



FYE March 2027 1Q Consolidated Results Highlights

JANOME

JANOME Corporation Securities code: 6445

August 2026



(1) Key Points P.3

(2) Overview P.4

(3) Operating Profit : Year on Year Change P.5

(4) Segment Information P.6

(5) Topics P.9

(6) FYE March 2027 Consolidated Forecasts P.12

(7) Appendix P.13

Increased

FYE March 2027 1Q Consolidated Results:

Net Sales JPY 10,481 Million / Operating Profit JPY 809 Million

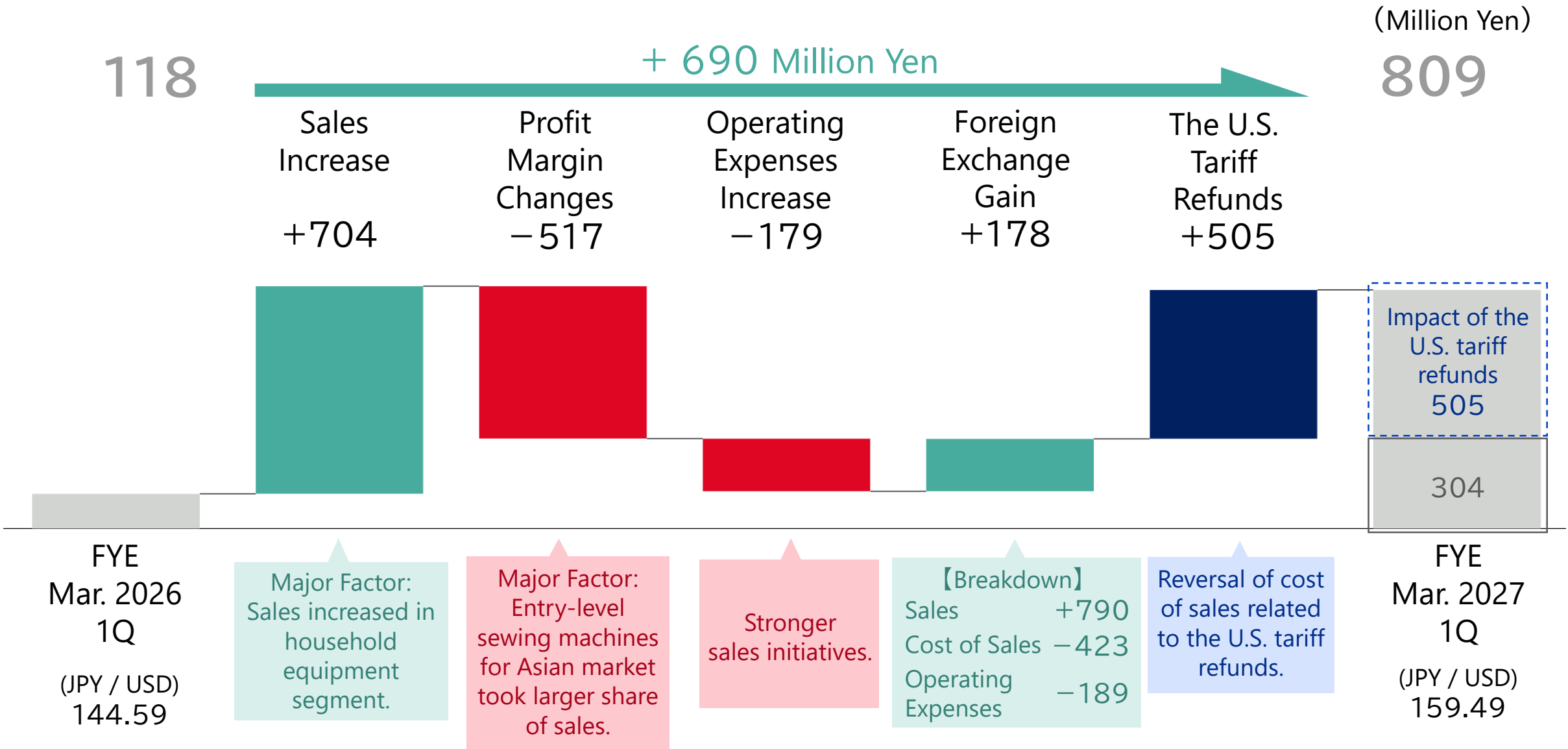
Household Equip. Segment / IT Segment : Steady

Industrial Equip. Segment : Still Challenging

(2) FYE March 2027 1Q Overview

[Million Yen]	FYE Mar. 2026 1Q	FYE Mar. 2027 1Q	Change	
			Amounts	(%)
Net Sales	7,999	10,481	2,481	(31.0%)
Gross Profit	3,348 41.9%	4,407 42.1%	1,058 +0.2P	(31.6%) —
Operating Profit	118 1.5%	809 7.7%	690 +6.2P	(581.9%) —
Ordinary Profit	—56	903	960	(—)
Profit Attributable to Owners of parent	—304	737	1,041	(—)
Exchange Rate (JPY/USD)	144.59	159.49	14.90	(10.3%)

(3) Operating Profit : Year on Year Change



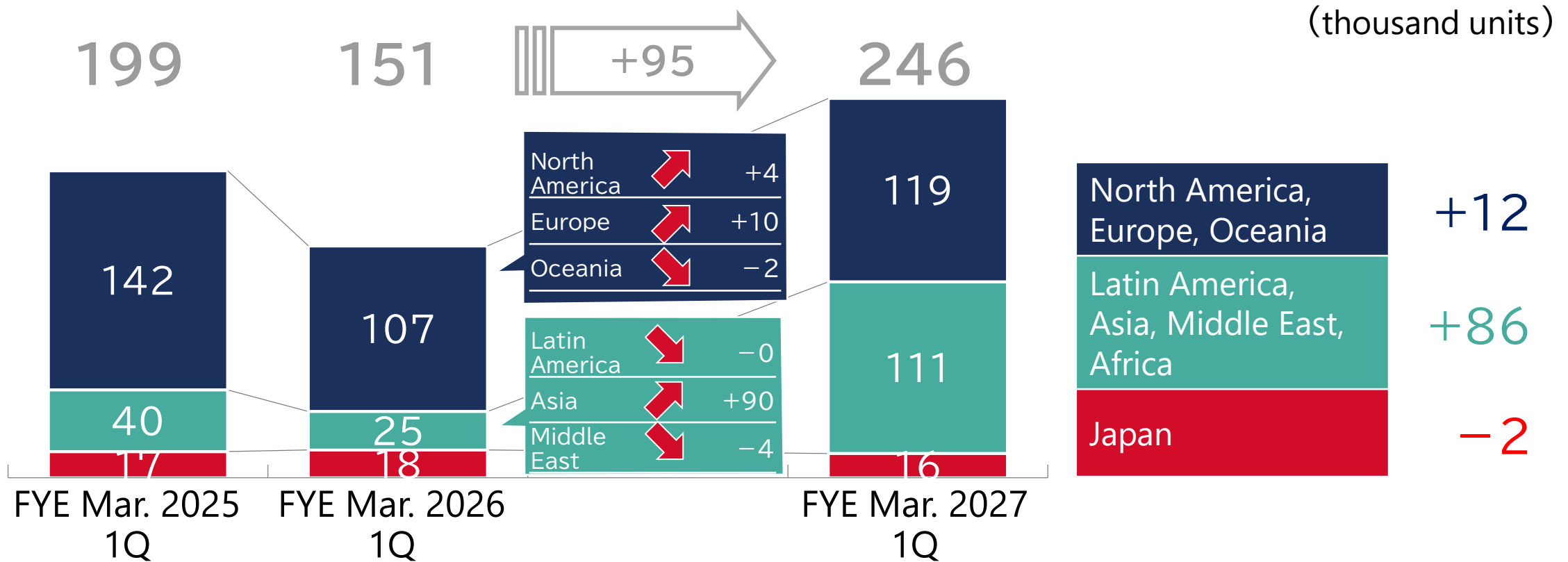
(4) Segment Information

[Million Yen]		FYE Mar. 2026 1Q	FYE Mar. 2027 1Q	Change	
	Household Equip.	Net Sales (Sales Composition)	5,968 (74.6%)	8,289 (79.1%)	2,321 +4.5P
		Operating Profit	152	735	582
	Industrial Equip.	Net Sales (Sales Composition)	1,312 (16.4%)	1,430 (13.7%)	118 −2.8P
		Operating Profit	−164	−70	94
	IT	Net Sales (Sales Composition)	678 (8.5%)	747 (7.1%)	69 −1.3P
		Operating Profit	112	133	20
	Others	Net Sales (Sales Composition)	40 (0.5%)	13 (0.1%)	−27 −0.4P
		Operating Profit	17	10	−6
Total		Net Sales (Sales Composition)	7,999	10,481	2,481
		Operating Profit	118	809	690

*Operating Profit includes eliminations of intersegment transactions.

(4)-1 Sewing Machine : Regional Unit Sales

JANOME



- In North America, sales of high-value-added mid-range and high-end models were strong.
- In the challenging competitive environment of Europe, sales in CIS countries showed steady growth driven by the launch of new models that meet market needs.
- In Asia, sales of entry-level models were strong, particularly in India.
- In Japan, the new flagship professional-use sewing machine was well received.

*Europe includes CIS countries.

(4)-2 Industrial Equipment : Sales Results

[Million Yen]		FYE Mar. 2026 1Q	FYE Mar. 2027 1Q	Changes
Robot & Servo Press	Net Sales	782	724	-57
	Operating Profit	-61	-30	30
Die-cast	Net Sales	529	706	176
	Operating Profit	-103	-40	63
Total	Net Sales	1,312	1,430	118
	Operating Profit	-164	-70	94

- **【Robot & Press】** Performance remained sluggish due to the slowdown in capital investment for the Chinese and South Korean markets, which had been driving demand until last year.
- **【Die-cast】** Profitability showed signs of recovery driven by increased orders, adjustments to selling prices, and efforts to improve production efficiency.

Bobinage POP UP

Bobinage, our concept shop that offers a casual place to experience the joy of making, held traveling workshops in Fukui and Aichi prefectures during the first quarter. Every session was fully booked, and additional workshops are planned for the second quarter onward.



▲ Sakai Mishin Shokai (Fukui Prefecture)
2 days / 23 participants



▲ Oba Mishin (Aichi Prefecture)
1 day / 6 participants

New Model 「haute couture ecru 2000」 Launched

A professional-use sewing machine that achieves an industry-leading sewing speed of 1,650 stitches per minute and features a well-designed look. This flagship “all-purpose” model handles a wide range of materials, from lightweight to heavyweight fabrics, enabling creators to express their creativity. Sales have been strong since its launch in March through the first quarter.



▲ Well-received by distributors at the product launch
(Launch event in Bobinage Famille Mizoguchi)

Establishment of JIE-India New Branch

JIE-India, our industrial equipment sales subsidiary in India, is scheduled to establish its Pune Branch in September. This will be its third location in India.

- In our Mid-term Business Plan "Move! 2027," we set out "Strengthening the Operational Base in India" as a key initiative.
- Jun. 2025: Increased the capital of JIE-India to establish a nationwide network of sales and technical service bases.
- Jul. 2025: Opened the Chennai Branch in Chennai, a hub for automotive-related industries as JIE-India's second base in India.
- Aug. 2026: Decided to establish the Pune Branch as JIE-India's third sales base to further strengthen sales support for automotive-related industries.



(6) FYE March 2027 Consolidated Forecasts

No revisions since the May 2026 announcement.

[Million Yen]	FYE Mar. 2026 Results	FYE Mar. 2027 Forecasts	Change
Net Sales	38,968	42,000	3,032
Operating Profit	1,910	3,000	1,090
Ordinary Profit	2,097	3,000	903
Profit Attributable to Owners of parent	590	2,000	1,410

(7) Appendix

JANOME

Company Overview

Company Overview

Company name	JANOME Corporation
Representative	Hitoshi Doi, Representative Director and President
Founded	October 1921
Incorporated	June 1950
Head office	1463 Hazama-machi, Hachioji, Tokyo 193-0941, Japan
Paid-in Capital*	11,373 Million Yen
Major Subsidiaries*	Domestic 4 Overseas 21
Consolidated Net Sales (Million Yen)	38,968 (FYE Mar. 2026 Result) 42,000 (FYE Mar. 2027 Forecast)
Consolidated Operation Profit (Million Yen)	1,910 (FYE Mar. 2026 Result) 3,000 (FYE Mar. 2027 Forecast)
No. of Employees*	2,424 (Consolidated) 409 (Non-Consolidated)



Business Philosophy

JANOME aims to promote people's creativity and contribute to prosperity all over the world.

JANOME works to improve society and culture by consistently providing valuable products and services.



Household Equipment Business

Net sales: 29,787 Million Yen

Since our foundation as Japan’s first domestic sewing machine manufacturer in 1921, we have provided high-quality, user-friendly sewing machines and a joyful and fulfilling sewing life using these machines to people around the world, as a leading company of home-use sewing machines.



Industrial Equipment Business

Net sales: 6,155 Million Yen

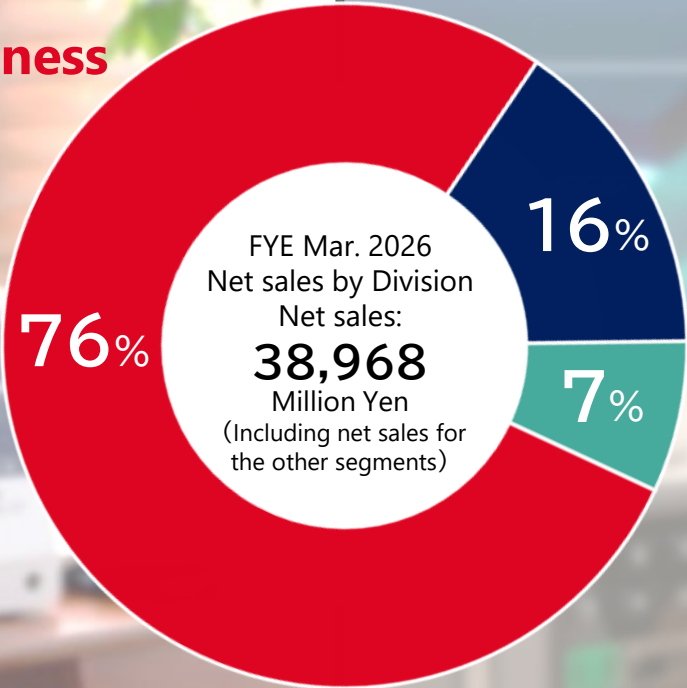
Our industrial equipment business began with the in-house development of manufacturing equipment for sewing machine parts. Since the launch of our servo press in 1984 and desktop robot in 1993, we have evolved by listening to the voices of our customers on the production line, earning a strong reputation with manufacturers around the world for high precision and user friendliness.



IT Business

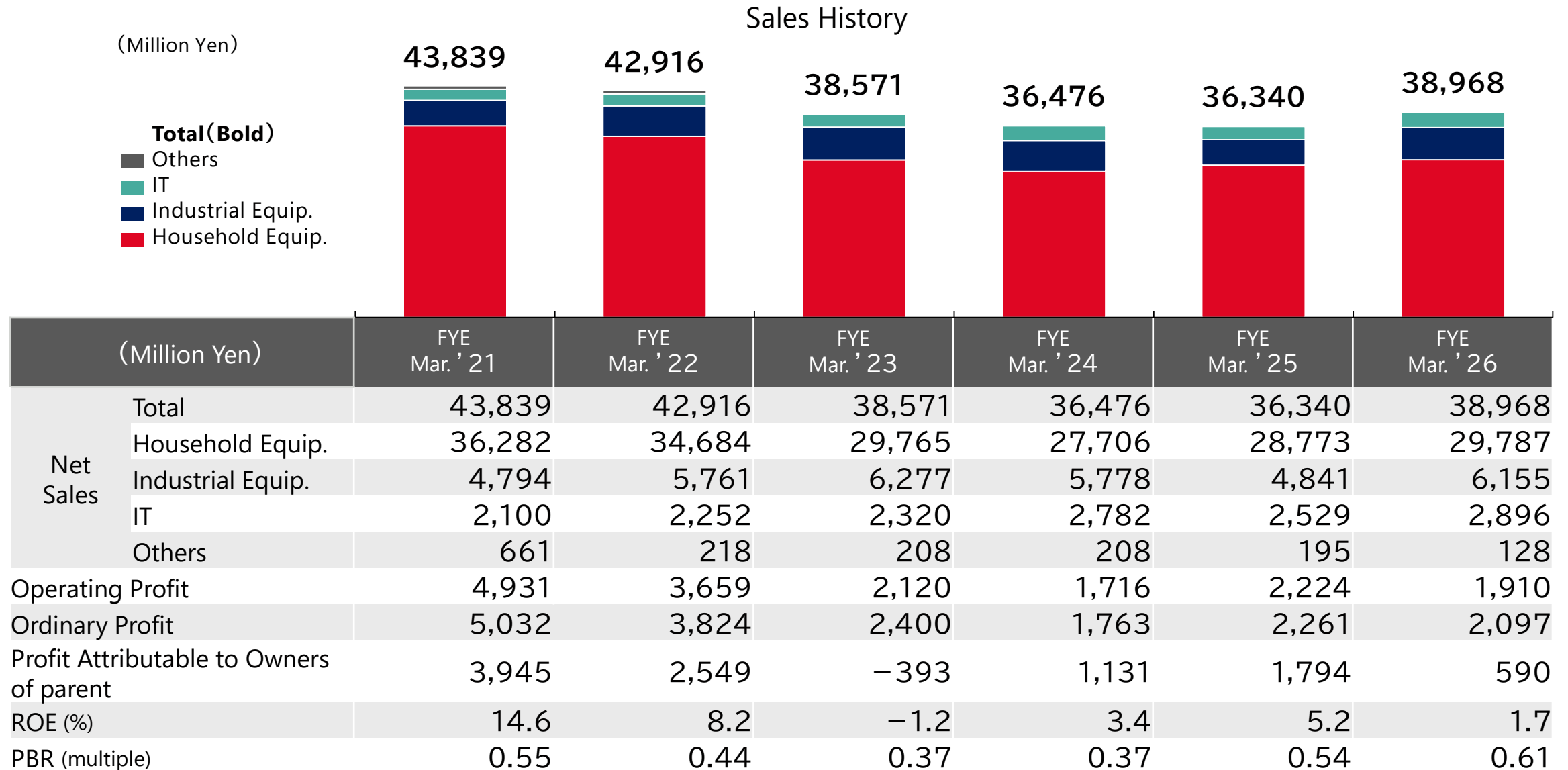
Net sales: 2,896 Million Yen

In our IT Business, Janome offers IT software development, data processing and system operation outsourcing services. We aim to provide speedy, streamlined services in response to changes in the environment and corporate needs in today’s rapidly evolving IT society.



Financial Highlights

JANOME



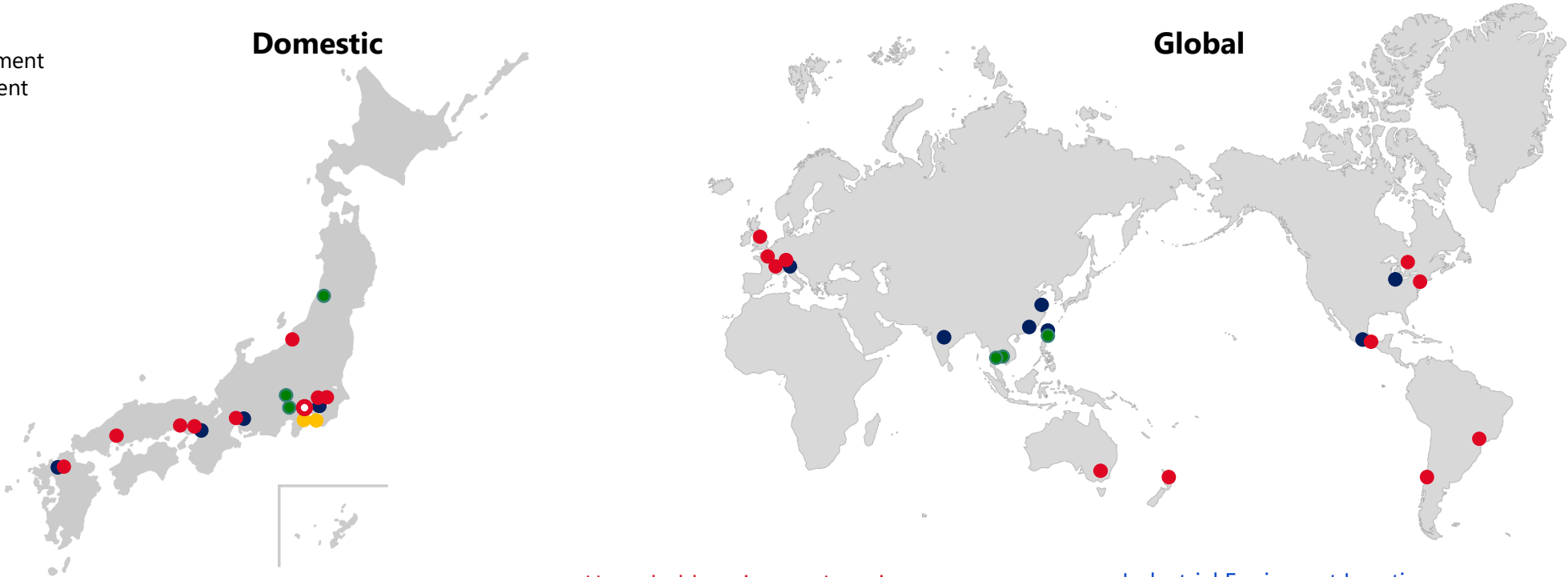
Household sewing machine
Domestic share No.1 • International share No.3^{*1}

Industrial equipment
Supplying production sites around the world

^{*1}Based on our own research as of December 2025.

Global Network (Major Locations)

- Production
- Household equipment
- Industrial equipment
- Service



HQ

JANOME Corporation Tokyo

Production Bases

- Tokyo Factory Tokyo
- JANOME Diecasting Co.,Ltd. Yamanashi
- ARTTEC inc. Yamagata

Industrial Equipment Offices

- Tokyo Sales Office Tokyo
- Nagoya Sales Office Aichi
- Osaka Sales Office Osaka
- Fukuoka Sales Office Fukuoka

Household equipment Locations

- Tokai Sales Office Aichi
- Kansai Sales Office Osaka
- Chugoku Sales Office Hiroshima
- Kyushu Sales Office Fukuoka
- Bobinage Kichijoji Tokyo
- Bobinage famile Mizonokuchi Kanagawa
- Bobinege Kobe Motomachi Hyogo
- Bobinage Famile Niigata Niigata

Service Locations

- JANOME CREDIA CO., LTD Tokyo
- JANOME SERVICE CORPORATION Tokyo

Household equipment Locations

- Janome America, Inc. U.S.A.
- Janome Canada Ltd. Canada
- Janome UK Ltd. U.K.
- Janome Europe B.V. The Netherlands
- Janome Deutschland GmbH Germany
- Janome Australia Pty. Ltd. Australia
- Janome New Zealand. Ltd. New Zealand
- Comercial Janome Latin America Ltda. Chile
- Janome do Brasil Comércio de Máquinas Ltda. Brazil
- Elna International Corp. SA Switzerland
- Janome México S. de R.L. de C.V. Mexico

Industrial Equipment Locations

- Janome Industrial Equipment USA, Inc. U.S.A.
- Janome México, S. de R.L. de C.V., Querétaro branch Mexico
- Janome Industrial Equipment Europe GmbH Germany
- Janome Industrial Equipment (Shanghai) Co., Ltd. China
- Janome Industrial Equipment (Taiwan) Co., Ltd. Taiwan
- JANOME Industrial Equipment India Pvt. Ltd. India

Production Bases

- Janome Taiwan Co., Ltd. Taiwan
- Janome (Thailand) Co., Ltd. Thailand
- Janome Diecasting (Thailand) Co., Ltd. Thailand

Our business

Products example manufactured in Tokyo Factory

JANOME



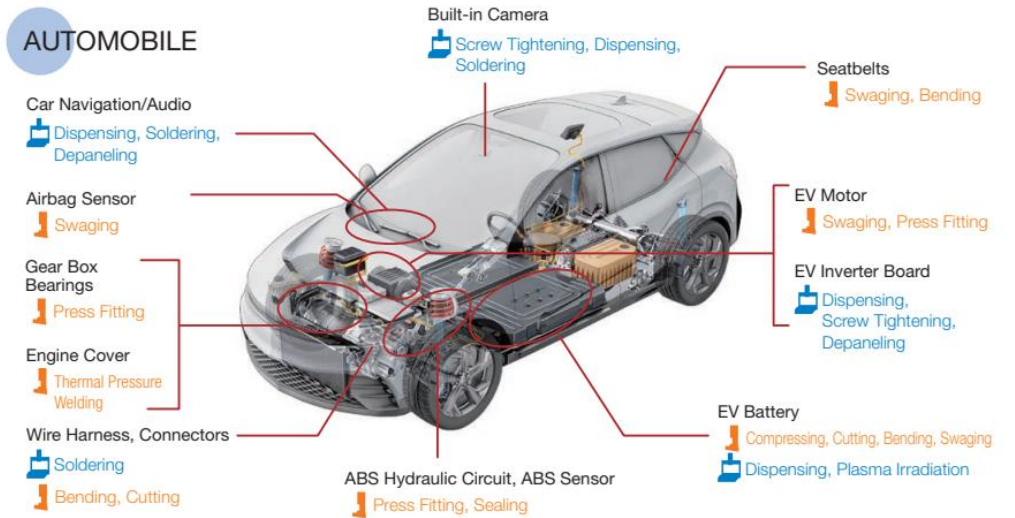
Sewing Project Samples to Enrich Your Life (Household Equipment Business)



Robots & Servo Presses Serving at the Production Site

🔧 : Robot Application
🔧 : Servo Press Application

AUTOMOBILE



SMARTPHONES



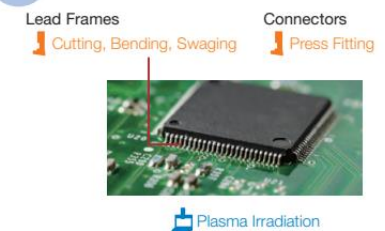
WIRELESS EARPHONES



WEARABLE DEVICES



PRINTED CIRCUIT BOARD





Household Equipment Business

JANOME

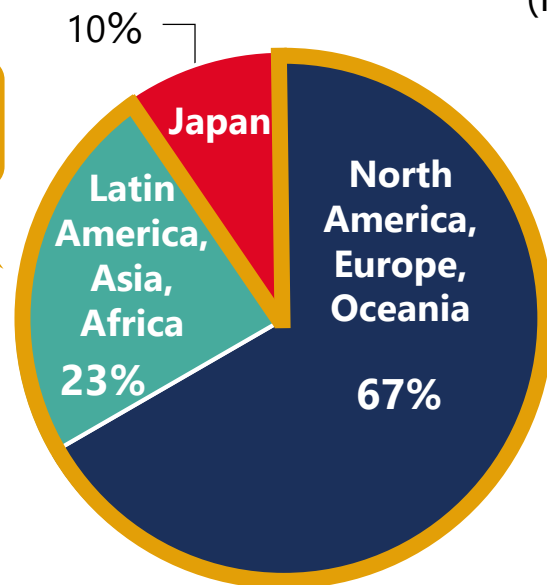


Embroidery Machine



USHA Janome model
(India)

Overseas
sales 90%



Sales Volume Ratio by Region
*FYE Mar. 2026

Strengths

- ▶ Sold in over 100 countries and regions worldwide.
- ▶ Area marketing at each global location.
- ▶ Top share of the sewing machine market for schools in Japan.
- ▶ Share the joys and tips of sewing on social media.
- ▶ 'Bobinage', our antenna shop, shares and proposes the joy of crafting.

Examples of sewing machine use

JANOME



Cosplay event



Upcycling (A collaborative workshop with the long-established kimono shop Chikusen)



Quilt works



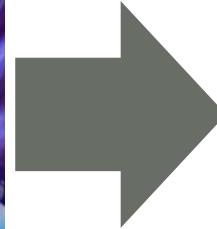
School Education

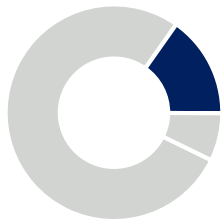
Initiatives in Key Markets

JANOME

In India, a key market, we have maintained a long-standing business partnership with USHA, a company affiliated with a local business group.

Promoting the transition from treadle sewing machines to light-alloy electric sewing machines.





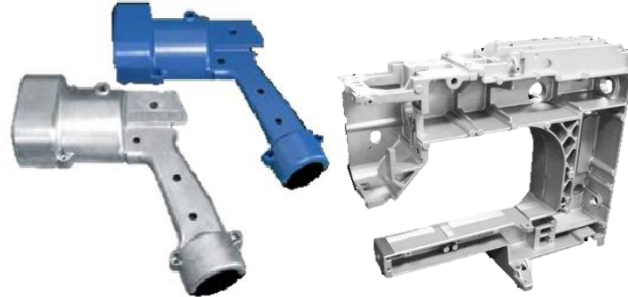
Industrial Equipment Business

JANOME

This document provides an overview of the robot and press business.

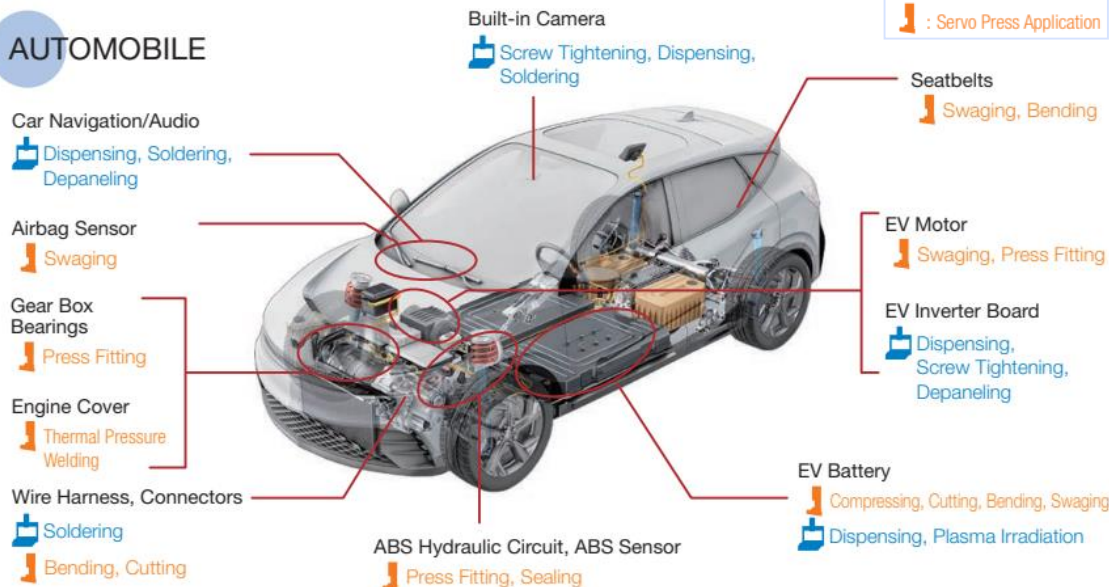


Robot & Press Business



Die-Cast Business

AUTOMOBILE



Strengths

- ▶ A pioneer in servo presses
- ▶ Reducing environmental impact and improving working conditions
- ▶ Easy to use, drawing on our expertise in home sewing machines
- ▶ Quality control with our own custom programming environment
- ▶ Streamlining the assembly process with dedicated software
- ▶ Global support network

Examples of Use in the Industry

Frequently used in assembly processes for relatively small parts.

Used in manufacturing sites worldwide, including those producing electric vehicles (EVs) and other automobiles, electrical and electronic equipment, and medical devices.



Automobiles



Medical Devices



Smartphones



Home Appliances



Food industry



Cosmetics



Motorcycles



Aerospace

(*The images are for illustrative purposes only.)



IT Business

JANOME



Strengths

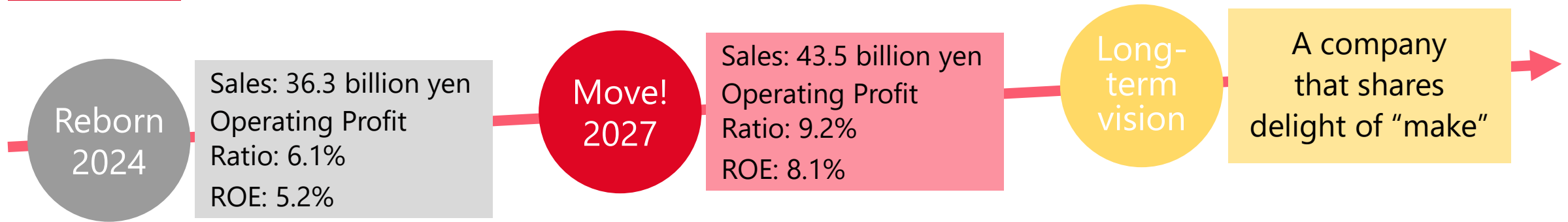
- ▶ **Software development, data processing services, system operation outsourcing, etc.**
- ▶ **Comprehensive services covering everything from system proposal and development to maintenance, operation, and improvement**
- ▶ **Demand is growing as digital transformation gains momentum**
- ▶ **Embedded system development technologies cultivated through the development of sewing machines and industrial equipment**

Mid-term Business Plan "Move!2027"



Business philosophy

- JANOME aims to promote people's creativity and contribute to prosperity all over the world.
- JANOME works to improve society and culture by consistently providing valuable products and services.



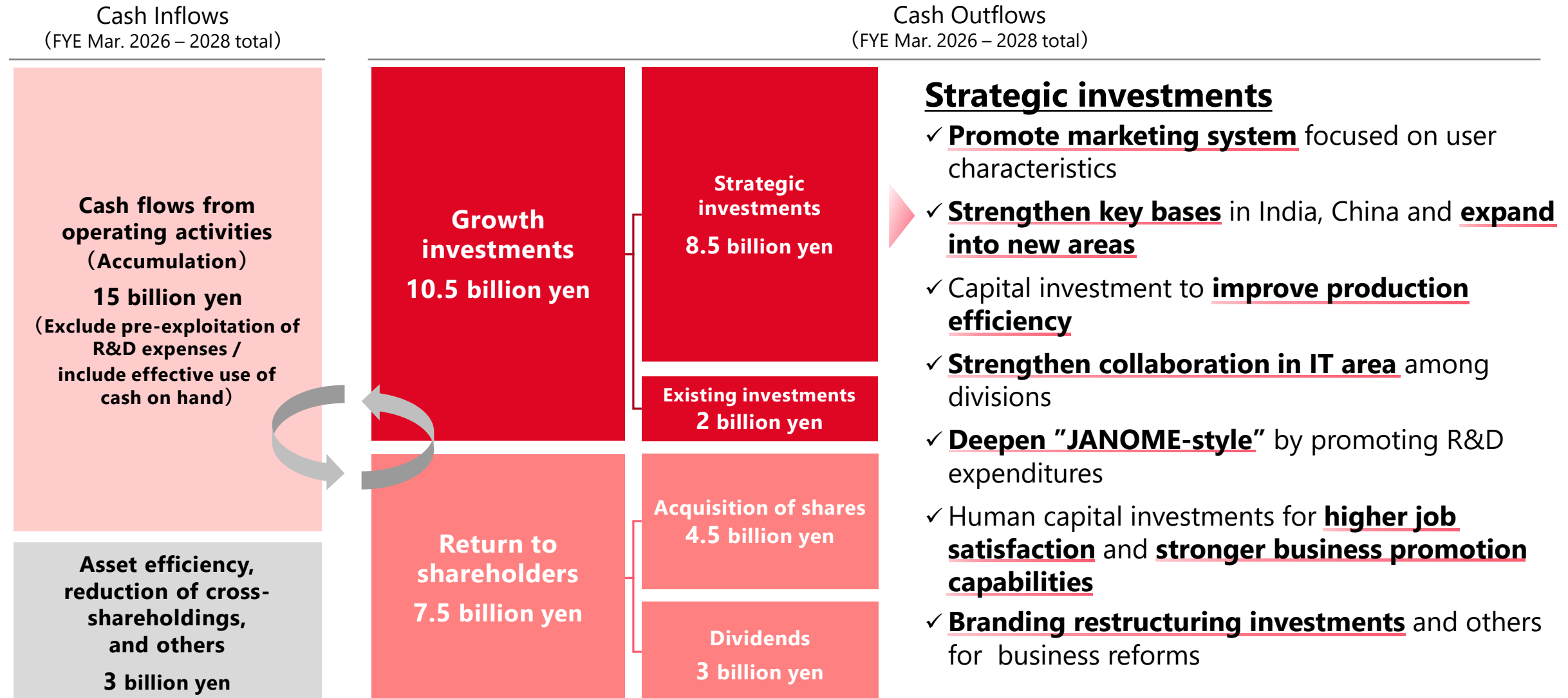
Move! 2027 - Sustainable Growth for the Next 100 Years -

<u>Strategies:</u> <u>Home Appliance Division</u>	Strengthen marketing / release products with user characteristics in mind
<u>Strategies:</u> <u>Industrial Equipment Division</u>	Strengthen sales and profitability by dedication to important markets / high value added products
<u>Strategies:</u> <u>IT Division</u>	Strengthen cooperation in the group for improving other divisions' value and maintain profitability of existing business
<u>Human Resources Strategies</u>	Build a virtuous cycle consisting of job satisfaction improvement and strengthening business promotion capability
<u>Financial Strategies</u>	Realize sustainable growth through strategic allocation of cash

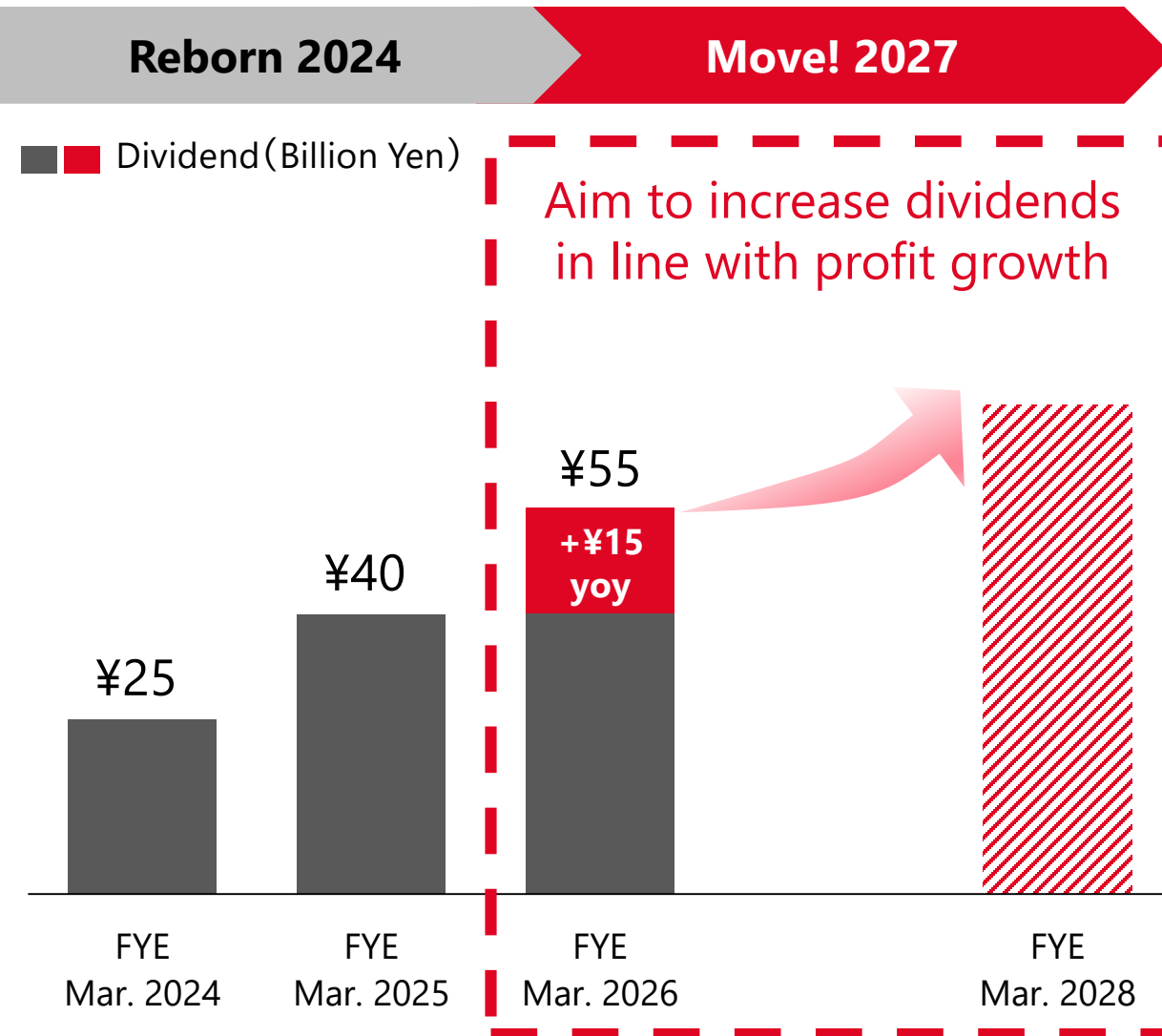
	FYE Mar. 2025 Actual	FYE Mar. 2028 Plan	
Sales [Billion Yen]	36.3	43.5	
Home Appliance Division	28.8	31.4	✓ In mature markets, launch value added higher-end products including brand / features / services ✓ In growth markets, launch products in line with market-specific needs
Industrial Equipment Division	4.8	7.9	✓ Add higher value to products by sales in key regions, sales of robots and servo presses as one equipment
IT Division	2.7	4.1	✓ Strengthen collaboration among divisions (e.g. digital marketing, on-board applications) ✓ Maintain profitability of existing business
Operating Profit Ratio	6.1%	9.2%	✓ Sales growth and efforts to strengthen high value-added products ✓ Continuous cost reduction and production efficiency improvement
ROE	5.2%	8.1%	

*Excerpted from the presentation materials for the mid-term business plan “Move! 2027”

Achieve sustainable growth through strategic allocation of cash generated



Improve shareholder returns in line with medium- to long-term profit growth



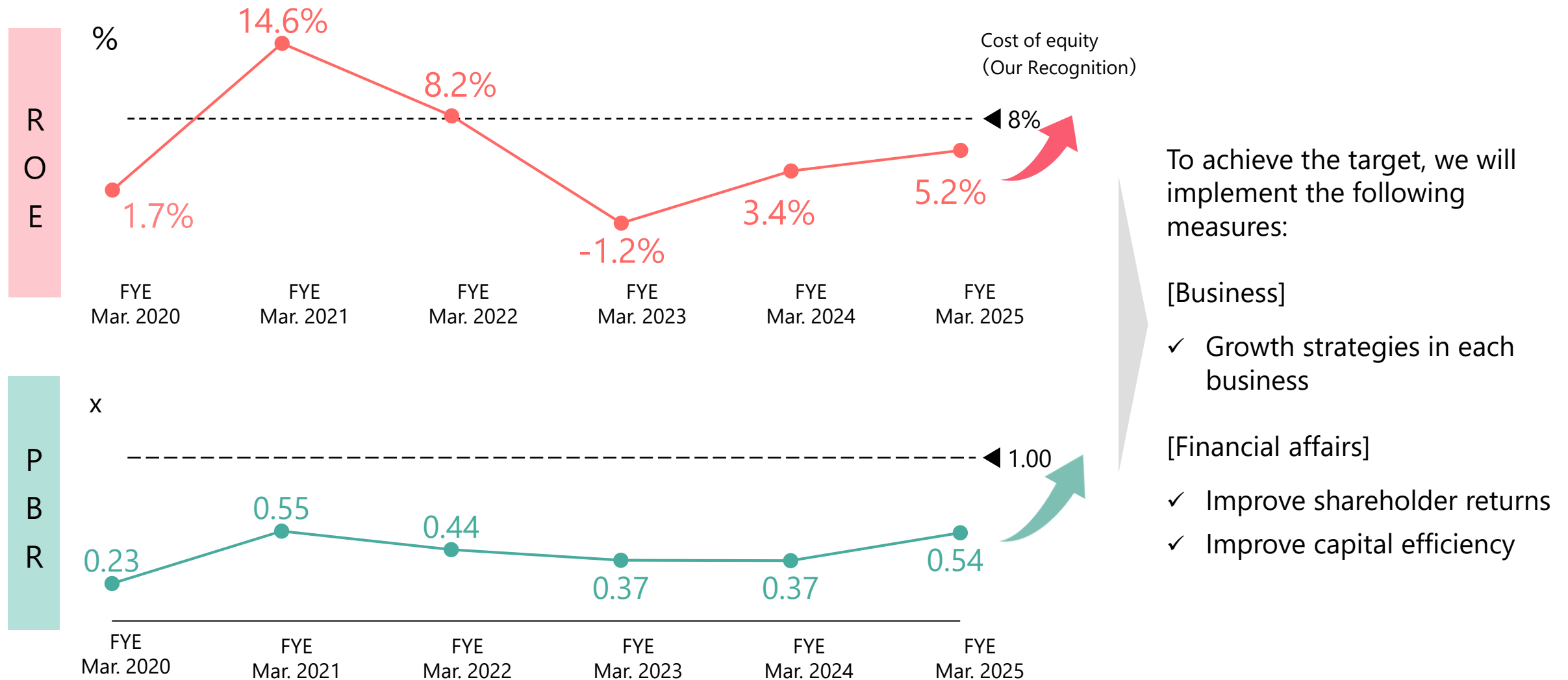
[Dividend]

- ✓ Maximize shareholder value by maintaining a strong equity while simultaneously reinforcing the sound financial foundation by pursuing to improve capital efficiency.
- ✓ Aim to maintain stable dividends over the long term and increase dividends in line with profit growth over the medium to long term
- ✓ Pay dividends aiming for DOE of 3% or more, consolidated payout ratio of 40% or more with a focus on progress dividends

[Shares]

- ✓ Flexible acquisition of shares based on capital market trends

Implement various measures to achieve ROE of 8% or more, PBR of 1x or more



The forward-looking statements in this report include expectations based on assumption, forecast and projection by our management available as of the date of their announcement.
It is possible that actual results may differ materially from these expectations due to various factors.

This document has been translated from the Japanese original for reference purposes only.
In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

【Contact】

JANOME Corporation
Management Planning Division
Investor Relations Department

✉ : ir-plan@gm.janome.co.jp

🌐 : <https://www.janome.co.jp/>

Move!

2027

Mid-term Business Plan "Move! 2027"

JANOME Corporation