

FYE March 2026 Consolidated Results Highlights

JANOME

JANOME Corporation

Securities code: 6445

May 2026

Contents

- 1. FYE March 2026 Results OverviewP.3
- 2. Progress of Mid-term
Business Plan “Move! 2027”P.11
- 3. FYE March 2027 ForecastsP.16



1. FYE March 2026 Results Overview

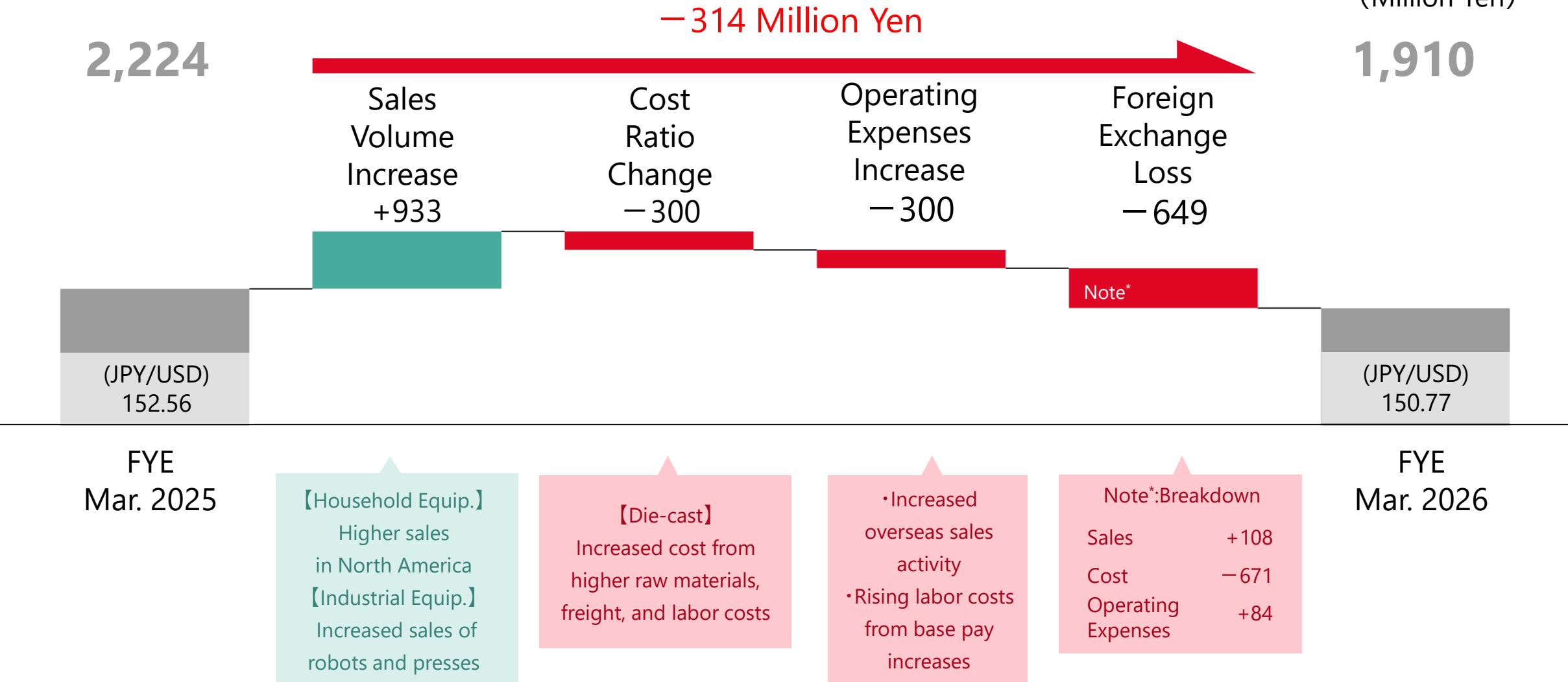


(1) Overview

[Million Yen]	(A)FYE Mar. 2025	(B)FYE Mar. 2026	Change		Reference	
			(B)-(A)	(%)	(C) Revised forecasts as of Nov. 2025	(B)-(C) Change
Sales	36,340	38,968	2,627	(7.2%)	35,000	3,968
Gross Profit	15,040	15,110	70	0.5%	—	—
	41.4%	38.8%	−2.6pt	—	—	—
Operating Profit	2,224	1,910	−314	−14.1%	1,300	610
	6.1%	4.9%	−1.2pt	—	—	—
Ordinary Profit	2,261	2,097	−163	−7.2%	1,200	897
Profit Attributable to Owners of parent	1,794	590	−1,204	−67.1%	200	390
Exchange Rate (JPY/USD)	152.56	150.77	−1.79	(−1.2%)	—	—

(2) Operating Profit : Year on Year Change

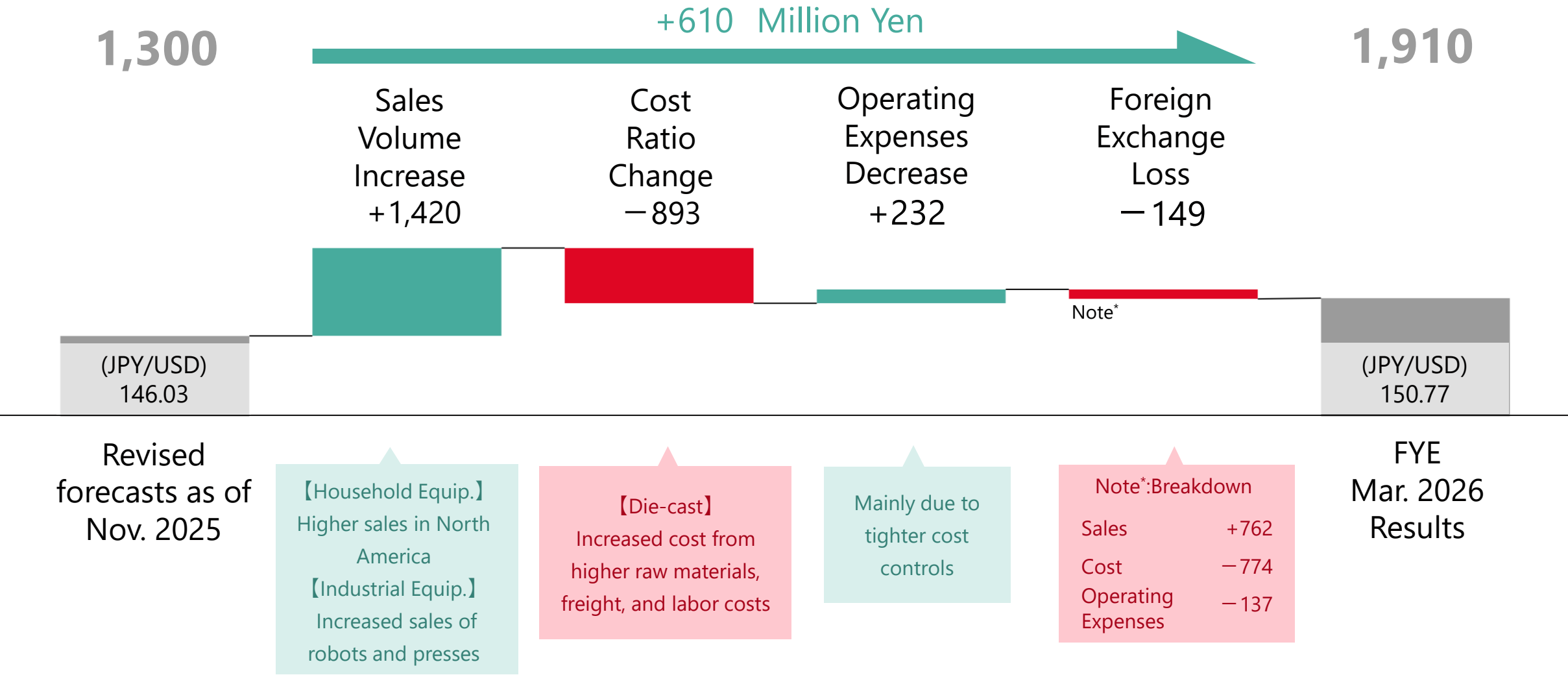
(Million Yen)



(3) Operating Profit : Change from Revised forecasts as of Nov.



(Million Yen)



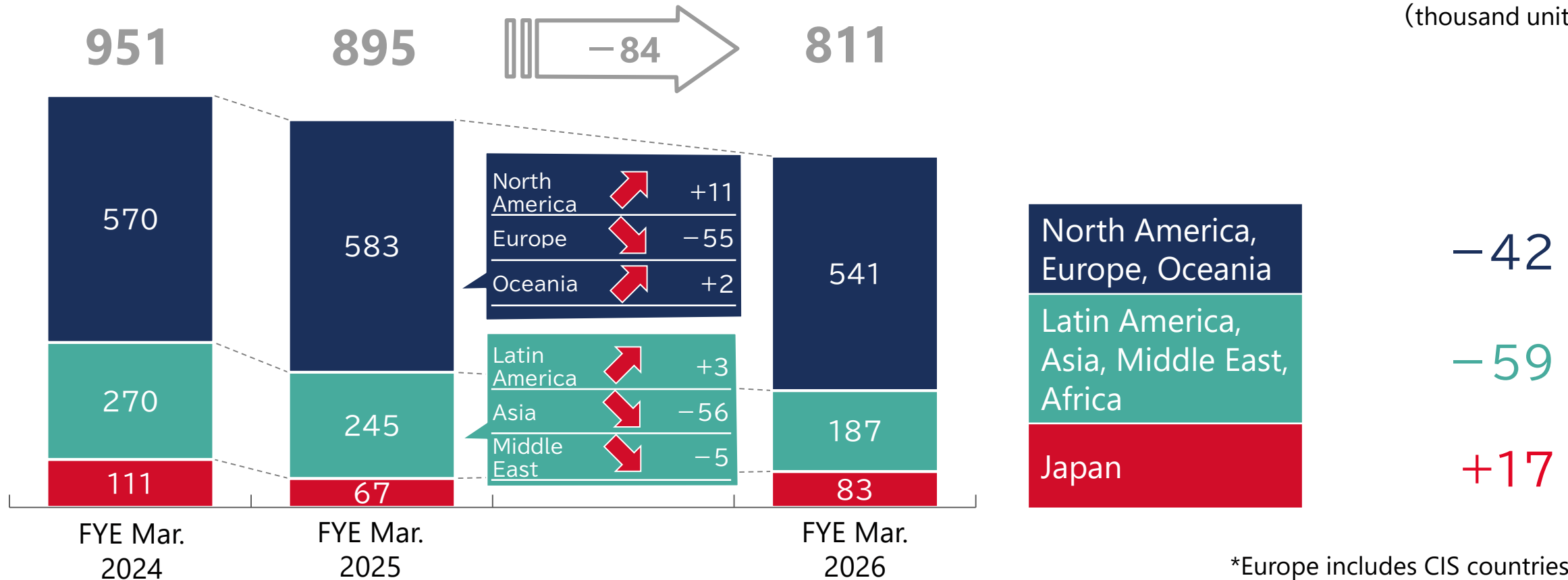
(4) Segment Information

[Million Yen]		FYE Mar. 2025	FYE Mar. 2026	Change
	Household Equip.	Sales (Sales Composition)	28,773 (79.2%)	29,787 (76.4%) —2.7pt
		Operating Profit	2,159	1,854 — 304
	Industrial Equip.	Sales (Sales Composition)	4,841 (13.3%)	6,155 (15.8%) +2.5pt
		Operating Profit	—423	— 543 — 120
	IT	Sales (Sales Composition)	2,529 (7.0%)	2,896 (7.4%) +0.5pt
		Operating Profit	401	537 136
	Others	Sales (Sales Composition)	195 (0.5%)	128 (0.3%) — 67 —0.2pt
		Operating Profit	88	62 — 25
Total		Sales	36,340	38,968 2,627
		Operating Profit	2,224	1,910 — 314

*Operating Profit includes eliminations of intersegment transactions.

(5) Sewing Machine : Regional Unit Sales

(thousand units)



- Sales of high-margin mid-range to high-end models performed well, mainly in North America and Oceania, contributing to profit growth despite limited unit volume.
- In the CIS and Asia, competition get tougher due to the rise of low-priced Chinese products.
- In Japan, unit sales dropped temporarily in FYE Mar. 2025, but the trend has turned upward recently with the launch of strategic models.

(6) Industrial Equipment : Sales Results

[Million Yen]		FYE Mar. 2025	FYE Mar. 2026	Change
Robot & Servo Press	Net Sales	2,758	3,762	1,004
	Operating Profit	− 85	88	174
Die-cast	Net Sales	2,082	2,392	309
	Operating Profit	− 337	− 632	− 294
Total	Net Sales	4,841	6,155	1,314
	Operating Profit	− 423	− 543	− 120

【Robot & Servo Press】

- Desktop robots secured steady orders in China and other markets, and presses benefited from rising automotive demand in India and Korea.
- Piloted standardization of customized equipment solutions for wider rollout.

【Die-cast】

- Orders continued to improve, but high cost ratios and logistics costs prevented us from returning to profitability.
- Launched pricing revisions and cost-improvement initiatives for rapid implementation.

(7) Overview : Non-consolidated Results

[Million Yen]	FYE Mar. 2025	FYE March 2026	Change	
			Amounts	(%)
Sales	24,237	23,920	− 316	(− 1.3%)
Gross Profit	7,007	6,152	− 855	(− 12.2%)
	28.9%	25.7%	− 3.2pt	−
Operating Profit	1,019	204	− 815	(− 80.0%)
	4.2%	0.9%	− 3.3pt	−
Ordinary Profit	1,591	878	− 713	(− 44.8%)
Profit Attributable	1,409	329	− 1,080	(− 76.7%)

2. Progress of
Mid-term Business Plan
“Move! 2027”
(FYE Mar. 2026)



Home Appliance Division

Establish, strengthen brand identity /
release products for market share expansion

Key Initiatives & Achievements

- Boosted brand equity through focused marketing (Developed markets)
- Defended share by strengthening value beyond price (Emerging Markets)
- Grew sales with market-aligned products (Japan)

Key Issues & Next Steps

- Optimize the sewing machine lineup
- Build a system to meet market needs quickly
- Establish and strengthen the “Janome” brand identity

Industrial Equipment Division

Strengthen sales and profitability by dedication to
important markets / high value-added products

Key Initiatives & Achievements

- Expanded orders for robots and servo presses by capturing customer needs
- Scaled up our India base through a capital increase in the local subsidiary
- Executed structural reform of the die-cast business

Key Issues & Next Steps

- Capture customer needs across touchpoints and strengthen responsiveness
- Build a production setup to secure steady orders for integrated packages
- Continue structural reforms to return the die-casting business to profitability

IT Division

Strengthen cooperation in the group for improving other divisions' value and maintain profitability of existing business

Key Initiatives & Achievements

- Strengthened the sales platform to generate new projects
- Increased added value by expanding our offering scope
- Boosted technical responsiveness and reinforced the business foundation

Key Issues & Next Steps

- Improve profitability and optimize project profitability
- Strengthen competitiveness by promoting in-house development
- Enhance new business development and establish a stable development system

Production control•R&D

Continue efforts to streamline, expand production in line with growth strategies

Key Initiatives & Achievements

- Began reviewing the production setup to boost competitiveness
- Upgraded core systems to improve cost control
- Strengthened development to support timely product launches

Key Issues & Next Steps

- Implement the rebuilt production system.
- Achieve steady cost reduction by improving efficiency and in-house production
- Upgrade development organization by speeding up development



Human Resources

Perform strategies for building a virtuous cycle of higher job satisfaction and stronger business promotion capabilities

Key Initiatives & Achievements

- Considered HR system reforms, including revising the performance evaluation and compensation framework
- Implemented initiatives to standardize HR systems across the Group
- Reviewed allowances and benefits to improve employee engagement

Key Issues & Next Steps

- Implement and embed a new HR system that boosts employee engagement and strengthens business execution
- Improve operational efficiency by standardizing HR systems across the Group



Finance

Realize sustainable growth through strategic allocation of cash

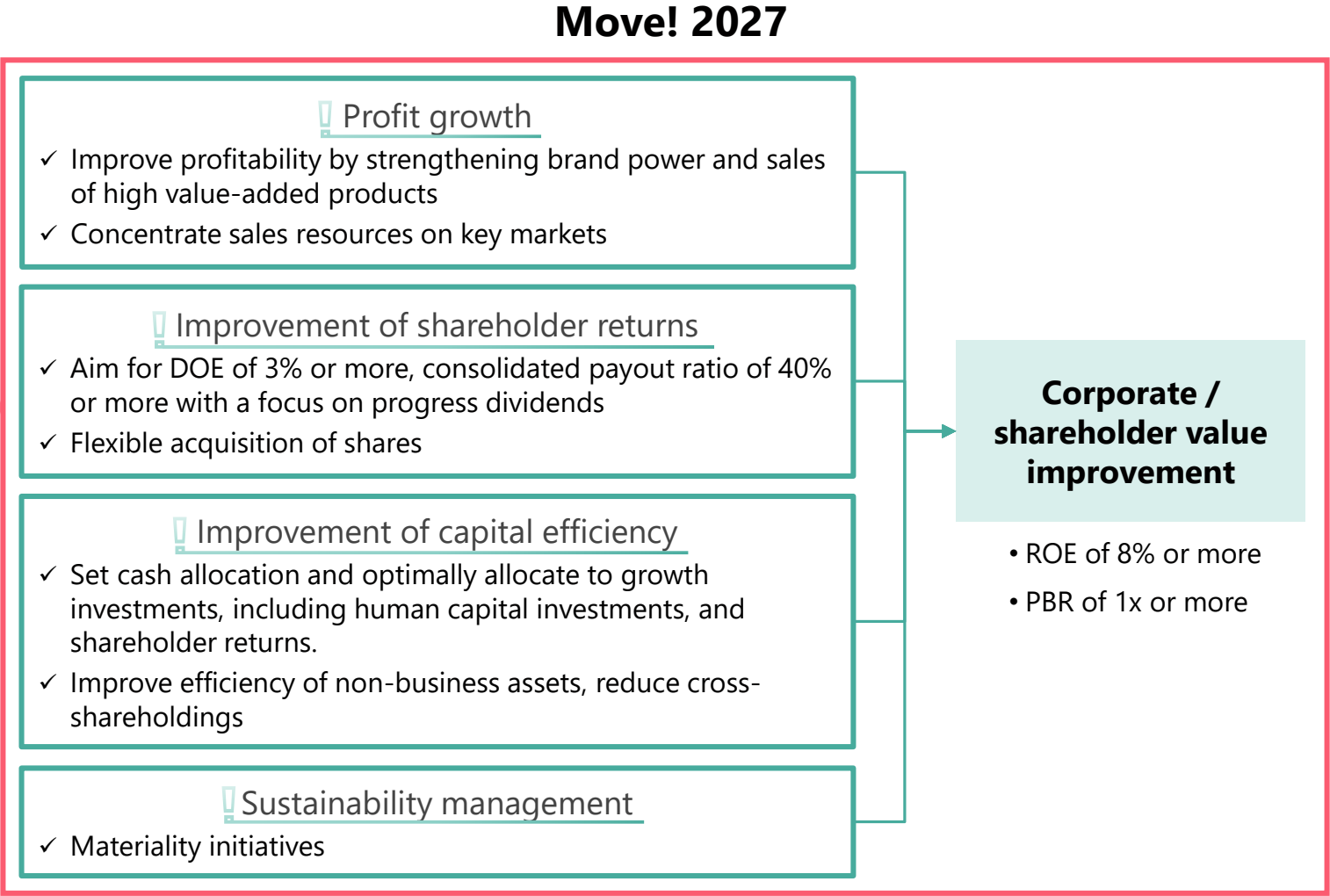
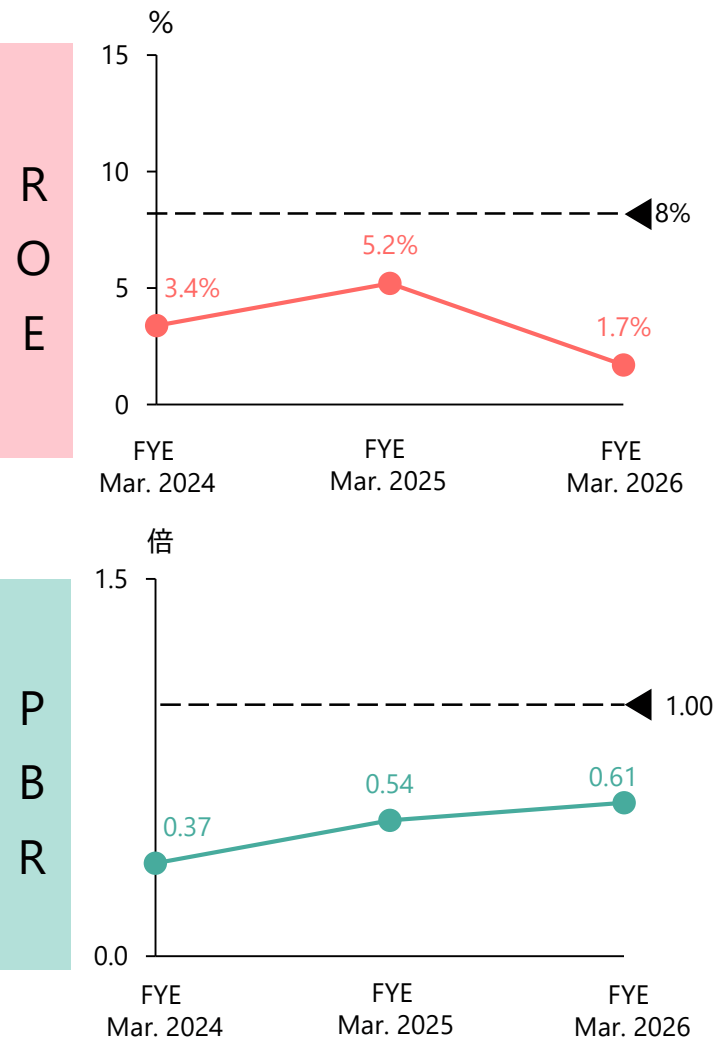
Key Initiatives & Achievements

- Improved capital efficiency through the sale of non-core assets
- Enhanced shareholder returns with share buybacks and higher dividends
- Considered investments in key markets and expansion into new areas to strengthen the business foundation

Key Issues & Next Steps

- Improve capital efficiency to achieve a PBR of 1x or higher
- Optimize growth investment and shareholder returns to drive sustainable growth

Driving initiatives under the “Move! 2027” mid-term business plan to achieve targets of PBR ≥ 1.0x and ROE ≥ 8%.



3. FYE March 2027 Forecasts



(1) FYE March 2027 Consolidated Forecasts

[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

(2) FYE March 2027 Segment Forecasts

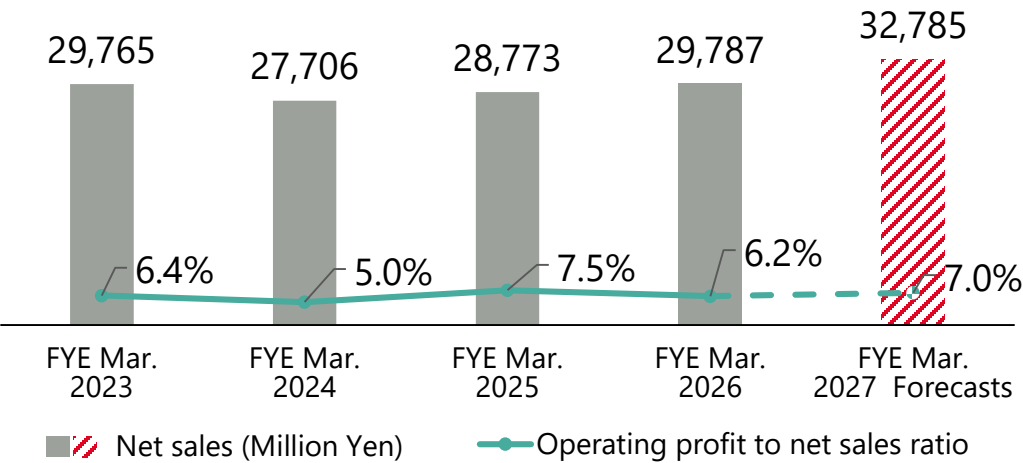
[Million Yen]			FYE March 2026 Results	FYE March 2027 Forecasts	Change
	Household Equip.	Net Sales (Sales Composition)	29,787 (76.4%)	32,700 (77.8%)	2,913 +1.4pt
		Operating Profit	1,854	2,290	436
	Industrial Equip.	Net Sales (Sales Composition)	6,155 (15.8%)	6,200 (14.7%)	45 − 1.1pt
		Operating Profit	− 543	240	783
	IT	Net Sales (Sales Composition)	2,896 (7.4%)	3,070 (7.3%)	174 − 0.1pt
		Operating Profit	537	460	− 77
	Others	Net Sales (Sales Composition)	128 (0.3%)	30 (0.1%)	− 98 − 0.2pt
		Operating Profit	62	10	− 52
Total		Net Sales	38,968	42,000	3,032
		Operating Profit	1,910	3,000	1,090

*Operating Profit includes eliminations of intersegment transactions.

(3) FYE March 2027 Key Initiatives — Household Equip. —



Net sales・Operating profit to net sales ratio



Unit Sales・Share*		FYE Mar. 2026 Our estimates	FYE Mar. 2027 Forecasts	Change
North America, Europe, Oceania	Unit Sales (Thousand units)	541	601	+60
	Share	16.0%	17.8%	+1.8pt
Latin America, Asia, Middle East, Africa	Unit Sales (Thousand units)	187	341	+154
	Share	7.6%	13.2%	+5.6pt
Japan	Unit Sales (Thousand units)	83	83	±0
	Share	28.5%	28.5%	±0.0pt

【Group-wide】

• Under “Move! 2027”, strengthen our quality-led brand identity and clarify our “reasons to choose us” to sustain competitive advantage.

【Overseas】

• Developed markets: Balance volume and profit with mid-range and high-end models by aligning products to market needs and strengthening distributor support.

• Emerging markets: Monitor trends and strengthen our “reasons to choose us” beyond price by accelerating launches and reinforcing sales promotion.

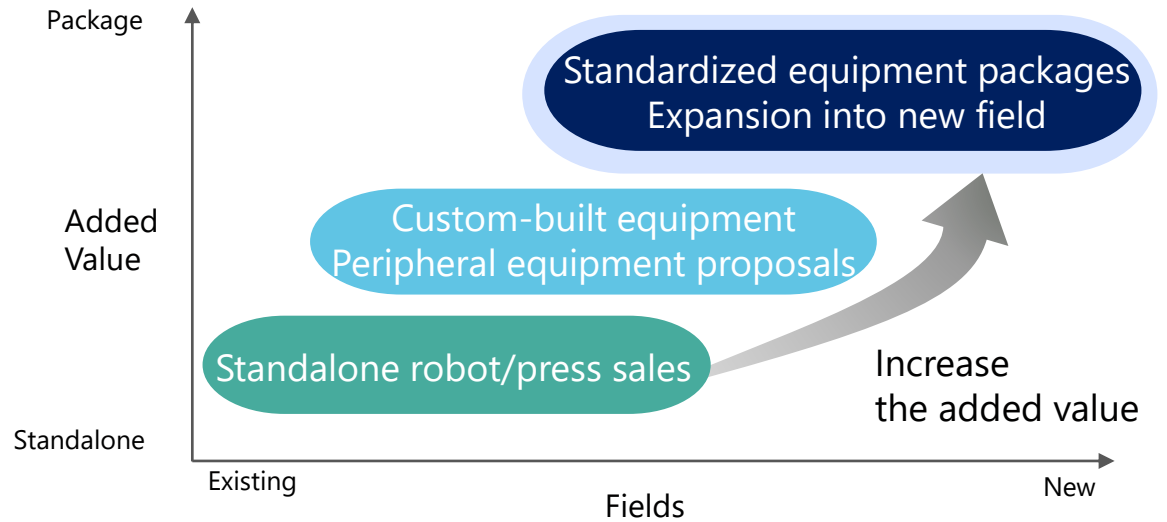
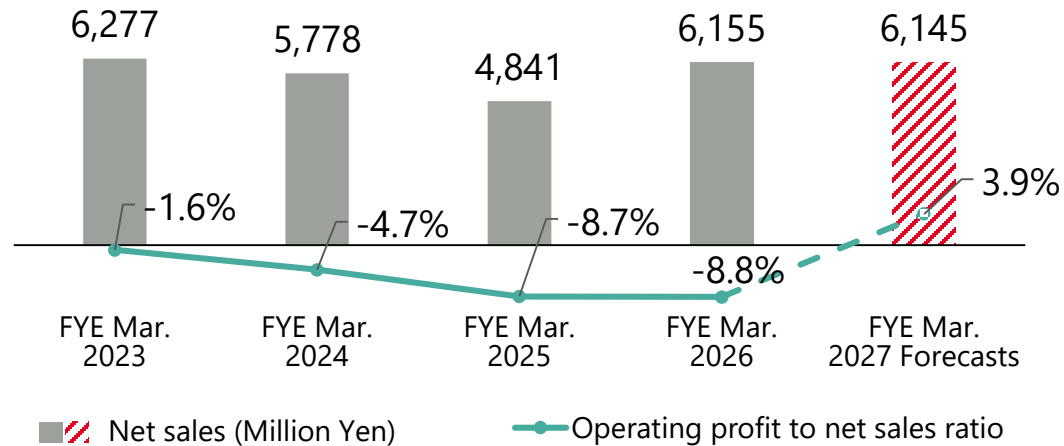
【Japan】

• Expand sales by optimizing the lineup to market needs, and grow the user base through hands-on experiences and stronger outreach.

• The Company’s estimates. Market size = annual unit sales of household sewing machines; share = average across multiple regions.
• FYE Mar. 2026 and FYE Mar. 2027 shares assume the same market size as FYE Mar. 2025.

(4) FYE March 2027 Key Initiatives — Industrial Equip. —

Net sales・Operating profit to net sales ratio



【Robot & Servo Press】

- Expand product offerings into new fields (medical, aerospace, batteries, semiconductors).
- Strengthen solution-oriented sales by identifying needs from the end-user perspective.
- Standardize packages for customized equipment to streamline design/manufacturing, while strengthening both stable order intake and customer responsiveness.

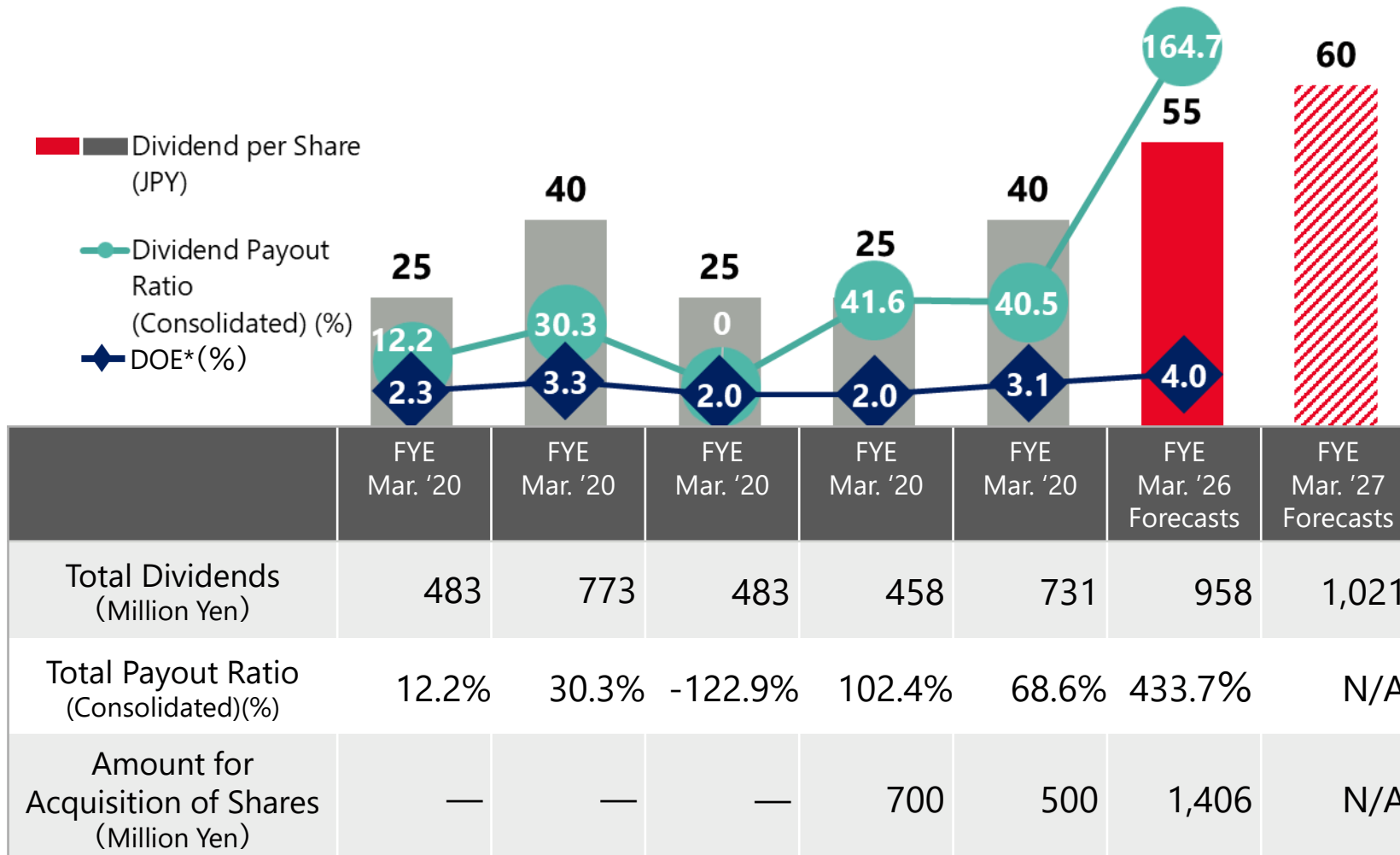
【Die-cast】

- Building on last year's order growth, drive price revisions and cost reductions to return to profitability this year.
- Continue strengthening governance to enable the early resolution of management issues.

(5) Return to Shareholders

FYE Mar.2026 : Annual dividend per share planned at **55 yen** (unchanged from initial plan)

FYE Mar.2027 : Annual dividend per share planned at **60 yen** (+5 yen YoY)



*DOE = Total dividends / Shareholders' equity (average of beginning and ending balances) *100

Dividend

- ✓ Pursue sound financial base and capital efficiency.
- ✓ Aim for stable dividends and increases in line with profit growth.
- ✓ Pay dividends with a target of DOE* 3%+ and 40%+ payout ratio (consolidated), mindful of progressive dividends.

Acquisition of Shares

- ✓ Flexible acquisition of shares based on capital market trends.
- ✓ Planned total acquisition amount of 1.5 billion yen during the one-year period from November 17, 2025 to November 16, 2026.

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/>

JANOME

Janome Corporation