

Financial Results Briefing for the First Half of FY 2024 (Ended December 31, 2024)

<Securities code: 6440>

August 20, 2024

JUKI CORPORATION

1. FY2024 1H Actual	...P.3
2. FY2024 Full-year Forecast	...P.16
3. Reference Materials	...P.22

- **Sales leveling**
Challenge: Profit margin decrease/production cost increase/inventory increase due to sales concentration at the end of the quarter
Countermeasures: Temporary restraint of sales at the end of the quarter
⇒ Improve medium-to long-term profitability, reduce production costs, and reduce inventories
- **Inventory reductions**
Challenge: Remaining high surplus inventory
Countermeasures: Reduce quickly with additional cost
⇒ Aim for early improvement of financial structure to improve medium-to long-term business result
- **Industrial sewing machines**
The Chinese and Asian markets are recovering, and growth is expected in the 2H.
- **Electronics Assembly & Systems**
Revised the plan due to a delay in the recovery of the Chinese market
- **IoT platforms**
Strong performance in the 1H capturing automation needs, and will continue to focus on expansion and growth areas

1.FY2024 1H Actual

FY2024 1H Business results

(Million yen)

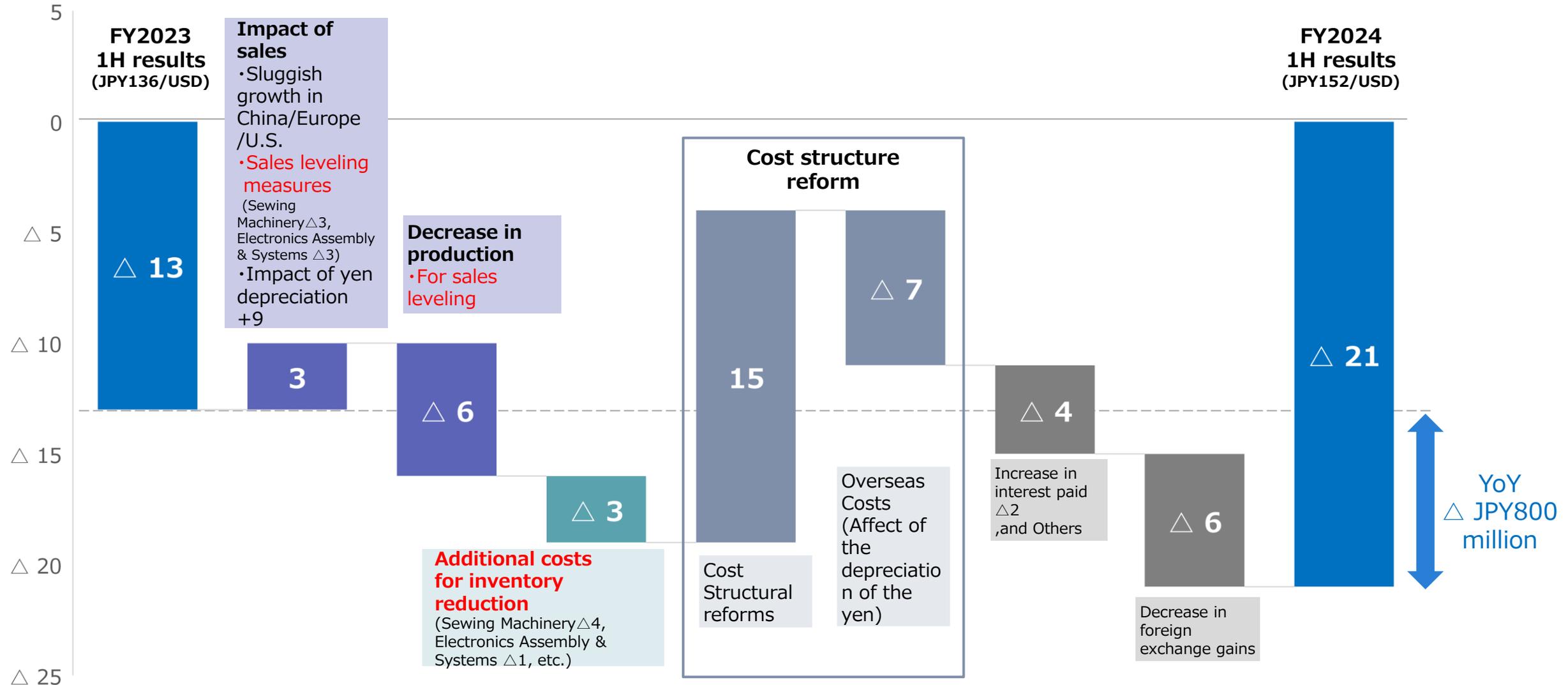
	FY2023 First half	FY2024 First half	YoY Change	YoY Rate of change
Net sales	44,770	45,882	1,112	2.5%
Operating income [Operating margin]	△1,689 [-]	△ 1,428 [-]	260	-
Ordinary income [Ordinary income margin]	△1,317 [-]	△ 2,119 [-]	△801	-
Net Income [Net income margin]	△1,541 [-]	△ 1,999 [-]	△457	-
USD Average exchange rate for the year	JPY136	JPY152	+JPY16	-
Euro Average exchange rate for the year	JPY147	JPY165	+JPY18	-

*Average exchange rate affecting operating income

- 1 Although there was a positive impact from the weaker yen, overall sales decreased due to the slow recovery in China, sluggish growth in Europe and the U.S., and the effects of sales and production leveling measures to prevent a decline in sales profit margins and improve factory operating efficiency. Increase will remain at 2.5%
- 2 Ordinary income decreased compared to the previous year due to reduced production to level out sales and additional costs to reduce inventory.
- 3 At the same time, the company worked to improve profitability by reducing fixed costs through cost structure reforms.

Factors behind Changes in Ordinary Income for the 1H of FY2023 to the 1H of FY2024

(100 Million yen)



Performance by Segment

(Million yen)

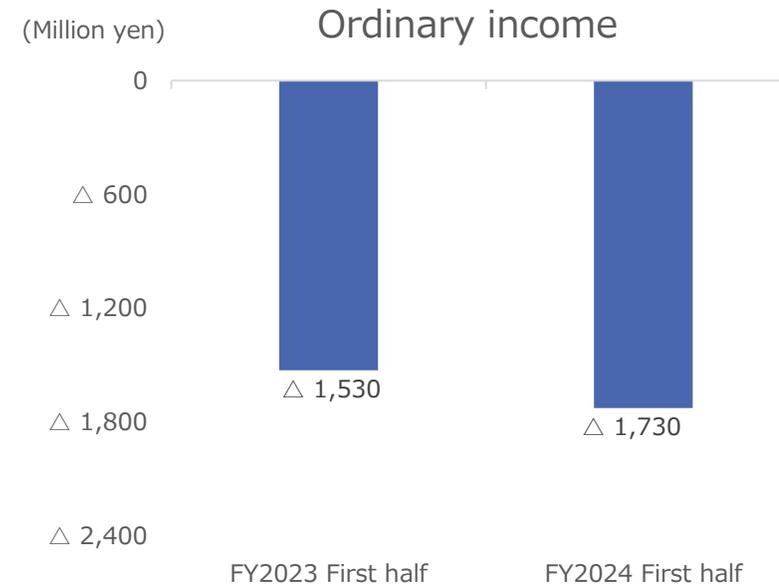
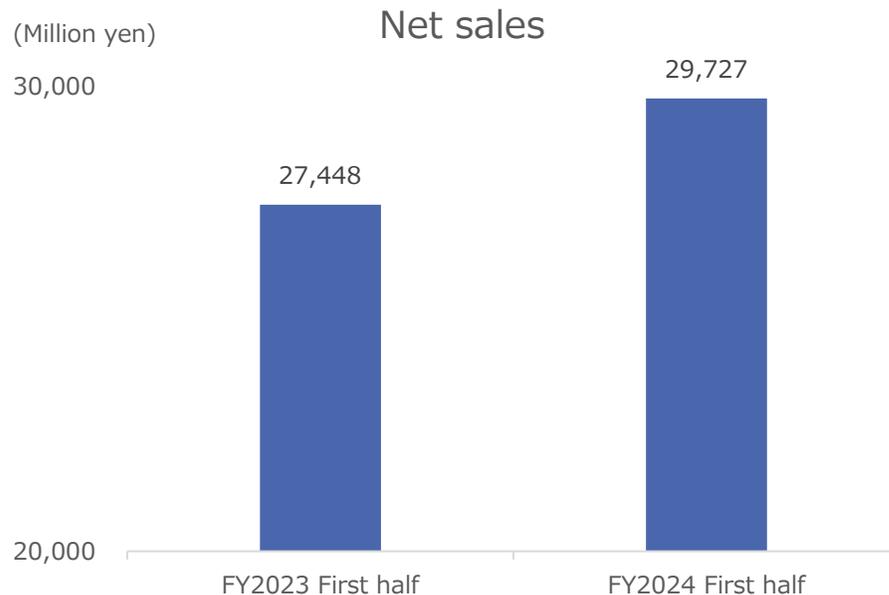
		FY2023 First half	FY2024 First half	YoY Rate of change
Total	Net sales	44,770	45,882	2.5%
	Ordinary income [Ordinary income margin]	△1,317 [-]	△ 2,119 [-]	-
Sewing Machinery & Systems	Net sales	27,448	29,727	8.3%
	Ordinary income [Ordinary income margin]	△1,530 [-]	△ 1,730 [-]	-
Industrial Equipment & Systems	Net sales	17,150	15,992	△6.8%
	Ordinary income [Ordinary income margin]	△124 [-]	△ 106 [-]	-
Adjustments and others	Net sales	171	162	△5.6%
	Ordinary income	337	△ 283	-

Segment Overview-Sewing Machinery & Systems-

- Sluggish sales in the U.S. and Europe due to a pause in economic recovery and postponement of investment against the backdrop of unstable political and economic conditions, etc.
- Meanwhile, sales increased 8.3% year on year due to the start of a recovery in sales in China and Asia.
- In terms of profits, although sales partially recovered and fixed costs were reduced through cost structure reforms, there was a decrease of 200 million yen compared to the previous year due to sales measures to level sales and additional costs for inventory reduction.

(Million yen)

		FY2023 First half	FY2024 First half	YoY Rate of change
Sewing Machinery & Systems	Net sales	27,448	29,727	8.3%
	Ordinary income [Ordinary income margin]	△1,530 [-]	△1,730 [-]	-

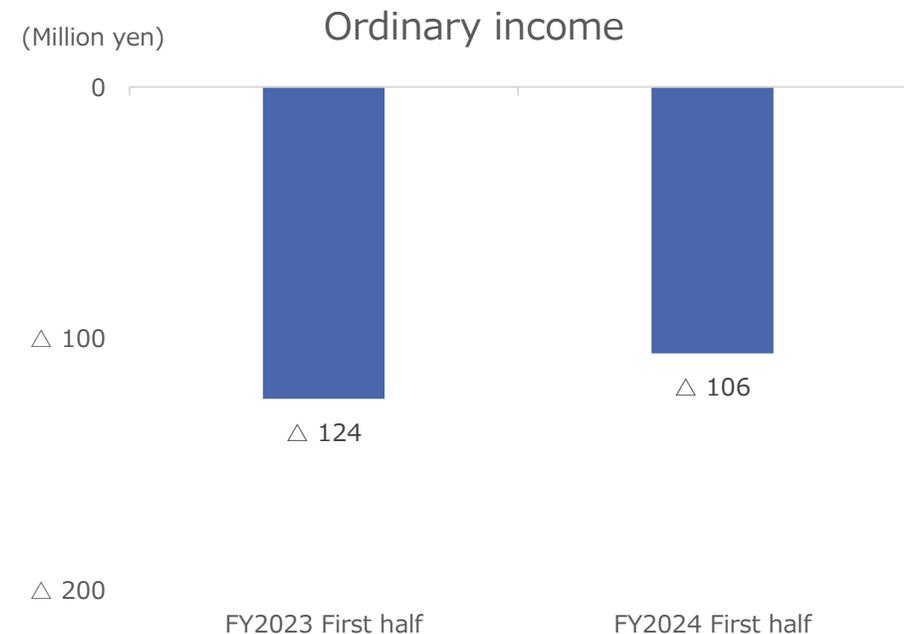
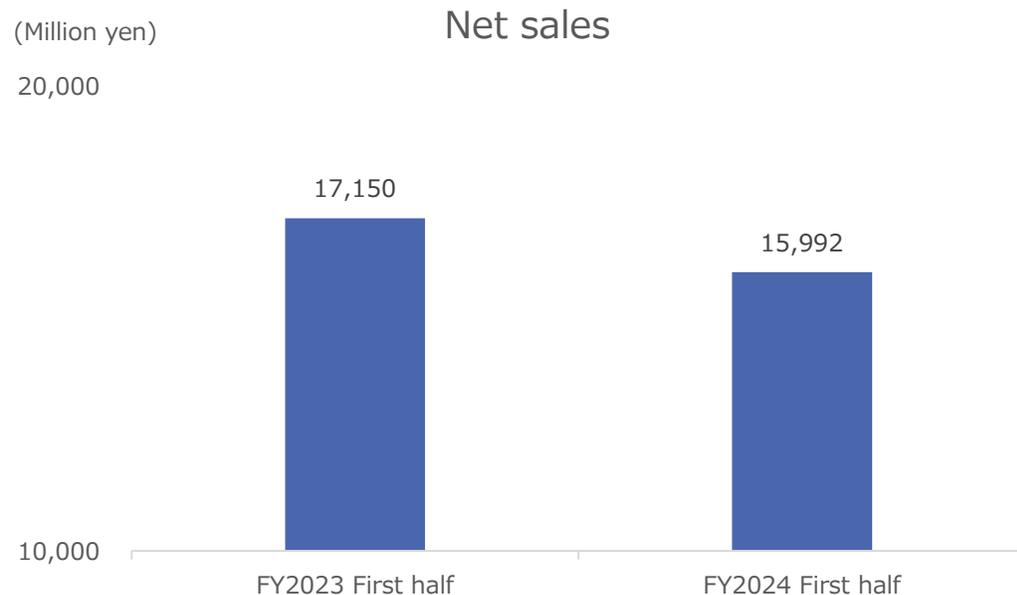


Segment Overview-Industrial Equipment & Systems-

- Sales in the Americas increased from the previous year, but sales in China, a major market, were sluggish, resulting in a 6.8% year-on-year decrease in sales.
- Although profits were affected by a decline in sales of the Electronics Assembly & Systems, they remained at the same level as the previous year due to fixed cost reductions, the effects of the weaker yen, and increased profits from parts and services.

(Million yen)

		FY2023 First half	FY2024 First half	YoY Rate of change
Industrial Equipment & Systems	Net sales	17,150	15,992	△6.8%
	Ordinary income [Ordinary income margin]	△124 [-]	△ 106 [-]	-



Major financial items

- Inventory decreased 2.6 billion yen in real terms due to continued production adjustment, and interest-bearing debt decreased 6 billion yen in real terms.
Continue to prioritize reduction of inventories and interest-bearing debt and work to improve the financial structure.

(Million yen)

	In 2023 End of December	In 2024 End of June	Change
Total assets	139,304	143,061	3,756
Net assets	32,370	34,370	1,999
Equity Ratio	22.7%	23.3%	0.6%
Trade receivables [Turnover period]	36,169 [4.6 months]	36,957 [4.8 months]	787
Inventory [Turnover period]	56,924 [7.2 months]	58,732 [7.6 months]	1,807
Trade payables [Turnover period]	8,810 [1.1 months]	11,367 [1.5 months]	2,556
Interest-bearing debt	84,004	80,266	△3,738
Cash and deposits	7,199	6,623	△575

Year-on-year △2.6 billion yen excluding forex impact

Year-on-year △6 billion yen excluding forex impact

Consolidated Balance Sheets

(Million yen)

	2023 4Q	2024 2Q	Change
Current assets	102,779	104,900	2,120
Cash and deposits	7,199	6,623	△575
Notes, accounts receivable and contract assets	36,169	36,957	787
Inventories	56,924	58,732	1,807
Others	2,486	2,588	101
Fixed assets	36,524	38,160	1,636
Property, plant and equipment	22,505	22,570	65
Intangible assets	3,107	3,418	310
Investments and other assets	10,911	12,171	1,259
Total assets	139,304	143,061	3,756
Current liabilities	80,854	81,859	1,004
Accounts payable	8,810	11,367	2,556
Short-term loans payable	63,321	59,182	△4,138
Others	8,723	11,310	2,587
Long-term liabilities	26,079	26,831	752
Long-term debt	19,123	19,479	355
Obligations for retirement pay	5,034	5,046	11
Others	1,919	2,306	387
Net assets	32,370	34,370	1,999
Shareholders' equity	27,791	25,484	△2,307
Other accumulated comprehensive income	3,805	7,904	4,098
Non-controlling shareholders' equity	773	982	208
Total liabilities and net assets	139,304	143,061	3,756

Statements of cash flows

- Achieved 5,127 million yen in operating cash flow through inventory reductions.
- On the other hand, by reducing interest-bearing debt, financing cash flow was $\Delta 6,489$ million yen.

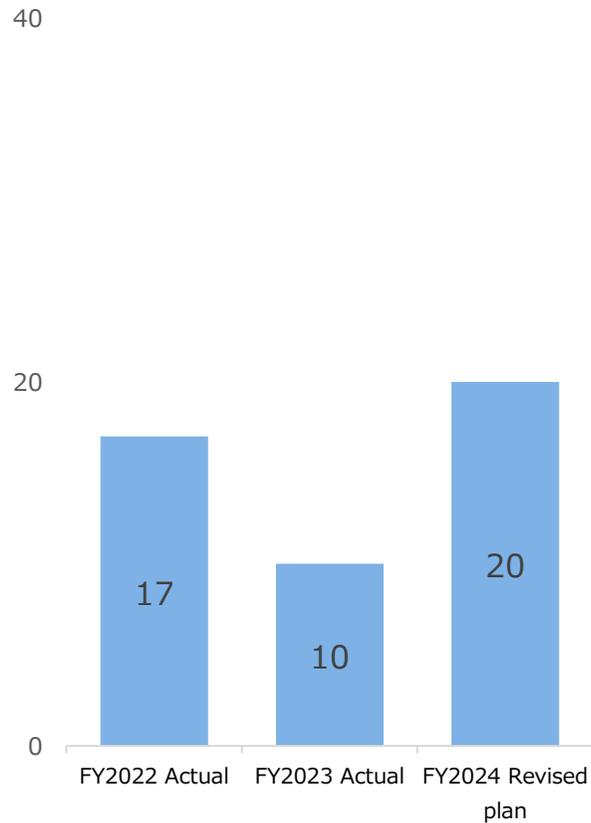
(Million yen)

	2023 2Q	2024 2Q	Change
Cash flows from operating activities	$\Delta 599$	5,127	5,726
Cash flows from investing activities	$\Delta 1,067$	82	1,149
Cash flows from financing activities	1,929	$\Delta 6,489$	$\Delta 8,418$
Interest-bearing debt	84,004	80,266	$\Delta 3,738$

While restraining investment through cost structure reforms, continue to invest for the future.

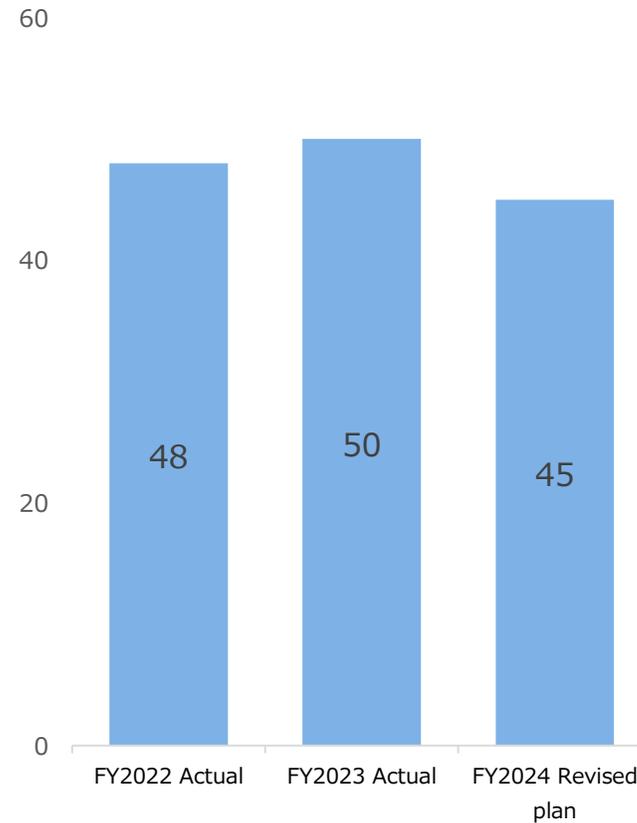
Capital investment

(100 Million yen)



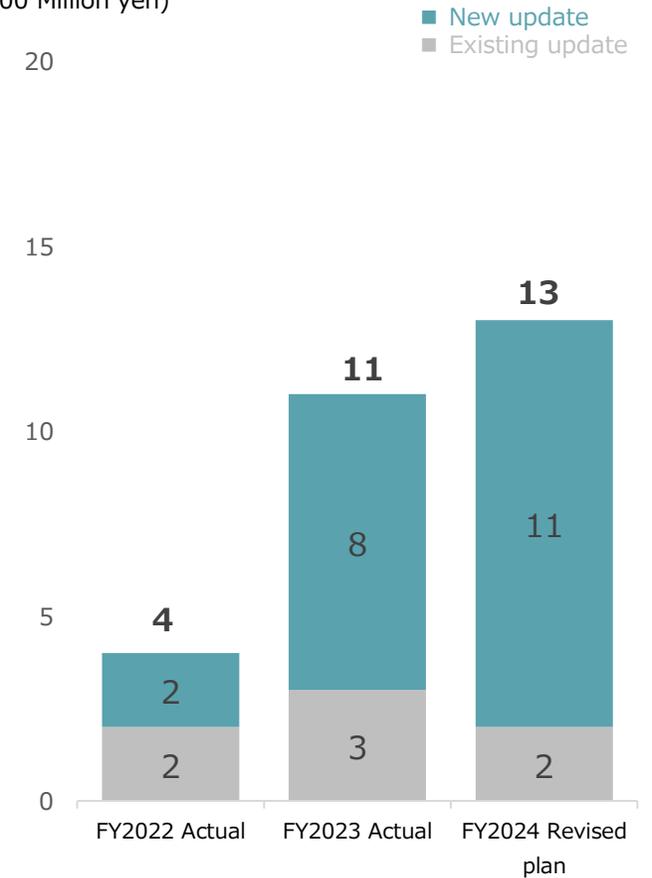
Development investment

(100 Million yen)



IT investment

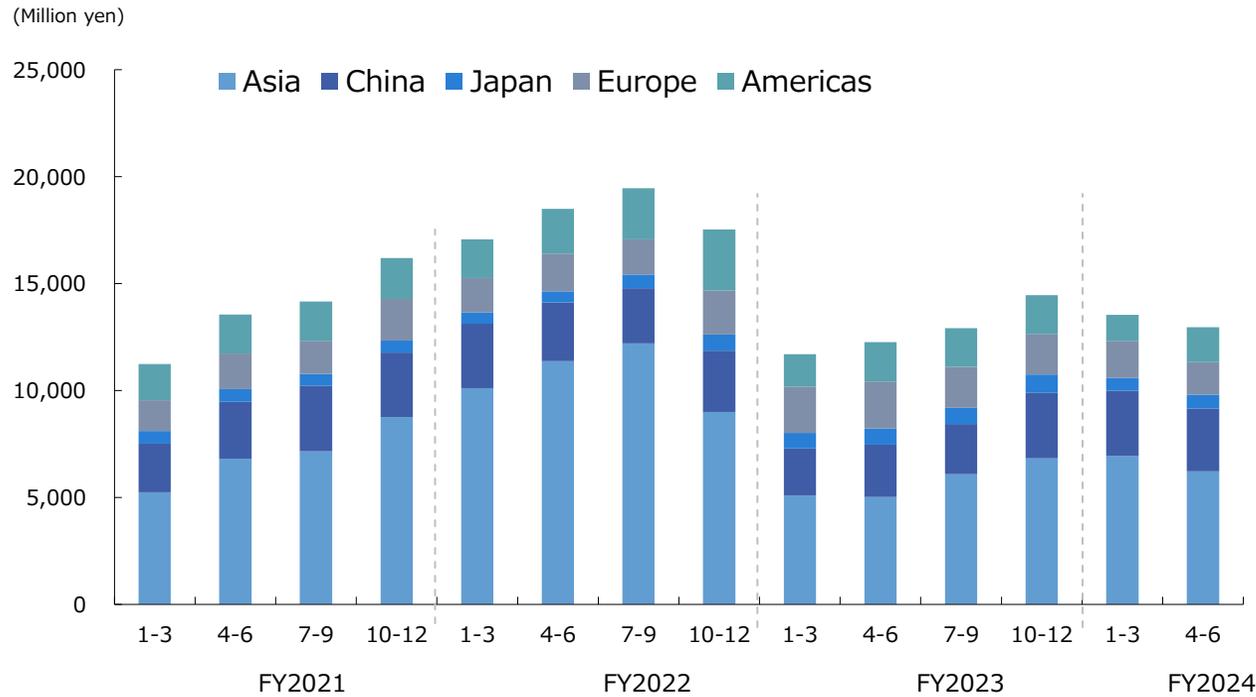
(100 Million yen)



Sales by Region-Industrial Sewing Machines-

- Sluggish sales in the U.S. and Europe due to a pause in economic recovery and postponement of investment against the backdrop of unstable political and economic conditions, etc. Meanwhile, sales in China and Asia are on a recovery trend.

Sales of Industrial Sewing Machines by Region
(Monthly Aggregate Basis)



Year-on-year comparison of sales of Industrial Sewing Machines by region

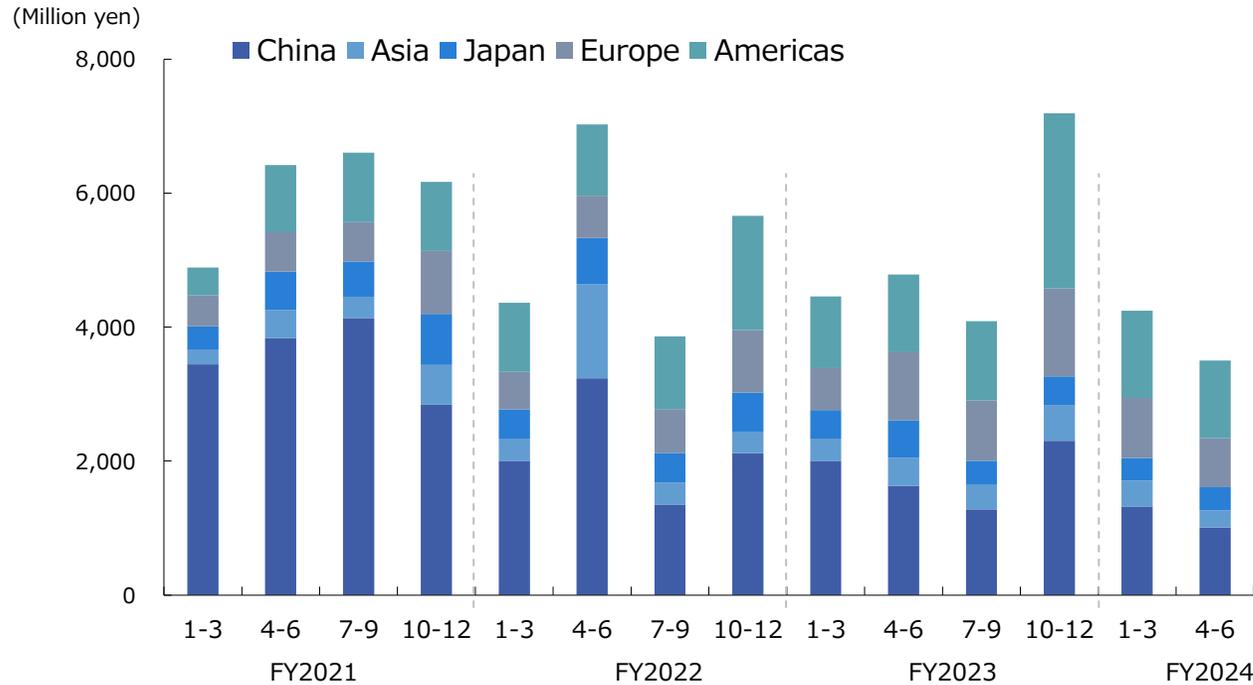
(100 Million yen)

	FY2023 First half	FY2024 First half	Change	Rate of change
China	47	60	13	28.7%
Asia	101	132	31	30.3%
China + Asia	148	192	44	29.8%
Japan	15	12	△3	△17.8%
Europe	43	33	△10	△25.2%
Americas	34	29	△5	△15.0%
Total	240	266	26	10.6%

Sales by Region-Electronics Assembly & Systems-

- While sales in the Americas increased from the previous year, sales in China, the main market, were sluggish, and overall sales decreased.

Sales of Electronics Assembly & Systems by Region (Monthly Aggregate Basis)
(including parts and services)



Year-on-Year Comparison of sales of Electronics Assembly & Systems by Region

(100 Million yen)

	FY2023 First half	FY2024 First half	Change	Rate of change
China	36	23	△13	△35.8%
Asia	8	7	△1	△14.4%
China + Asia	44	30	△14	△32.2%
Japan	10	7	△3	△30.8%
Europe	16	16	0	△1.0%
Americas	22	24	2	10.6%
Total	92	77	△15	△16.2%

2.FY2024 Full-year Forecast

1 Measures

- **Sales leveling**

Challenge: Deteriorate in sales conditions and factory efficiency due to concentration of sales at the end of the fiscal year.

Countermeasures: Sales measures for leveling (production decreased accordingly).

※Sewing Machinery will be completed by 3Q and the Electronics Assembly & Systems will be completed by 4Q.

- **Inventory reductions**

Challenge: Reduction Surplus Inventory.

Countermeasures: Accelerate reduction by spending additional costs (expenses).

(⇒ Optimize inventory levels and normalize production)

※Appropriate inventory level is 4-5 months.

2 Market Environment

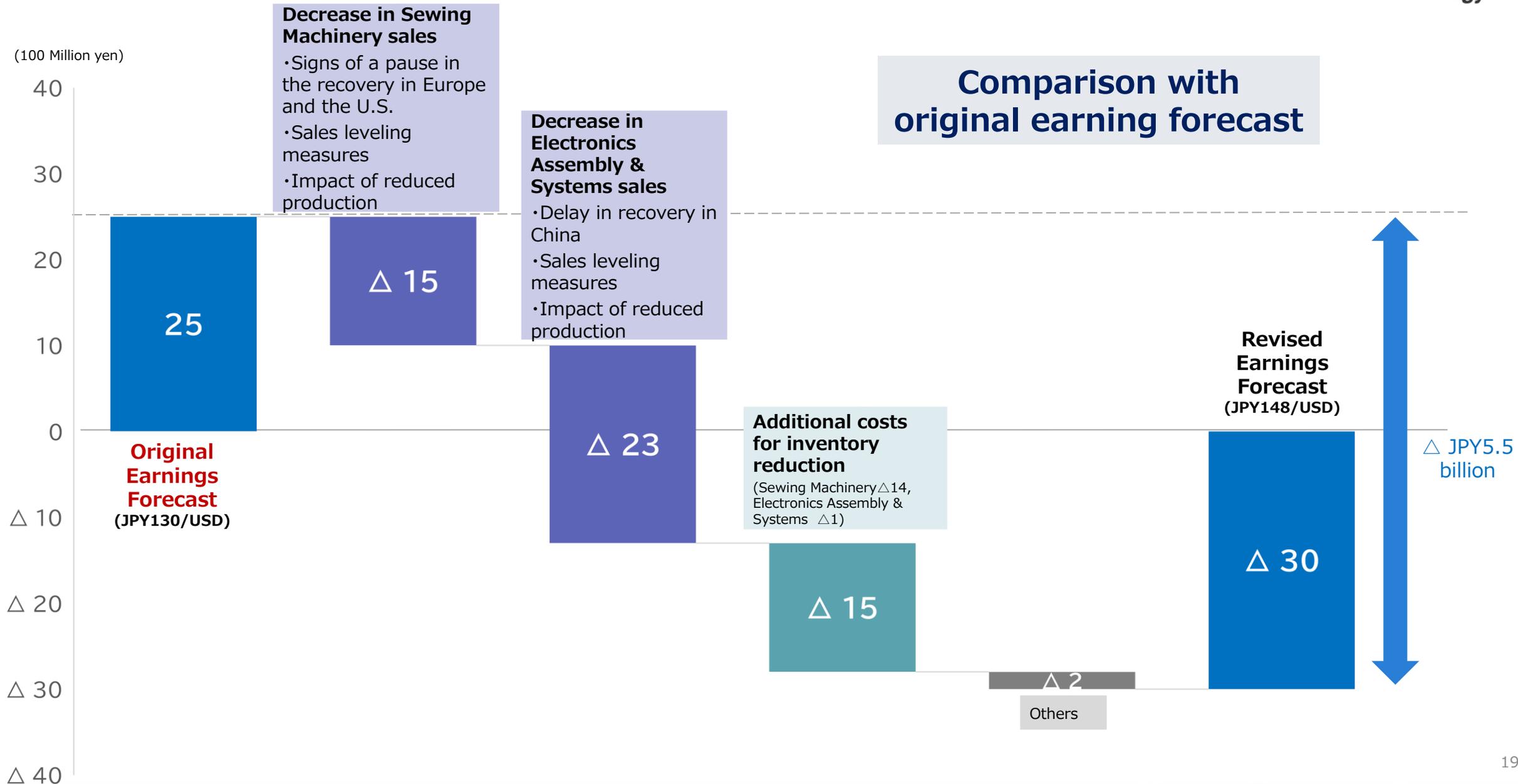
- Industrial sewing machines: Continued recovery sales in China and Asia, expected growth in automotive business in the U.S.
- Electronics Assembly & Systems (Mounter): Sales and production decrease due to delay in recovery in the Chinese Market.
- IoT platforms: Expected to increase YoY in 2H in response to growing demand for automation.

FY2024 Revised Earnings Forecast

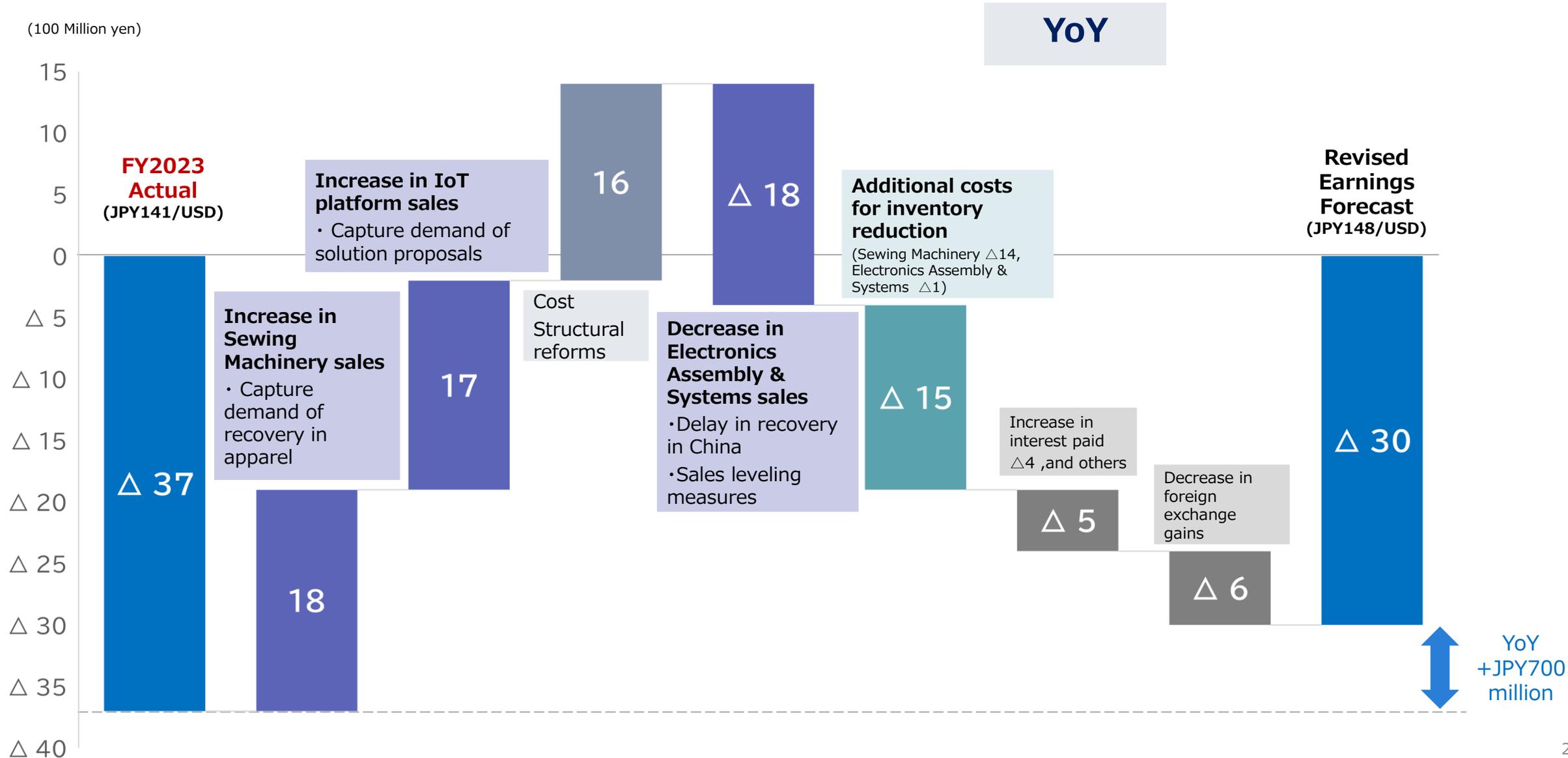
(Million yen)

	FY2024 Original Earnings Forecast	FY2024 Revised Earnings Forecast	Vs. Original earnings forecast Change	Vs. Original earnings forecast Rate of change
Net sales	113,000	101,000	△12,000	△10.6%
Operating income [Operating margin]	3,900 [3.5%]	△ 1,900 [-]	△5,800	-
Ordinary income [Ordinary income margin]	2,500 [2.2%]	△ 3,000 [-]	△5,500	-
Net Income [Net income margin]	850 [0.8%]	△ 4,000 [-]	△4,850	-
Earnings per share	JPY28.82	-	-	-
Dividend per share	JPY20	-	-	-
USD Average exchange rate for the year	JPY130	JPY148	-	-

FY2024 Full-year Revised Earnings Forecasts-Factors behind Changes in Ordinary Income Compared to Original Earnings Forecasts-



FY2024 Revised Earnings Forecasts-Factors behind Year-on-Year Changes in Ordinary Income-



FY2024 Revised Earnings Forecasts-Quarterly Net Sales/Ordinary Income-

- In terms of quarterly trends, expected to be profitable in the 4Q.
- Excluding special factors, quarterly profits are on an improving trend.

(Million yen)

	1Q Actual	2Q Actual	First half Actual	3Q Forecast	4Q Forecast	Second half Forecast	Annual Forecast
Net sales	23,237	22,644	45,882	25,948	29,171	55,119	101,000
Ordinary income	△ 581	△ 1,538	△ 2,119	△ 1,555	674	△ 881	△ 3,000
Special factor (Inventory reductions・ Unrealized Gains)	+700	△ 900	△ 200	△ 1,000	0	△ 1,000	△ 1,200
After deduction	△ 1,281	 △ 638	△ 1,919	 △ 555	 674	119	△ 1,800

3. Reference Materials

Corporate Slogan: Mind & Technology

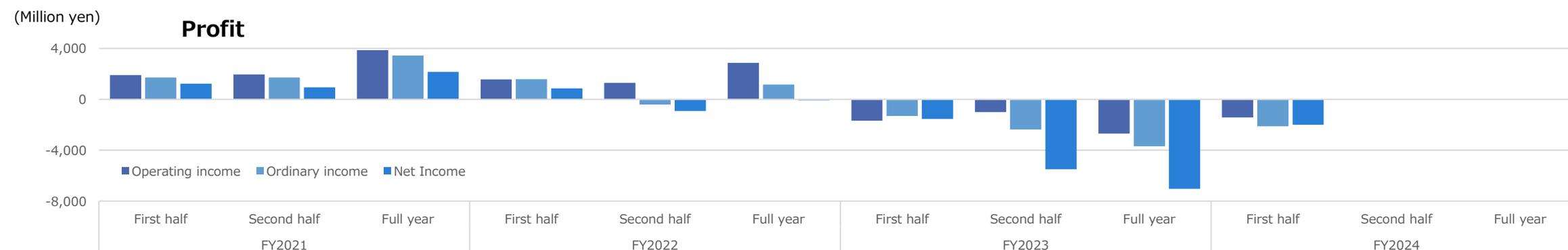
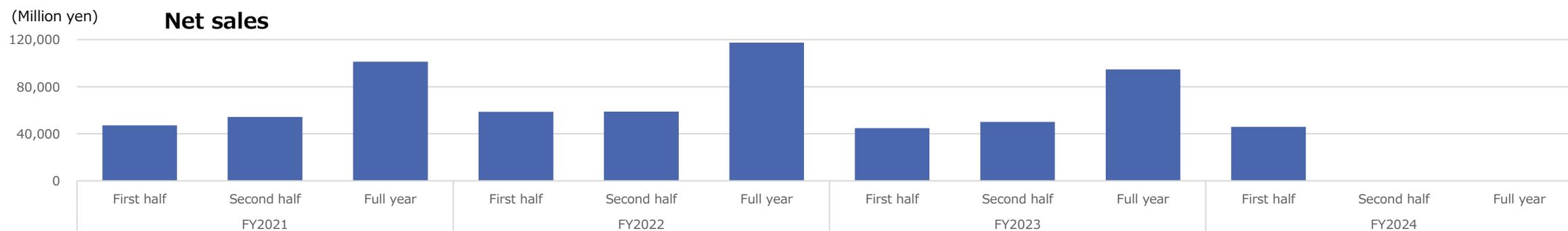
Trade Name	JUKI CORPORATION
Established	December 15, 1938
Representative	Akira Kiyohara, Chairman and Representative Director, Atsushi Narikawa, President and Representative Director
Paid-in capital	18,044 million yen
Major business office	Head Office: 2-11-1 Tsurumaki, Tama-shi, Tokyo 206-8551, Japan Otawara Plant: 1863, Kita-Kanemaru, Otawara-shi, Tochigi-ken, 324-0011, Japan
Business Activities	Industrial sewing machines/Electronics Assembly & Systems/Household sewing machines, etc.
Employees	4,713 (consolidated), 815 (non-consolidated) *As of December 31, 2023
Affiliated companies	25 companies
Listed on	Prime Market of the Tokyo Stock Exchange (From April 4, 2022)
Fiscal year end	December 31

Business Activities

Segment	Business	Business description	Main Products and Services
Sewing Machinery & Systems	Industrial Sewing Machine Business	This business assists in the creation of optimal sewing factories by providing products centered on the world's No. 1 market share industrial sewing machines and in combination with automation equipment and IT systems.	<ul style="list-style-type: none"> • For apparel (fabrics) sewing machines • Automatic machine  <ul style="list-style-type: none"> • For apparel (knit) sewing machines • For non-apparel (leather and thick fabrics) sewing machines  
	Home Sewing Machine Business	This business supports a comfortable sewing life with reliable product capabilities that incorporate the performance of industrial sewing machines.	<ul style="list-style-type: none"> • Home-use sewing machines • Small overlock sewing machines • Professional-use sewing machines   
Industrial Equipment & Systems	Electronics Assembly & Systems Business	This business supports the smartening of entire factories by providing equipment and systems for the production of PCBs (printed circuit boards).	<ul style="list-style-type: none"> • Mounter for PCB production • Visual inspection machines for PCBs  <ul style="list-style-type: none"> • Odd-shaped components Insertion machines 
	Group Business	This business contracts the development, manufacturing, processing, etc. of various products using the know-how that JUKI Group companies have accumulated in development, design, production, and production management in the course of manufacturing their main products.	<ul style="list-style-type: none"> • Contract manufacturing (Material / Parts processing / Assembly) • Development/ Design/Engineering  <ul style="list-style-type: none"> • Inspection and measurement machines • Semiconductor equipment 
	Storage Business	In addition to automating the inventory management of parts and small items and their entry and dispatch to and from warehouses, this business helps automate transportation tasks by linking with AMRs and picking robots.	<ul style="list-style-type: none"> • Automated warehouse systems 
	IoT Platform Equipment & Systems Business	With the IoT platform at its core, this business supports factory operations that are one step ahead of the competition by providing various solution services such as proactive prevention services and smarter operations.	<ul style="list-style-type: none"> • Parts supply • Repair & Maintenance • Educational support • Software • Automation equipment   
New Businesses	Living Environment Support Business	This business provides support through services tailored to customer needs, robot systems, etc. to create comfortable environments.	<ul style="list-style-type: none"> • Vital sensing technologies • Robotics systems  

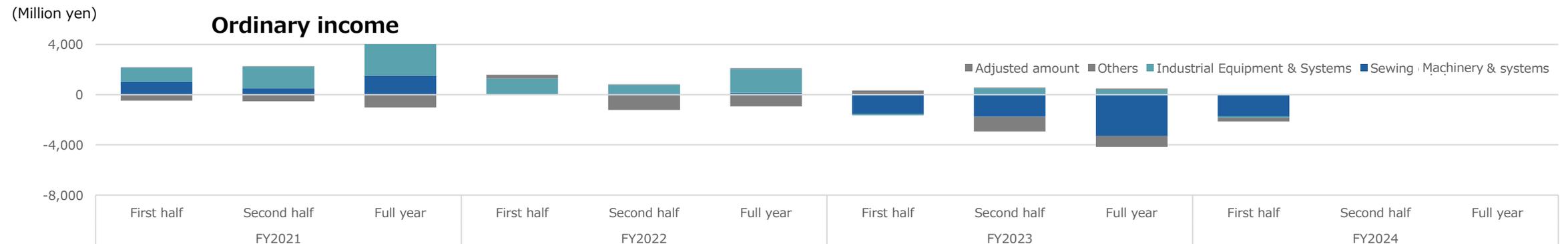
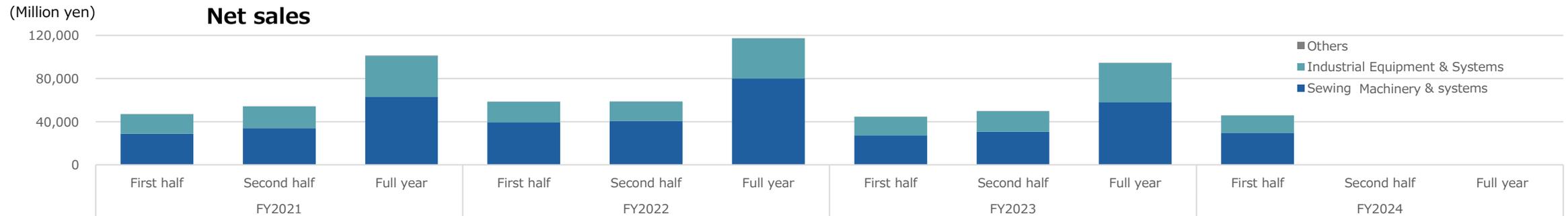
Half-Year and Full-Year Financial Results

(Million yen)	FY2021			FY2022			FY2023			FY2024		
	First half	Second half	Full year	First half	Second half	Full year	First half	Second half	Full year	First half	Second half	Full year
Net sales	47,098	54,194	101,292	58,577	58,877	117,454	44,770	49,980	94,750	45,882		
Operating income	1,908	1,960	3,868	1,558	1,300	2,858	△1,689	△1,010	△2,699	△1,428		
Ordinary income	1,716	1,723	3,439	1,581	△418	1,163	△1,317	△2,367	△3,684	△2,119		
Net Income	1,221	933	2,154	846	△924	△78	△1,541	△5,494	△7,035	△1,999		
Operating income margin	4.1%	3.6%	3.8%	2.7%	2.2%	2.4%	-	-	-	-		
Ordinary income ratio	3.6%	3.2%	3.4%	2.7%	-	1.0%	-	-	-	-		
Net income margin	2.6%	1.7%	2.1%	1.4%	-	-	-	-	-	-		



Half-Year and Full-Year Results by Segment

(Million yen)	FY2021			FY2022			FY2023			FY2024		
	First half	Second half	Full year	First half	Second half	Full year	First half	Second half	Full year	First half	Second half	Full year
Net sales												
Sewing Machinery & systems	29,005	34,208	63,213	39,350	40,587	79,937	27,448	30,756	58,204	29,727		
Industrial Equipment & Systems	17,979	19,855	37,834	19,097	18,156	37,253	17,150	19,081	36,231	15,992		
Others	113	131	244	130	133	263	171	143	314	162		
Ordinary income												
Sewing Machinery & systems	1,028	489	1,517	25	94	119	△1,530	△1,770	△3,300	△1,730		
Industrial Equipment & Systems	1,131	1,734	2,865	1,246	696	1,942	△125	517	392	△106		
Others	37	38	75	19	26	45	34	48	82	19		
Adjusted amount	△481	△537	△1,018	289	△1,232	△943	302	△1,160	△858	△302		

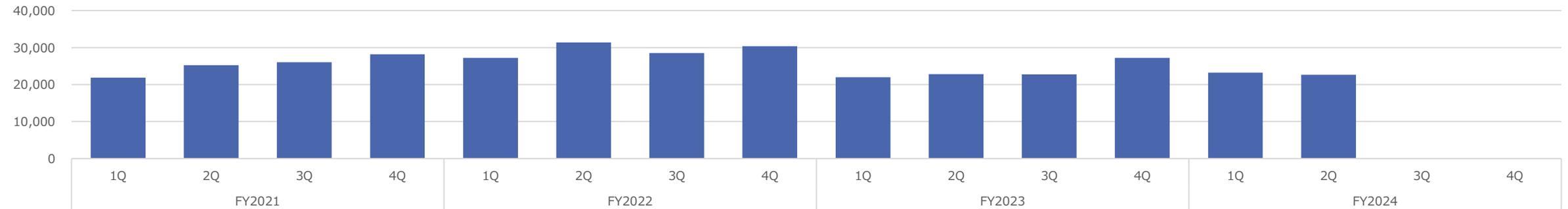


Quarterly Financial Results

(Million yen)	FY2021				FY2022				FY2023				FY2024			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net sales	21,883	25,215	26,024	28,170	27,218	31,359	28,510	30,367	21,959	22,811	22,776	27,204	23,237	22,645		
Operating income	326	1,582	1,096	864	764	794	929	371	△1,190	△499	△1,181	171	△145	△1,283		
Ordinary income	205	1,511	1,032	691	703	878	454	△872	△1,496	179	△1,799	△568	△581	△1,538		
Net Income	141	1,080	436	497	516	330	165	△1,089	△1,385	△156	△2,522	△2,972	△833	△1,166		
Operating income margin	1.5%	6.3%	4.2%	3.1%	2.8%	2.5%	3.3%	1.2%	-	-	-	0.6%	-	-		
Ordinary income ratio	0.9%	6.0%	4.0%	2.5%	2.6%	2.8%	1.6%	-	-	0.8%	-	-	-	-		
Net income margin	0.6%	4.3%	1.7%	1.8%	1.9%	1.1%	0.6%	-	-	-	-	-	-	-		

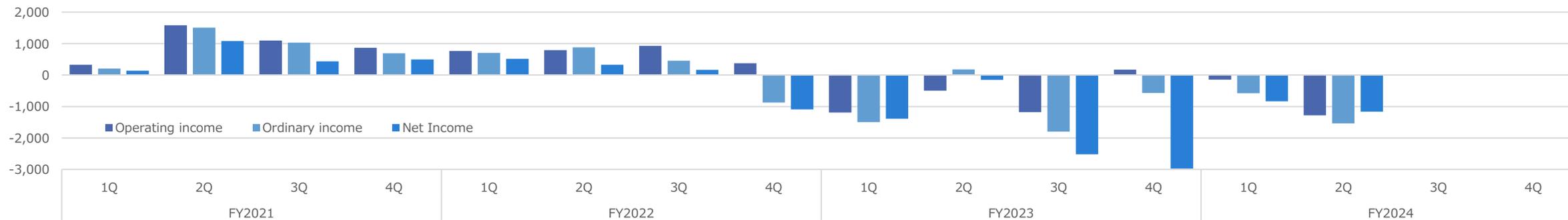
(Million yen)

Net sales



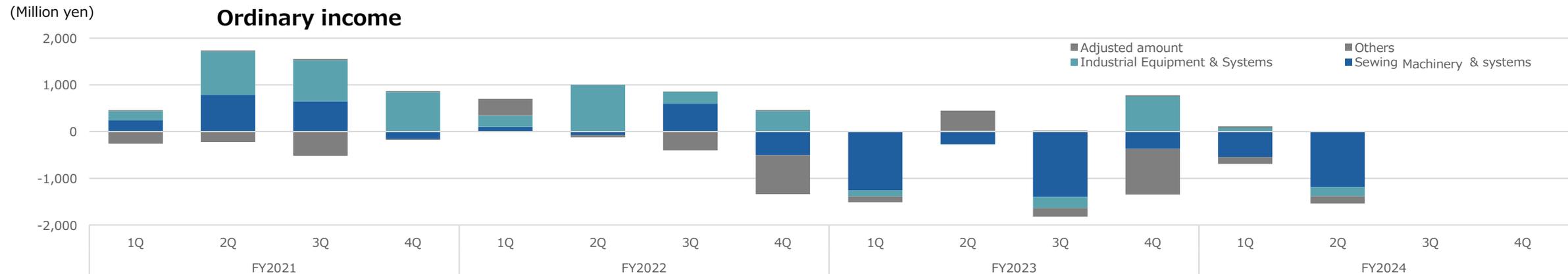
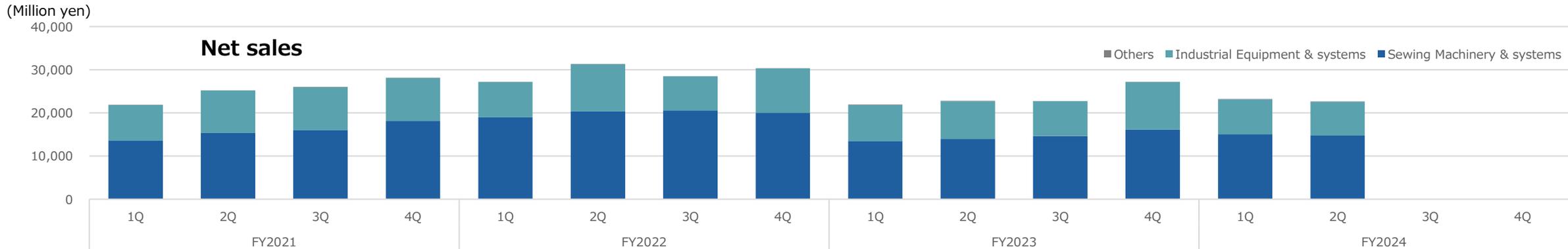
(Million yen)

Profit



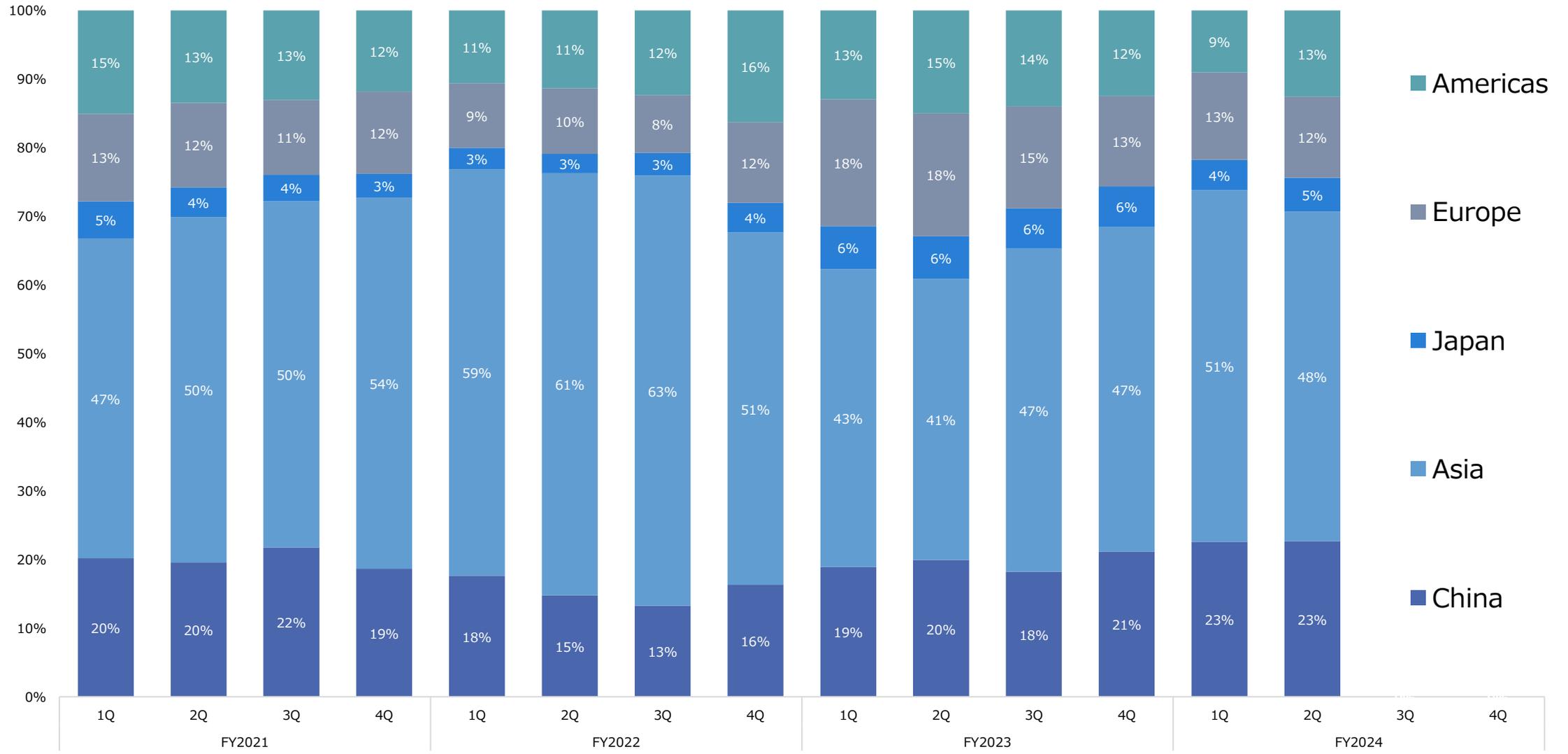
Quarterly Performance by Segment

(Million yen)	FY2021				FY2022				FY2023				FY2024			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net sales																
Sewing Machinery & systems	13,621	15,384	16,021	18,187	18,990	20,360	20,588	19,999	13,465	13,983	14,633	16,123	15,008	14,719		
Industrial Equipment & Systems	8,208	9,771	9,937	9,918	8,159	10,938	7,860	10,296	8,400	8,750	8,067	11,014	8,146	7,846		
Others	54	59	66	65	68	62	61	72	92	79	74	69	82	80		
Ordinary income																
Sewing Machinery & systems	247	781	647	△158	101	△76	600	△506	△1,259	△271	△1,400	△370	△542	△1,188		
Industrial Equipment & Systems	197	934	886	848	245	1,001	252	444	△127	2	△237	754	84	△190		
Others	17	20	19	19	16	3	4	22	16	18	23	25	27	△8		
Adjusted amount	△257	△224	△519	△18	339	△50	△401	△831	△126	428	△184	△976	△150	△152		



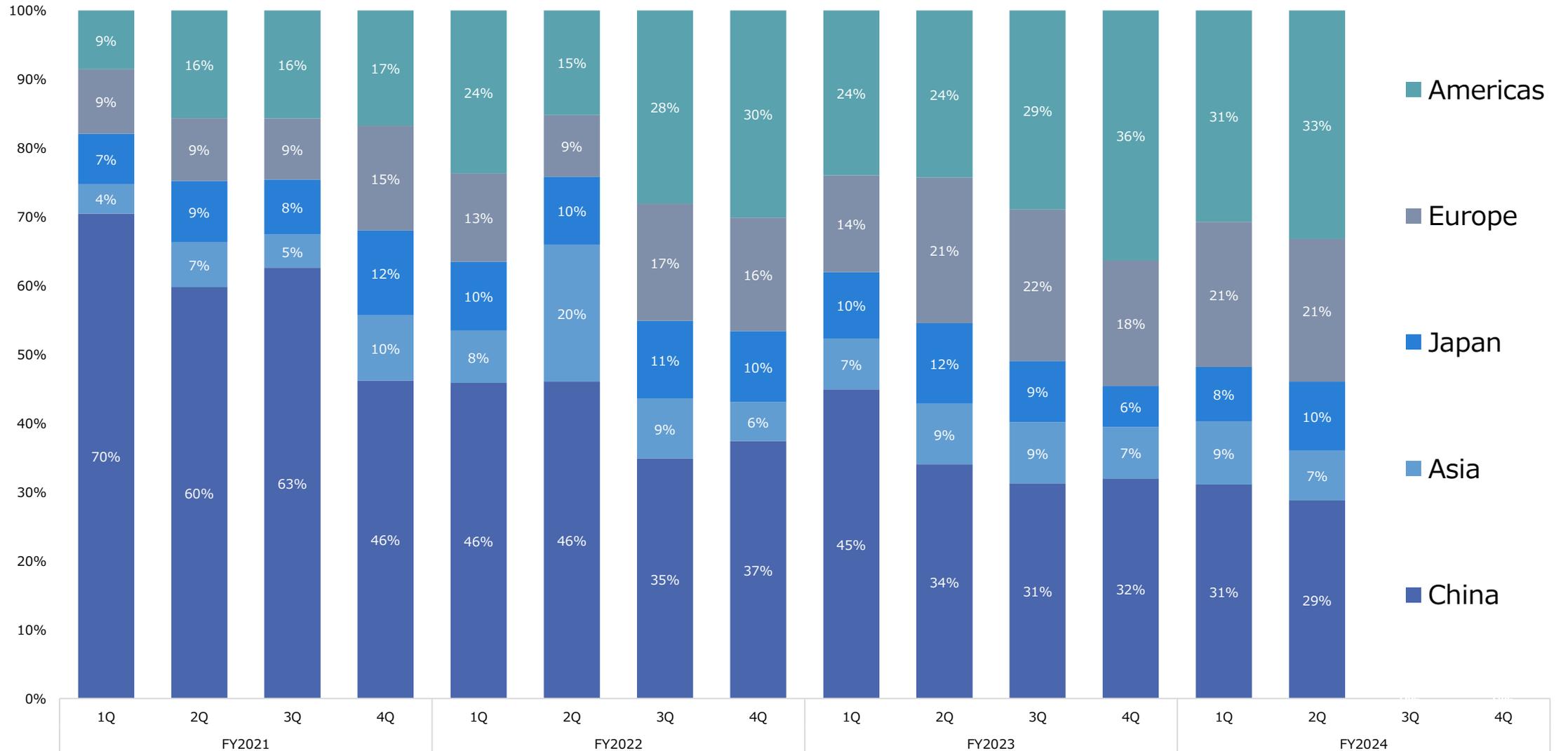
Quarterly Sales Breakdown by Region-Industrial Sewing Machines-

Sales Breakdown by Region for Industrial Sewing Machines



Quarterly Sales Breakdown by Region -Electronics Assembly & Systems-

Sales Breakdown by Region for the Electronics Assembly & Systems

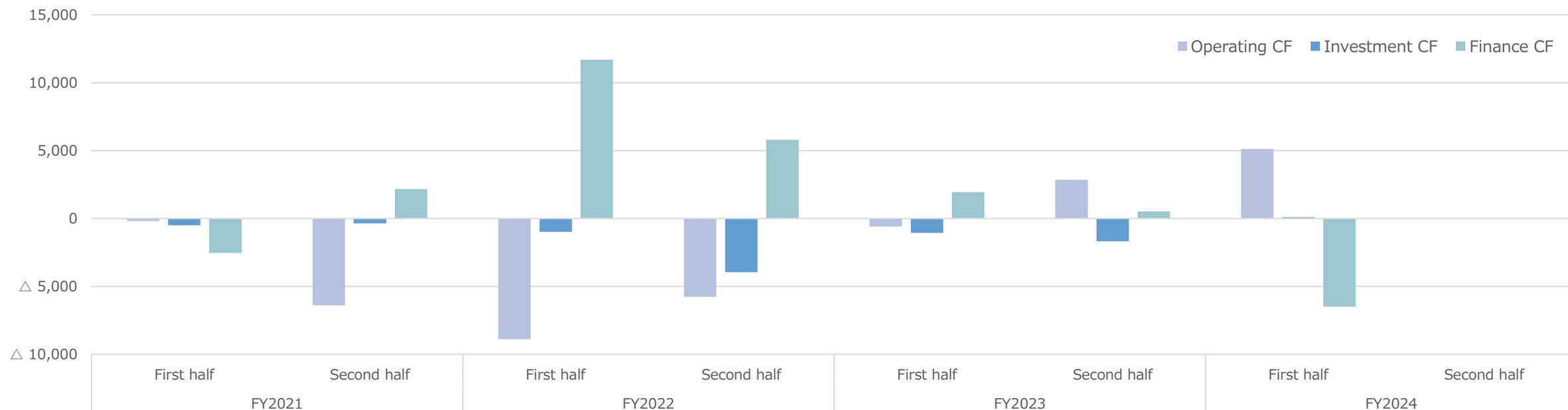


Quarterly Balance Sheets

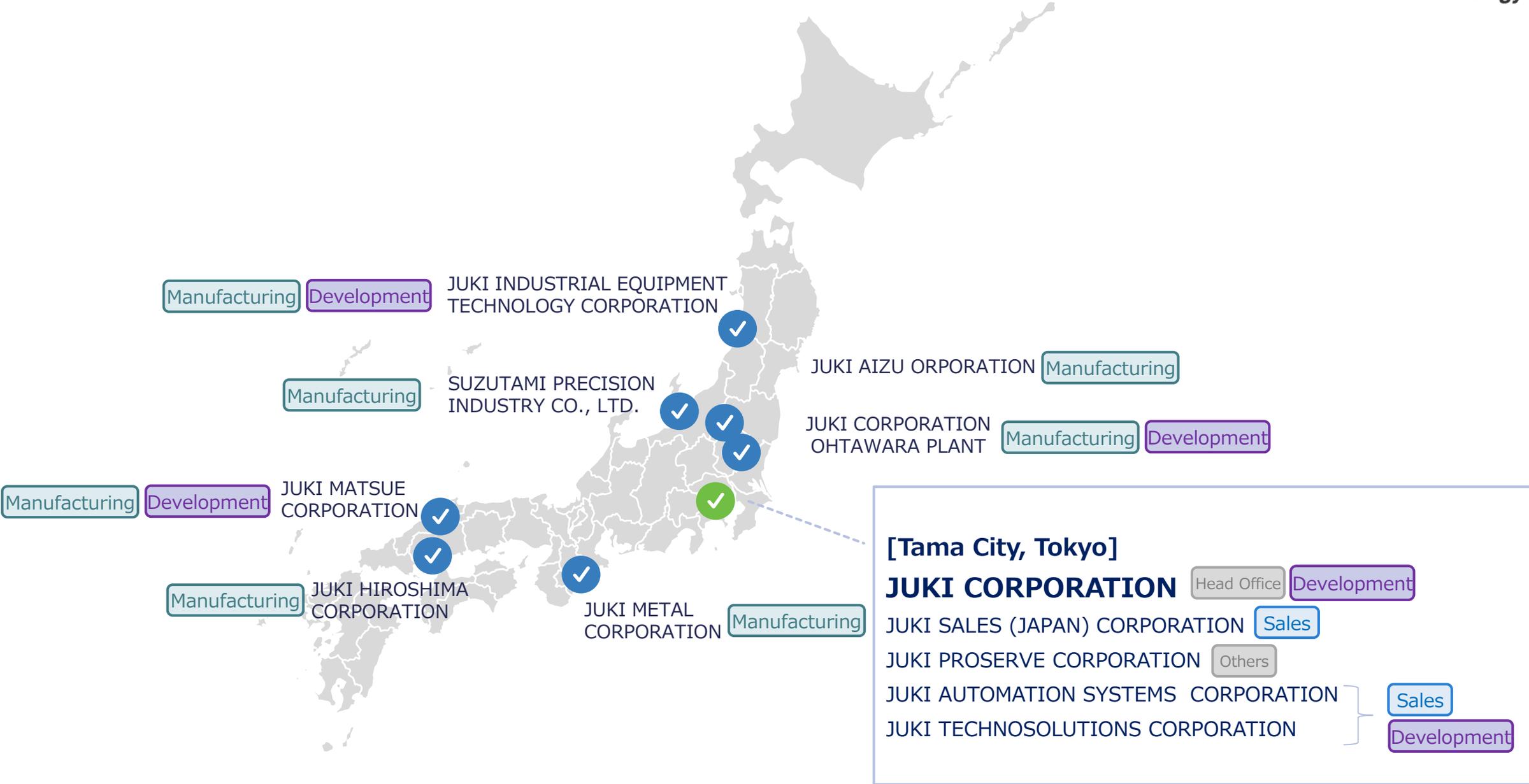
Balance Sheet (Million yen)		FY2021				FY2022				FY2023				FY2024			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Current assets		79,030	83,989	85,722	94,806	106,129	116,439	117,410	107,677	106,338	110,140	109,750	102,779	103,984	104,900		
	Cash and deposits	11,602	11,134	6,537	6,594	8,412	9,264	6,013	4,931	5,409	5,706	5,824	7,199	8,134	6,623		
	Notes, accounts receivable and contract assets	25,232	27,926	31,087	34,099	36,620	40,890	39,493	37,537	34,466	34,470	35,044	36,169	37,151	36,957		
	Inventories	40,029	42,391	45,414	51,089	58,230	63,003	68,755	62,429	63,662	67,294	66,135	56,924	56,103	58,732		
	Others	2,168	2,537	2,684	3,022	2,865	3,282	3,148	2,778	2,800	2,669	2,746	2,486	2,595	2,588		
Fixed assets		34,733	34,514	34,109	34,308	35,029	35,711	38,354	37,492	37,839	38,365	38,076	36,524	37,567	38,160		
	Property, plant and equipment	23,316	23,011	22,684	22,770	23,067	23,661	23,927	23,525	23,351	23,705	23,341	22,505	22,645	22,570		
	Intangible assets	1,945	1,943	1,897	1,889	1,971	2,046	2,279	2,316	2,275	2,379	2,648	3,107	3,412	3,418		
	Investments and other assets	9,470	9,559	9,528	9,649	9,991	10,002	12,147	11,649	12,212	12,281	12,086	10,911	11,509	12,171		
Total assets		113,764	118,503	119,831	129,114	141,159	152,151	155,765	145,169	144,178	148,506	147,826	139,304	141,551	143,061		
Current liabilities		53,930	57,311	59,133	67,120	78,880	86,207	89,337	81,791	82,598	84,529	85,813	80,854	82,406	81,859		
	Accounts payable	13,568	15,538	17,027	19,830	20,168	20,155	16,569	13,258	11,670	10,924	10,515	8,810	9,072	11,367		
	Short-term loans payable	33,379	34,307	34,014	38,287	48,465	52,367	59,476	58,807	62,187	62,724	64,800	63,321	63,612	59,182		
	Others	6,983	7,466	8,092	9,003	10,247	13,685	13,292	9,723	8,741	10,879	10,498	8,723	9,722	11,310		
Long-term liabilities		27,401	27,421	26,312	26,322	25,273	26,246	25,617	25,896	25,625	26,093	25,876	26,079	26,131	26,831		
	Long-term debt	20,711	20,666	19,513	19,386	18,578	19,481	18,657	18,851	18,699	19,085	18,923	19,123	18,969	19,479		
	Obligations for retirement pay	5,287	5,289	5,315	5,273	5,193	5,159	5,209	5,113	5,062	5,053	5,060	5,034	5,023	5,046		
	Others	1,402	1,464	1,482	1,661	1,501	1,604	1,749	1,931	1,863	1,953	1,892	1,919	2,138	2,306		
Net assets		32,431	33,771	34,385	35,672	37,004	39,696	40,809	37,482	35,953	37,883	36,137	32,370	33,014	34,370		
	Shareholders' equity	34,057	35,137	35,573	36,070	35,714	36,107	36,386	35,306	33,334	33,285	30,764	27,791	26,547	25,484		
	Other accumulated comprehensive income	△1,959	△1,724	△1,584	△824	864	3,097	3,697	1,431	1,875	3,829	4,580	3,805	5,716	7,904		
	Non-controlling shareholders' equity	332	358	396	426	426	491	725	743	744	767	792	773	750	982		
Total liabilities and net assets		113,764	118,503	119,831	129,114	141,159	152,151	155,765	145,169	144,178	148,506	147,826	139,304	141,551	143,061		

Half-Year and Full-Year Cash Flow Statements

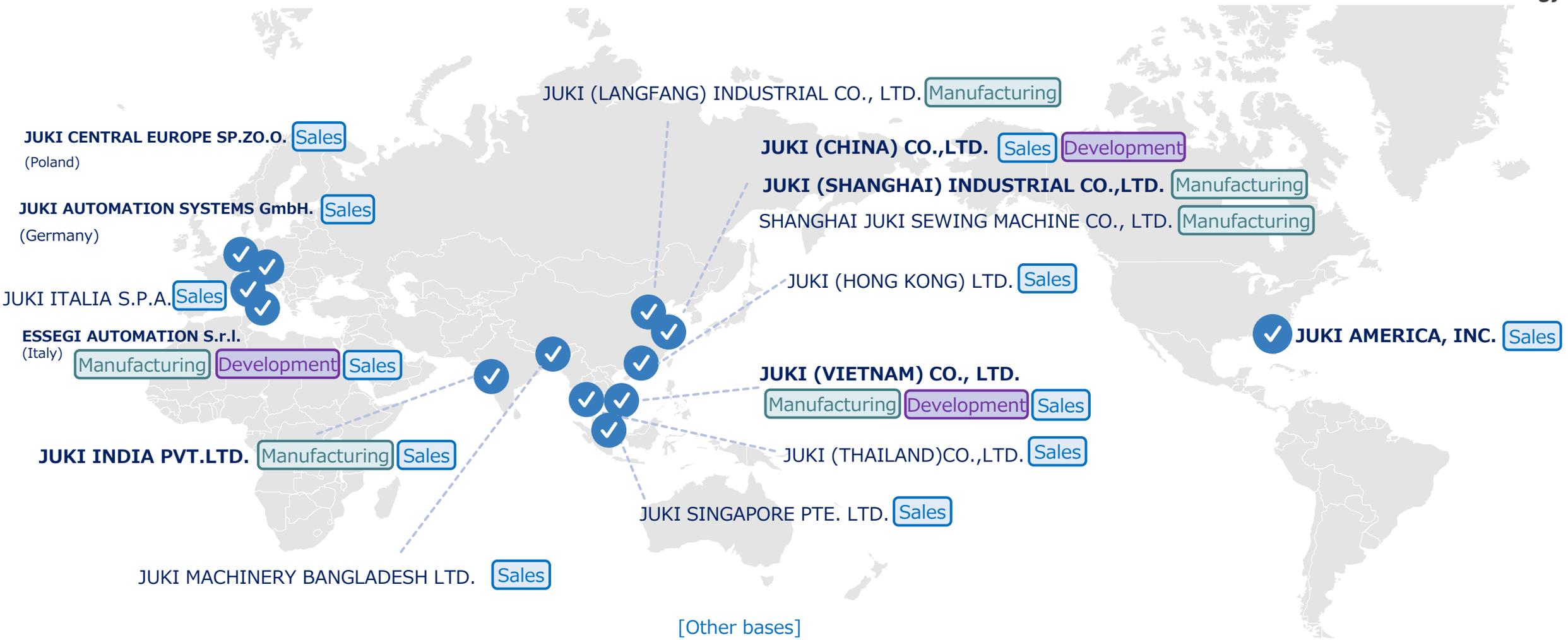
Statement of Cash Flows (Million yen)	FY2021			FY2022			FY2023			FY2024		
	First half	Second half	Full year	First half	Second half	Full year	First half	Second half	Full year	First half	Second half	Full year
Cash flow from operations	△ 193	△ 6,395	△ 6,589	△ 8,879	△ 5,762	△ 14,641	△ 599	2,853	2,254	5,127		
Cash flow from investments	△ 499	△ 357	△ 856	△ 977	△ 3,953	△ 4,930	△ 1,067	△ 1,684	△ 2,751	82		
Cash flow from financing	△ 2,536	2,166	△ 369	11,693	5,791	17,484	1,929	526	2,456	△ 6,489		
Effect of exchange rate changes on CF	481	80	561	837	△ 432	405	352	△ 55	297	625		
CF Absolute change	△ 2,747	△ 4,507	△ 7,254	2,674	△ 4,355	△ 1,681	615	1,642	2,257	△ 652		
CF Opening balance	11,073	6,566	6,566	9,241	4,910	4,910	5,525	7,168	7,168	6,598		



JUKI's domestic bases



JUKI's global bases



- [Other bases]
- Asia: Indonesia, Cambodia, Myanmar
 - Middle East: Dubai, Pakistan, Ethiopia, Jordan
 - Europe: Turkey, Russia, Belarus
 - Americas: Mexico, Peru, Colombia

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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The motif for the key visual is the “6Xs,” the pillar to transform JUKI.

The 6Xs (six transformations) are Borderless X, Business Model X, SDGs Management X, R&D Model X, Work-style Reform X, and Financial Structure X.