FYE March 2027 2Q
Consolidated Results Highlights

JANOME

JANOME Corporation　Securities code: 6445

November 2026

Contents

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(1) Key Points ・・・

(1) FYE March 2027 2Q Key Points

JANOME

Increased

FYE March 2027 2Q Consolidated Results:

Net Sales JPY 21,889 Million / Operating Profit JPY 1,748 Million

Household Equip. Segment / IT Segment : Steady

Industrial Equip. Segment : Focused on securing profitability

(2) FYE March 2027 2Q Overview

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[Million Yen]	FYE Mar. 2026 2Q	FYE Mar. 2027 2Q	Change	
			Amounts	(%)
Net Sales	17,487	21,889	4,401	(25.2%)
Gross Profit	6,862 39.2%	9,067 41.4%	2,204 +2.2P	(32.1%) –
Operating Profit	406 2.3%	1,748 8.0%	1,341 +5.7P	(330.1%) –
Ordinary Profit	330	1,739	1,409	(426.4%)
Profit Attributable to Owners of parent	−426	1,299	1,726	(−)
Exchange Rate (JPY/USD)	146.03	159.37	13.34	(9.1%)

(3) Operating Profit : Year on Year Change

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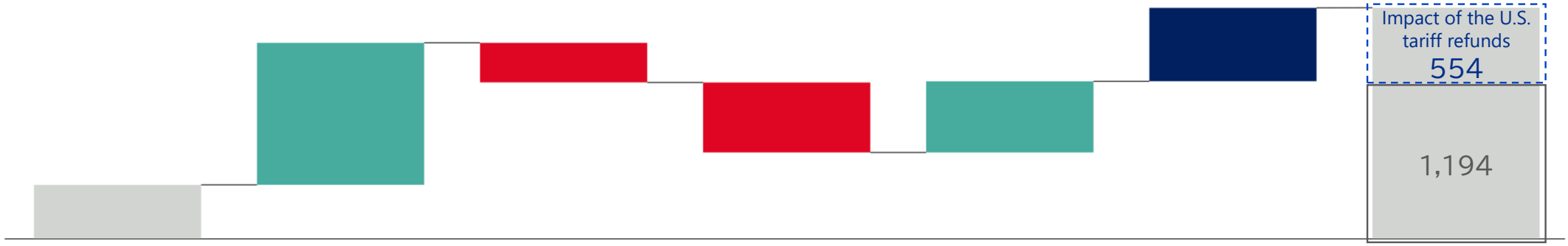
(Million Yen)

406

+ 1,341 Million Yen

1,748

Sales Increase	Profit Margin Changes	Operating Expenses Increase	Foreign Exchange Gain	The U.S. Tariff Refunds
+1,077	−299	−534	+543	+554



FYE Mar. 2026 2Q

(JPY / USD) 146.03

Major Factor: Sales increased in household equipment segment.

Major Factor: Entry-level sewing machines for Asian market took larger share of sales.

Stronger sales initiatives.

【Breakdown】

Sales	+1,452
Cost of Sales	−580
Operating Expenses	−329

Reversal of cost of sales related to the U.S. tariff refunds.

FYE Mar. 2027 2Q

(JPY / USD) 159.37

(4) Segment Information

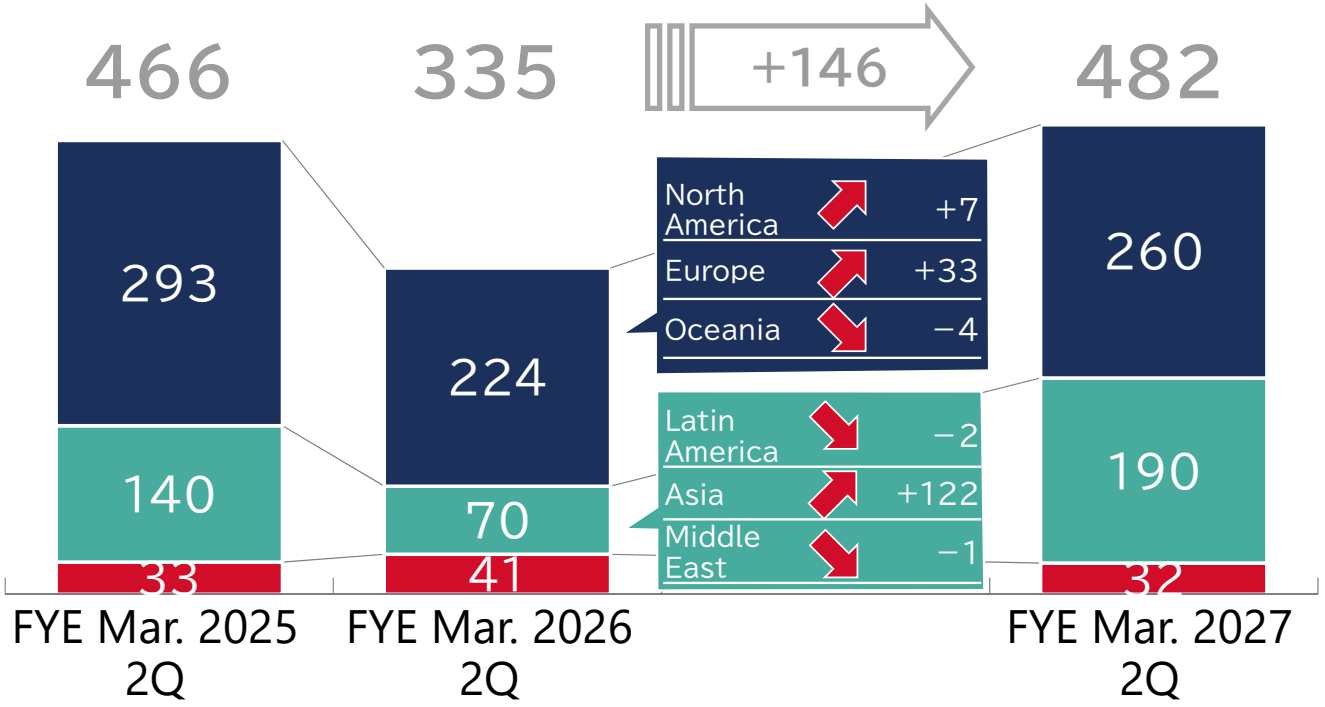
[Million Yen]		FYE Mar. 2026 2Q	FYE Mar. 2027 2Q	Change
Household Equip.	Net Sales (Sales Composition)	12,996 (74.3%)	17,212 (78.6%)	4,215 +4.3P
	Operating Profit	574	1,507	933
Industrial Equip.	Net Sales (Sales Composition)	3,001 (17.2%)	3,178 (14.5%)	176 −2.6P
	Operating Profit	−458	−52	405
IT	Net Sales (Sales Composition)	1,408 (8.1%)	1,472 (6.7%)	64 −1.3P
	Operating Profit	245	270	25
Others	Net Sales (Sales Composition)	81 (0.5%)	25 (0.1%)	−55 −0.3P
	Operating Profit	42	20	−22
Total	Net Sales (Sales Composition)	17,487	21,889	4,401
	Operating Profit	406	1,748	1,341

*Operating Profit includes eliminations of intersegment transactions.

(4)-1 Sewing Machine : Regional Unit Sales

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(thousand units)



North America, Europe, Oceania	+36
Latin America, Asia, Middle East, Africa	+119
Japan	−9

- In North America, sales of high-value-added mid-range and high-end models were remained strong.
- In Asia, sales of entry-level models were strong, particularly in India.
- In Japan, we promoted various measures to tap into latent demand.

*Europe includes CIS countries.

(4)-2 Industrial Equipment : Sales Results

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[Million Yen]		FYE Mar. 2026 2Q	FYE Mar. 2027 2Q	Changes
Robot & Servo Press	Net Sales	1,863	1,703	−160
	Operating Profit	6	18	12
Die-cast	Net Sales	1,137	1,474	337
	Operating Profit	−465	−71	393
Total	Net Sales	3,001	3,178	176
	Operating Profit	−458	−52	405

- 【Robot & Press】In addition to aviation-related equipment, we secured near-term orders by promoting measures to expand sales channels.
- 【Die-cast】With progress in structural reforms such as sales price revisions, both sales and profits improved year on year.

Launch of Overseas Sewing Machines: “HD9 QC Professional” and “SewSwitch 30”

With the launch of the overseas high-speed straight-stitch machine HD9 QC Professional that achieves an industry-leading sewing speed and features a well-designed look, our current high-speed straight-stitch models have also been renewed.





In addition, the “Combi,” first introduced in the 1980s as a single machine that could be used both as a regular sewing machine and as an overlock machine, has been reborn as the one-of-a-kind “SewSwitch,” bringing together Janome’s technical expertise with a more refined design, improved ease of use, and enhanced functionality.

(5)Topics-2

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Bobinage POP UP

Bobinage, our concept shop that offers a casual place to experience the joy of making, held traveling workshops across Japan. Following events in Fukui and Aichi, workshops were also held in Fukuoka and Osaka. We plan to continue hosting these workshops going forward.




▲ Handmade Fair in Kyushu
(Fukuoka Prefecture)







▲ Matsumoto Mishin
(Osaka Prefecture)

(5)Topics-3

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Products supporting a wide range of manufacturing

Our products are used mainly in production sites for automotive products and mobile phones (smartphones).
Recently, use has also been growing in production sites for smartphone accessories (smartwatches, wireless earphones, smart glasses, smart rings, etc.) and in the aerospace industry.
With growing demand for AI servers, use is also increasing in production sites related to HDDs and semiconductor manufacturing equipment.















(※ The image is for illustrative purposes only and does not depict the actual product.)

(6)Shareholder returns

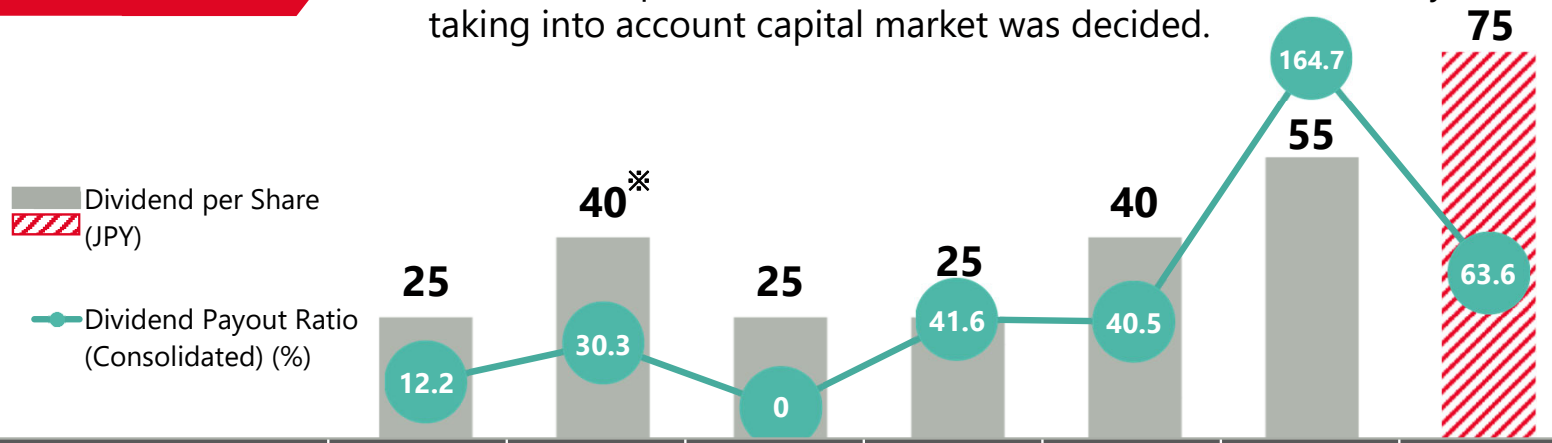
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Notice Concerning Revision to Dividend Forecast

Revised forecast: Annual dividend of **75 yen** per share for the fiscal year ending March 31, 2027, an **increase of 15 yen** from the previous forecast.

Acquisition of Own Shares

Announcement on October 30, 2026:
A flexible acquisition of own shares(Total amount: 1.0 billion yen), taking into account capital market was decided.



	FYE Mar. '21	FYE Mar. '22	FYE Mar. '23	FYE Mar. '24	FYE Mar. '25	FYE Mar. '26	FYE Mar. '27 Forecasts
Total Dividends (Million Yen)	483	773	483	458	731	958	1,272
Total Payout Ratio (Consolidated)(%)	12.2%	30.3%	−122.9%	102.4%	68.6%	164.7%	63.6%

※ In the fiscal year ended March 31, 2022, 15 yen of the 40 yen per-share dividend was a commemorative dividend.

(7) FYE March 2027 Consolidated Forecasts

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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

(8) 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.

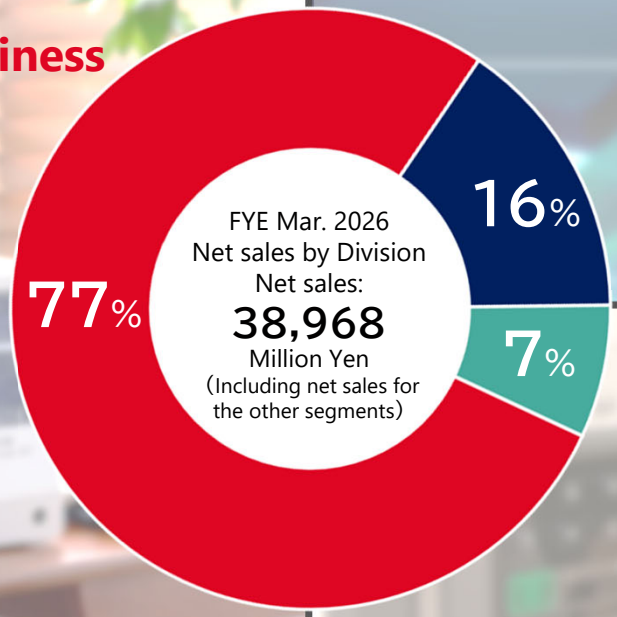
* As of March 31, 2026.

Business Portfolio

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.

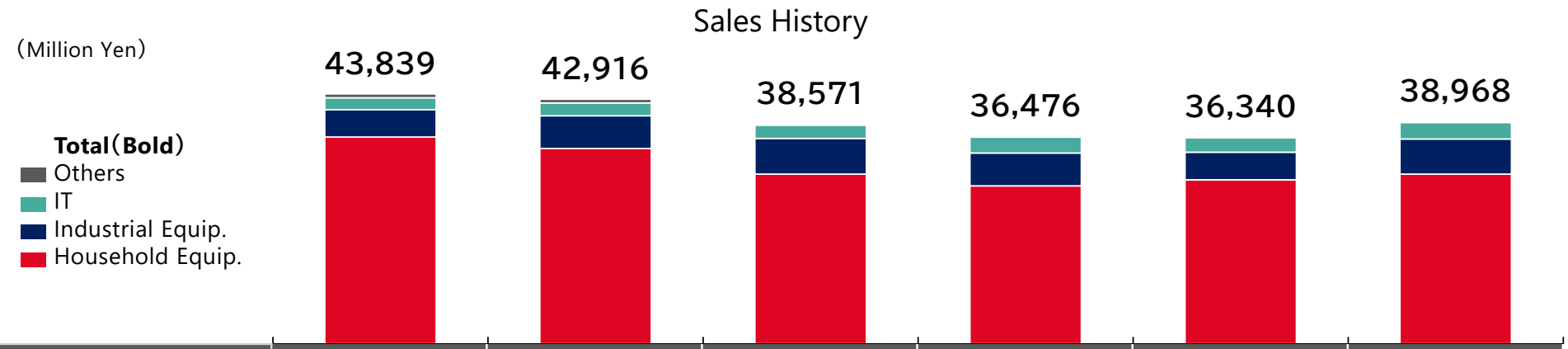
IT Business

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



(Million Yen)		FYE Mar.'21	FYE Mar.'22	FYE Mar.'23	FYE Mar.'24	FYE Mar.'25	FYE Mar.'26
Net Sales	Total	43,839	42,916	38,571	36,476	36,340	38,968
	Household Equip.	36,282	34,684	29,765	27,706	28,773	29,787
	Industrial Equip.	4,794	5,761	6,277	5,778	4,841	6,155
	IT	2,100	2,252	2,320	2,782	2,529	2,896
	Others	661	218	208	208	195	128
Operating Profit		4,931	3,659	2,120	1,716	2,224	1,910
Ordinary Profit		5,032	3,824	2,400	1,763	2,261	2,097
Profit Attributable to Owners of parent		3,945	2,549	−393	1,131	1,794	590
ROE (%)		14.6	8.2	−1.2	3.4	5.2	1.7
PBR (multiple)		0.55	0.44	0.37	0.37	0.54	0.61

Global Expansion

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Household sewing machine

Domestic share No.1 ・ International share No.3[*1]

Industrial equipment

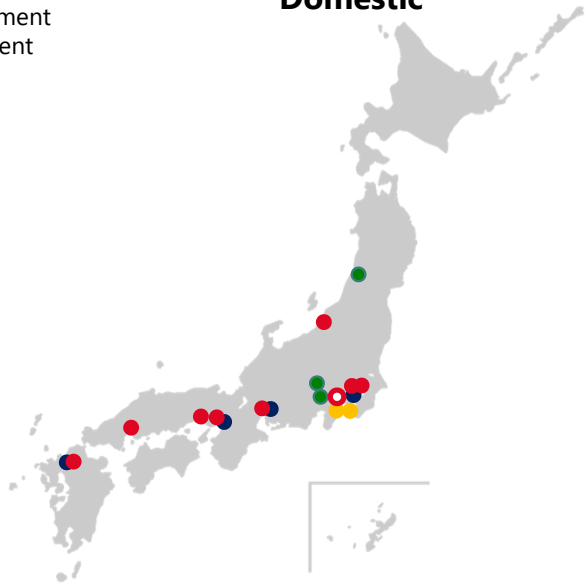
Supplying production sites around the world

[*1]Based on our own research as of December 2025.

Global Network (Major Locations)

- Production
- Household equipment
- Industrial equipment
- Service

Domestic



Global



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 famille Mizonokuchi Kanagawa
- Bobinage Kobe Motomachi Hyogo
- Bobinage famille Niigata Niigata

Service Locations
- JANOMECREDIA 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 in Your Life

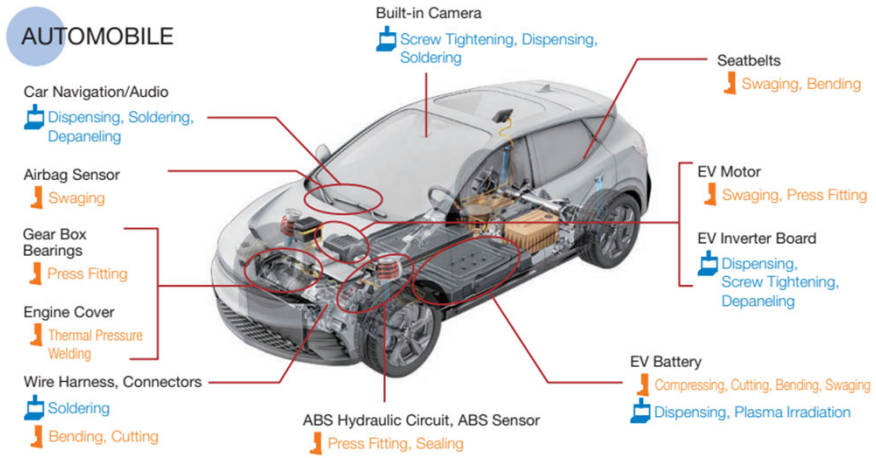
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Sewing Project Samples to Enrich Your Life (Household Equipment Business)



Robots & Servo Presses Serving at the Production Site

: Robot Application
: Servo Press Application





Household Equipment Business

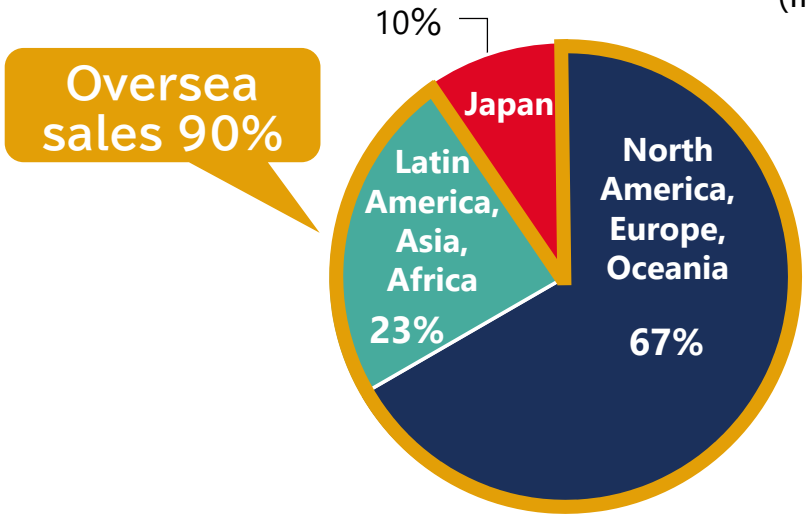
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Embroidery Machine



USHA Janome model
(India)

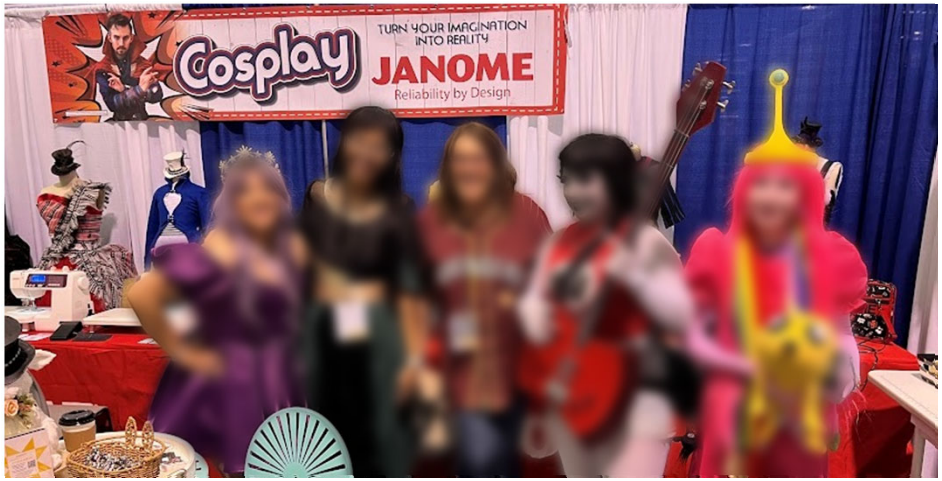


Sales Volume Ratio by Region
*FYE Mar. 2026

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



Cosplay event



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



Quilt works



School Education

Initiatives in Key Markets

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.





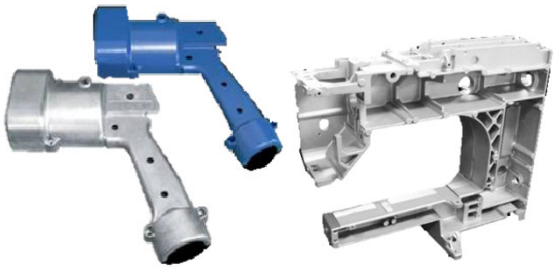
Industrial Equipment Business

JANOME

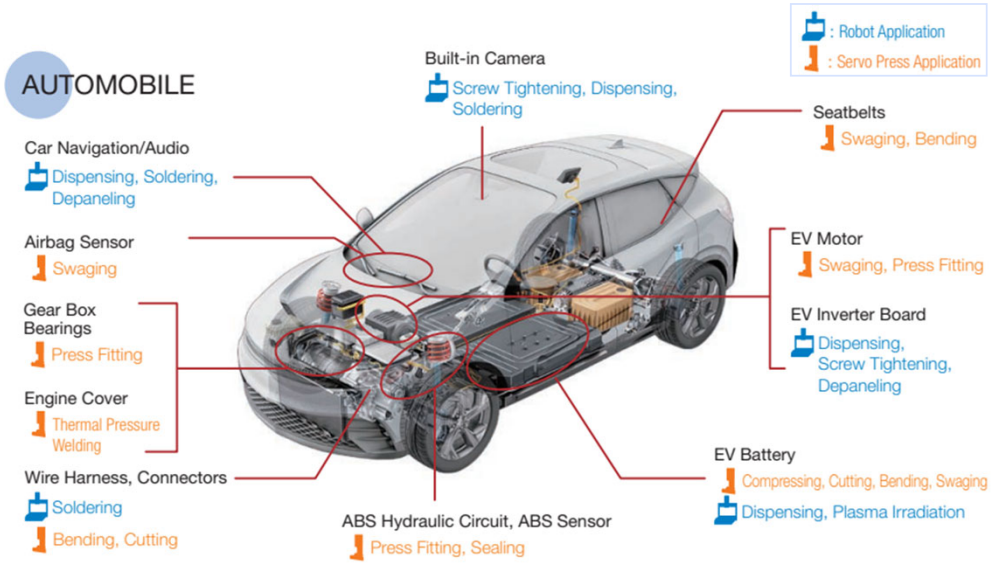
This document provides an overview of the robot and press business.



Robot & Press Business



Die-Cast Business



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

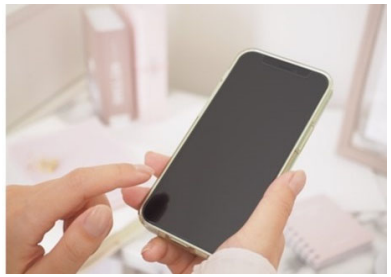
Frequently used in assembly processes for relatively small parts.
Used in manufacturing sites worldwide, including those producing electric vehicles (EVs) and other automobiles, electrical and electronic equipment, and medical devices.



Automobiles



Medical Devices



Smartphones



Home Appliances



Food industry



Cosmetics



Motorcycles



Aerospace

(*The images are for illustrative purposes only.)

IT Business





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”

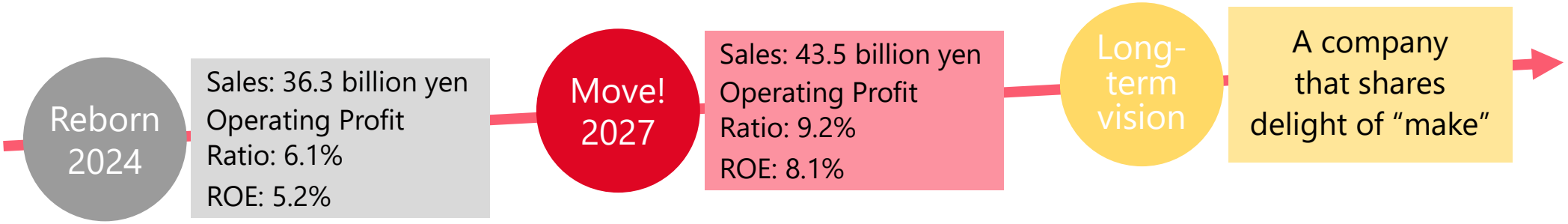


Basic Policies

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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 -

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

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

KPIs

	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”

Cash Allocation

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Achieve sustainable growth through strategic allocation of cash generated

Cash Inflows
(FYE Mar. 2026 – 2028 total)

Cash flows from operating activities (Accumulation)
15 billion yen
(Exclude pre-exploitation of R&D expenses / include effective use of cash on hand)

Asset efficiency, reduction of cross-shareholdings, and others
3 billion yen

Cash Outflows
(FYE Mar. 2026 – 2028 total)

Growth investments
10.5 billion yen

- **Strategic investments**
  8.5 billion yen
- **Existing investments**
  2 billion yen

Return to shareholders
7.5 billion yen

- **Acquisition of shares**
  4.5 billion yen
- **Dividends**
  3 billion yen

Strategic investments

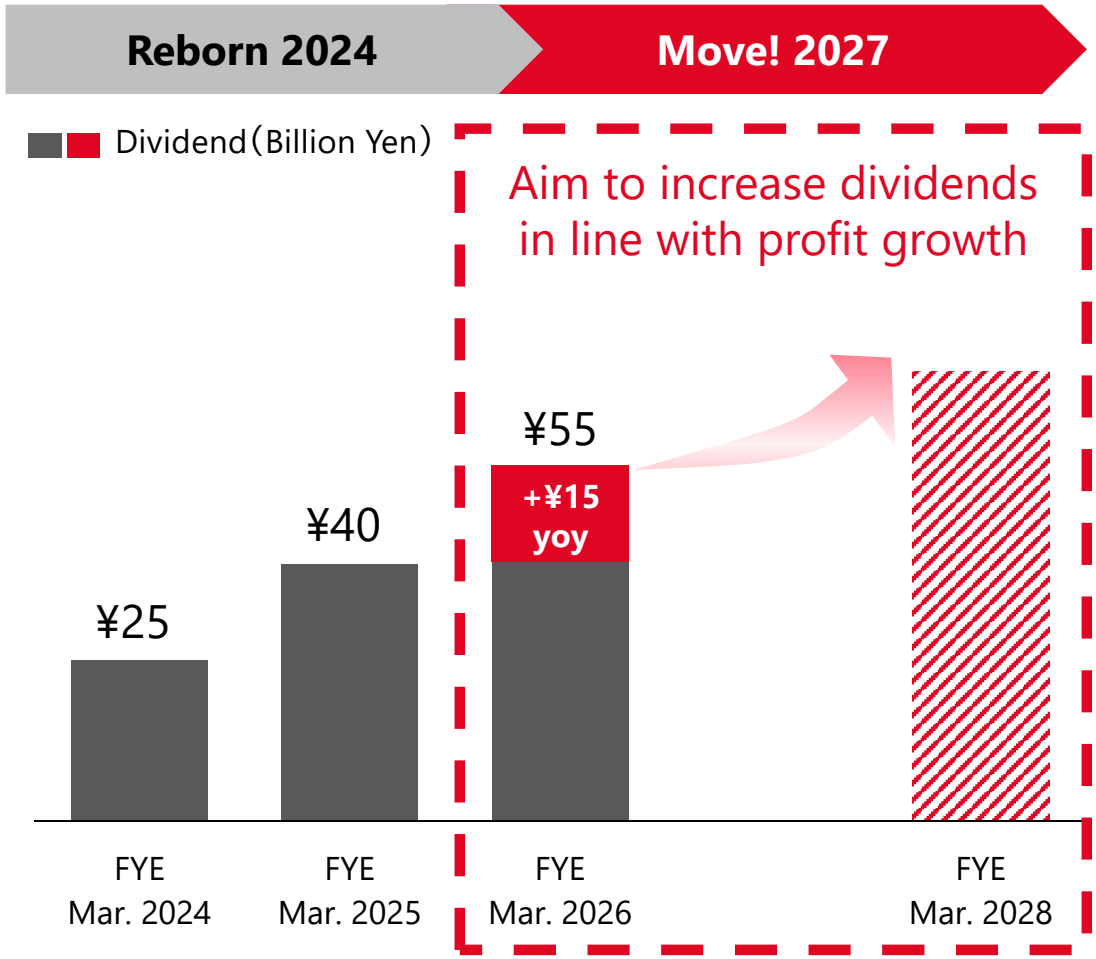
- ✓ **Promote marketing system** focused on user characteristics
- ✓ **Strengthen key bases** in India, China and **expand into new areas**
- ✓ Capital investment to **improve production efficiency**
- ✓ **Strengthen collaboration in IT area** among divisions
- ✓ **Deepen "JANOME-style"** by promoting R&D expenditures
- ✓ Human capital investments for **higher job satisfaction** and **stronger business promotion capabilities**
- ✓ **Branding restructuring investments** and others for business reforms

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

Return to Shareholders

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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 pursing 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]

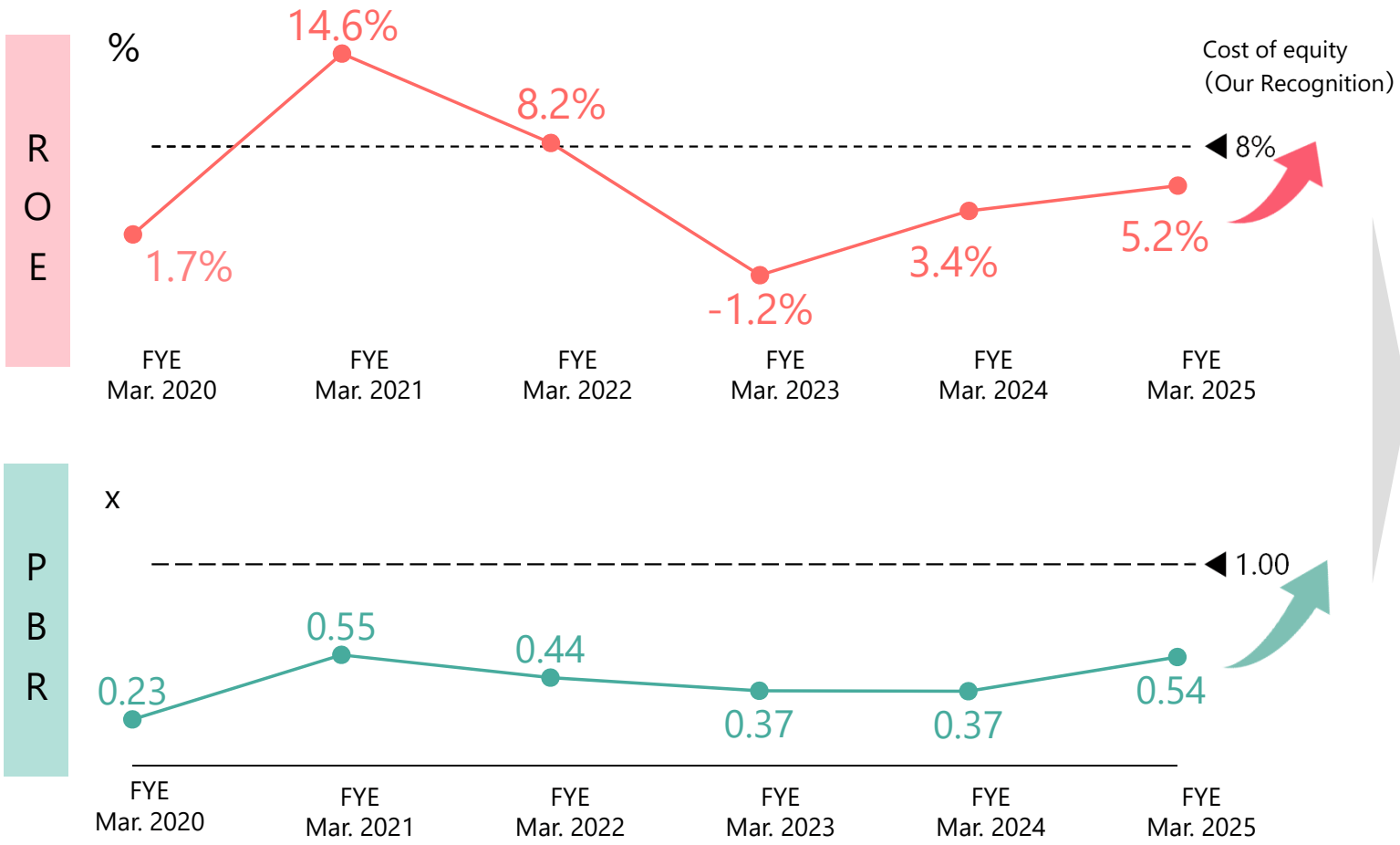
- ✓Flexible acquisition of shares based on capital market trends

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

Return on Capital & Market Valuation (Current Status)

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



To achieve the target, we will implement the following measures:

[Business]

- ✓ Growth strategies in each business

[Financial affairs]

- ✓ Improve shareholder returns
- ✓ Improve capital efficiency

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

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.

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Move! 2027

Mid-term Business Plan “Move! 2027”

JANOME Corporation