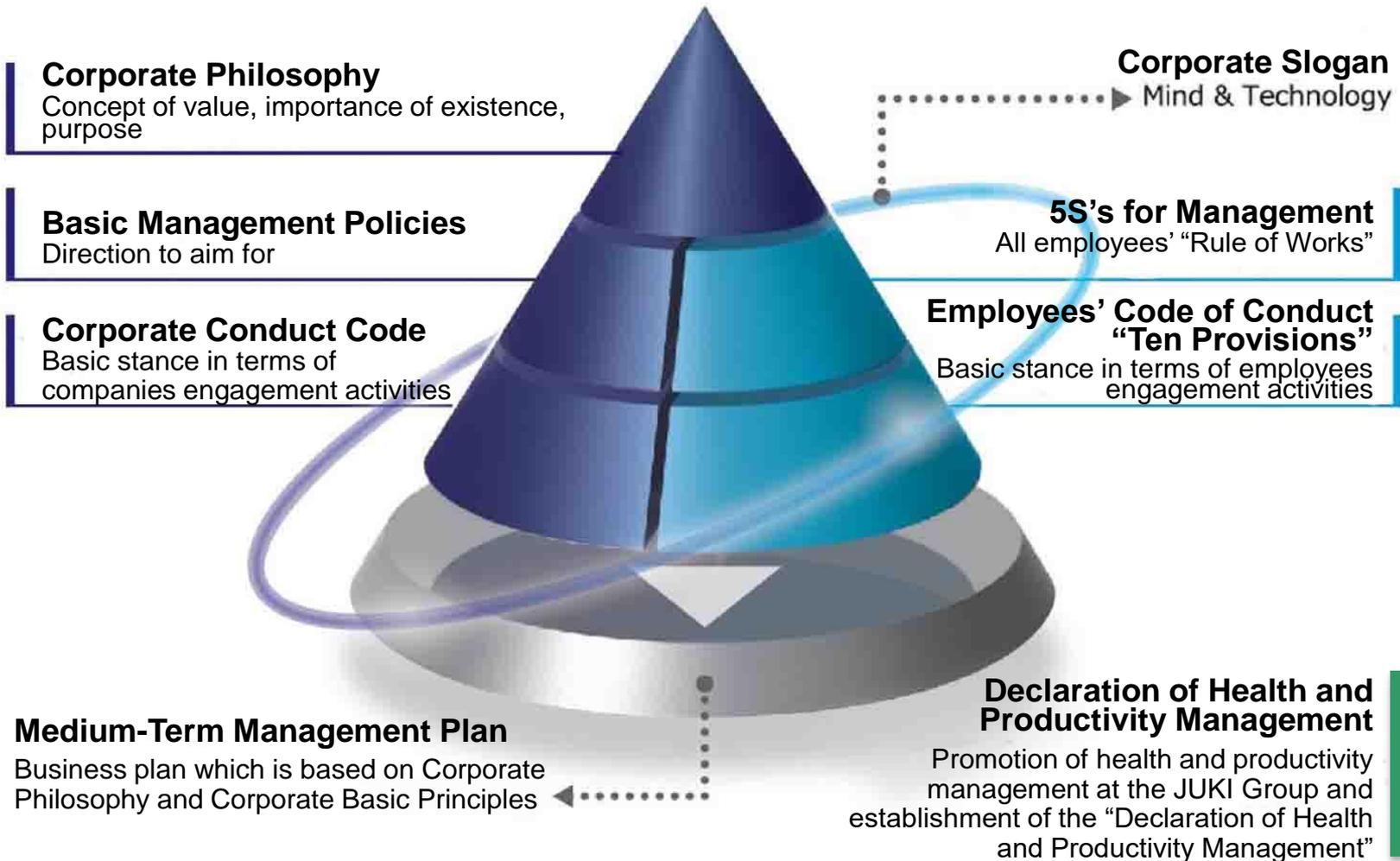


Support for the EcoChic Design Award

By providing sewing machines and technical support, JUKI supports the EcoChic Design Award, a sustainable fashion design competition sponsored by Redress, a non-governmental organization in Hong Kong dedicated to waste reduction in the fashion industry.



Schematic of the Corporate Philosophy and Policies



《Strengthening of relationships》

Showing gratitude to our customers, business partners, and shareholders

- Anniversary website
- Hold “thank you” meetings: Texprocess Show [U.S.], Jisso Process Technology Exhibition (JISSO PROTEC) [Japan], etc.
- JUKI Sewing Festival, and other events

80th anniversary activities

As an 80-year-old corporation, we will continue to be proud of operating in our main business and satisfy customers

《Strengthening of capability to implement MTMP》

Achieving the plan by providing products and services that contribute to boosting the competitiveness of our customers

- Establishment of JUKI History Museum
- Installation of smart factory model line at J-TEC CORPORATION (Akita)

《Reforming of employee awareness and corporate culture》

Promoting global and innovative human resources development and organization building to lay the foundation for becoming a 100-year-old company

- Publishing of 80-year history
- Introduction of new groupware, etc.

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.

JUKI CORPORATION

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