

JANOME REPORT

2022



Corporate Philosophy

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

Founded as Japan's first domestic sewing machine manufacturer, The Janome Group celebrated major milestone of its 100th Anniversary in October 2021. 'Reborn 2024', our new Mid-term Business Plan was formulated as the first step to move the group into another century of prosperity by utilizing the management resources and knowledge base that have been built and accumulated over the past 100 years.

The word 'Reborn' is selected to demonstrate our resolve not to hesitate to be reborn as New Janome, if that is what it takes to increase our corporate values.

With our plan's focus on sustainability, we are committed to continue increasing our corporate values further along the guidelines set forth in 'Reborn 2024', which should guide us through ever-changing business environment.



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Publisher's Note

'JANOME REPORT 2022' is a comprehensive summary of our activities for the stakeholders—users of our products, shareholders, investors and business partners—to understand Janome better.

We are committed to tackling social challenges of the times through our normal course of business, while continuously seeking to increase our corporate value.

【Reporting Period】

April 1st, 2021 to March 31st, 2022 (FY 2021)

*includes certain activities and events after April 1st, 2022

【Issue Date (of the original version in Japanese)】

October 31st 2022

【Scope of the Report】

JANOME Corporation and its domestic and overseas group companies

【Accounting Standard】

Japanese GAAP

【Reporting Vehicle】

Published on our website

<https://www.janome.co.jp/ir/>

Notes on the forecast

The descriptions in this report of the forecast for our future plans, targets and strategies are what we deem reasonable based upon currently available information and data, and may involve certain risks and uncertainties.

Please note that actual results and performances may differ due to various factors.

Janome has helped to develop and improve people's creativity and 'craftsman' manufacturing by consistently providing valuable products and services. Janome will continue to contribute widely to society by business activities to fulfill our corporate social responsibilities.



Evolving Janome for the next 100 years

Janome celebrated its major milestone 100th Anniversary in 2021, evoking sensation and admiration among many employees, business partners and Janome users/customers, many of those who sent heart-warming congratulatory remarks for which I'm very grateful.

That was the year that refreshed my profound respect to the great predecessors who overcame many difficulties to keep Janome on its sustainable growth path, as well as my great expectations for new path in the future.

I appreciate to have shared this precious time and experience with many of our employees, which made me realize how important it is for each employee to take pride in being a part of the notable company, as seen by many with great amount of attention. We need to further unite as one team in order to keep moving forward. The new mid-term business plan, 'Reborn 2024', was announced in May of 2022 to lead us as a guiding light to continue on the path of sustainable growth for the next hundred years. This, I believe, is the first step for 'New Janome', reborn to aim for further leap by making daily progress.

Current business environment

Covid-19 is gradually getting under control in many countries as the vaccination coverage expands, reducing risk of exacerbation, to the extent that it is regarded as a general disease we have to and can live with. Easing of movement restrictions boosted consumer spending by freeing up the excess household cash accumulated during the pandemic. Corporate sector resumed capital spending anticipating general economic recovery post Covid-19 pandemic. While the global economy is currently showing signs of slow recovery, however, the development of Russian invasion into Ukraine will continue to cast uncertainties over the global economy.

Soaring natural resources and energy prices are accelerating cost-push inflation. Monetary tightening measures, introduced in response by many major countries, are giving rise to concern over global economic slowdown as well as turbulence in the currency market. Additionally, global logistics delay precipitated by Covid-19 pandemic remains to pose serious issues such as squeeze on parts supply, soaring transportation cost and most of all inability to send the finished products in time for the customers' requests. Parts procurement delay, notably that of semiconductors is far from being resolved, resulting in production schedule turmoil and punishingly high raw material prices.

While there are mixed signals of recovery and stagnation, Janome's flagship sewing machine business is met with declining demand for the products, heightened during the Covid-19 pandemic. As masks and related sanitary products vanished from the supermarket and pharmacy shelves, people turned to sewing machine to handmade them, resulting in unexpected jump in demand for the products. The initial demand is then replaced by the needs to enjoy stretched span of time spent at home due to the strict movement restrictions, where sewing machine is an instrument of choice. Heightened demand continued as Covid-19 pandemic persisted so that it exceeded our production and distribution capacity at one point in time. Now that we are met with the backlash of the boom, on top of continuing active marketing and sales activities, we will flexibly accommodate the changes of the times and environment by such measures as engaging web technologies to reinforce marketing activities.

Orders are steadily increasing at Industrial Equipment Business, as evidenced in corporate sector's motivation on the rise. Production plans are still subject to recurring delays, however, due to the procurement delays of such crucial parts as semiconductors. The root cause of all those delays lies in the supply chain disruption prevalent during Covid-19 pandemic, which is yet to be fixed. Remaining movement restrictions exact toll on the traditional face to face interface, which is still the industry norm for business discussions. Janome aims to structure resilient supply chain in the long run to support stable production cycle, while expanding the scope of in-house parts manufacturing for the time being. For the business development, Janome will flexibly adopt new measures to cope with the changing environment and market demands, as the online business development was tried and became regular tool.

We believe automation needs will never cease to grow at factories, the battle front of manufacturing, and further expansion of such demands are on the horizon as production line conversion to suit electric vehicle (EV) production. We will continue to identify promising and untapped markets to venture into, while never failing to present proposals to the needs above to our existing business partners and customers by keeping our eyes wide open.

Janome's mission

Janome's mission, as laid out in our corporate philosophy—'Janome aims to promote people's creativity and contribute to prosperity all over the world' and 'Janome works to improve society and culture by consistently providing valuable products and services'—has always remained intact as the foundation of our business activities. In a time when wide ranging social issues expose themselves, adding all the more weight to fulfill corporate social responsibilities on the part of private enterprises, I believe it is of utmost importance to constantly remind our management ranks of the principles of our corporate philosophy, as well as driving them home to our employees, because the philosophy represents Janome's wish to contribute to society. Janome, proud to identify itself as 'craftsman' manufacturing company, has progressed its product development focusing on user friendly operability and high quality expectations from the users of our products by constantly challenging new frontiers along the beaten track to add something new to the rich arsenal of proven technologies handed down from our predecessors. Janome, having functions of product planning, development, production and distribution all under one roof, is quick in rolling out new products with consistency. Janome listens to the requests from the users and distributors sincerely and realize them in the finished products and services, consequently matching the needs of the market, which is why Janome brought to the sewing machine market many a legacy model that should go down in history of sewing machine. One such legacy model I proudly present is Continental M17, the first top of the line model for overseas market in 9 years, which represents the core essence of Janome's technological strengths. Let me tell you with pride this is how Janome has helped to develop and improve people's creativity and 'craftsman' manufacturing by consistently providing valuable products and services. Janome will continue to contribute widely to society by business activities to fulfill our corporate social responsibilities.

Janome's strengths, where they come from

I trust Janome's value, the core strength, lies in our human asset. I am constantly reminded, to my joy and pride, of the fact that our fellow employees in general have strong sense of responsibilities and sincerity. They take pride and responsibilities in anything they are called to do, and cope with any issues with sincerity and honesty—this is where Janome's strength comes from, which is reflected in the quality of the products and services Janome has to offer. One of my mission, therefore, is to continue to upgrade the working environment of the employees. 'Good working environment' can be construed in many ways. What I believe is important is for each department and section to identify and change their environment to what is good for them to fulfill their duty and target. I expect each employee to think hard and take on new challenges. I usually talk to our employee that the effort may not succeed in the process, but learn more from a mistake, which gives us a lesson for valuable future reference. I urge every one of our employee to challenge more, and learn more.

Individual, special skill learning opportunity, is another area of growing interest where the new concept of ‘Teaching/Learning together’ may work as a guiding light. Technological superiority, brand value, extensive global network and sound financial foundation are other generators of Janome’s value, where more management resources will be invested so that we will continue on our consecutive growth path into the future.

Previous Mid-term Business Plan in retrospect

We have carried out various measures based on the basic policies of our previous Mid-term Business Plan, ‘JANOME 2021 Navigation for the Future’, policies developed to take on a flight, leaving 100th Anniversary year of 2021 as a transit point, to ‘New Janome’ with constant growth and development.

In retrospect, it was the time of unprecedented hardship for most business environment as US-China trade frictions and global spread of Covid-19 pandemic put a heavy strain on global business activities. ‘Nesting’, new lifestyle of spending more time at home, made people rediscover the sewing machine value, leading to a surge of demand for the machine, and gave us an unexpected boost for the business. The Janome group quickly took measures to stabilize the product supply by quickly accommodating the production system to respond to the demand, resulting in achieving the numerical targets of the 2nd and 3rd year of MTMP.

Industrial equipment business was adversely affected by Covid-19 induced business restrictions, making it impossible to implement planned measures. Price hike of natural resources, shortage of parts and logistic turmoil cast a heavy toll on our bottom line, leaving such issues unresolved as cost reduction of manufacturing, sales and administration as well as reducing the lead time of product development.

Developing ‘Reborn 2024’ our new Mid-term Business Plan

We changed our corporate name to Janome Corporation in October 2021, a milestone year of our 100th Anniversary since founding, renewing our determination to structure ‘New Janome’ where reinforcement of home appliance business, growth and expansion of industrial equipment business and IT related business are sought, while aiming to become a company to contribute further to society by consistently providing valuable products and services.

New Mid-term Business Plan, ‘Reborn 2024’, was developed to complete another step or transit point of 3 fiscal years of 2022 to 2024. ‘Sustainable growth for the next 100 years’ was chosen as slogan, representing our intention to focus on the challenges to their resolution in the 3 years to build the firm foundation for sustainable growth for the future.



Higher targets such as Operating Margin exceeding 10% than those of the previous plan may seem hard to achieve, but I expect the past several years of drastic financial structure improvement should help us efficiently and at times audaciously seek achieving the target.

Basic shareholder return policy seeks to maintain stable and consecutive dividend as a priority with the target total return ratio of 30%. We will continue to maintain an option of stock repurchase along the line of achieving optimal capital structure.

Three business segments, namely home appliance, industrial equipment and IT, share the common targets of sustainable product distribution, supply chain reinforcement and penetration into major markets. Home appliance business, where Janome positioned itself as a leading company, aims to protect the culture and value of home sewing machine that staying at home demand helped to rediscover, as well as to remain ahead of the market so the Janome brand expands its value further. Industrial equipment aims to allocate more product and business production posts and human resources in critical markets and geographical regions on top of continuing to grow to attain its goal to establish itself as a firm second pillar. IT related business leads Janome DX strategy to refine and expand the sales and services acquired through the process and aims to establish its position in the industry as a problem solving partner. Three business segments fully utilize its competitive edge to independently pursue as well as interact with each other to reach the common target of sustainable growth.

Janome needs to continue challenging new frontiers if it means to expand further as 'New Janome'. Shying away from new and tough venture means retreat. I believe regretting what you did when you fail to achieve your goal gives you far more fuel to the fire for future growth.

Janome will continue to aspire to show you 'Reborn Janome'.



►Mid-term Business Plan (P. 19)

5 projects set up to promote sustainable management

Janome proposes as its basic policy of Mid-term Business Plan that it promotes sustainable management for sustainable growth of the Janome Group. Prerequisites to this pursuit are (1) Janome's business model and its operational management are sustainable and helping us to actually grow as well as (2) society, environment and economy which are the very foundation of our existence allowing us to perform corporate activities are sustainable. Janome launched Sustainability Advancement Committee along these concepts and monitors the progress on our actions to climate change as well as such social challenges as SDG's with companywide effort.

Five new projects are set up to help promote activities for our sustainable growth, namely, ① in-house processing project, ② Hachioji headquarters renewal project, ③ Made in Japan project, ④ Janome Digital Transformation project, ⑤ Bobinage project.

Projects ① and ②, for example, are reviewing Tokyo Factory's function as production center to create better workplace structure with a view to environmental consideration as well as to more local community involvement. We are engaging ourselves to follow up on these 5 projects.

▶Five new projects (P. 21)

The Janome Group will continue to take advantage, to its full extent, of its competitive edge, namely distributing the products manufactured in-house and will promote sustainable management, as set forth in our New Mid-term Business Plan to seek and realize expansion of its corporate value by solving wide ranging social challenges as well as its own sustainable growth. I would sincerely like to ask you all for your continued guidance and support for the Janome Group.

Janome started with the first domestically produced sewing machine and gradually expanded its business by applying the technologies developed for sewing machine production to other businesses such as industrial equipment. We celebrated in October 2021 the milestone 100 anniversary since founding after many ups and downs. We will pass our proud possession of technological buildup and sincere attitude of 'craftsman manufacturing to the future generations and will continue its challenge aiming to promote people's creativity and contribute to prosperity all over the world.

Founding

Yosaku Ose, one of the founders started in 1921 Pine Sewing Machine Co., Ltd., predecessor of Janome, aiming to domestically produce the machine at affordable prices. Successful launch of the 1st domestically made machine marked our first step as the sewing machine manufacturer. Originating monthly subscription sale with pre-order and organizing special sales force boosted the sale and leading us to build in 1936 Koganei Factory, the first mass production factory in Japan. We changed the company name in 1954 to 'Janome Sewing Machine Manufacturing Co., Ltd.' to articulately represent our manufacturing forte.

Time of quantum leap

Acquisition of the major US sewing machine maker, New Home Sewing, epitomized Janome's aggressive expansion into global consumer markets during Japan's rapid economic growth era. Janome established its overseas production hub in Taiwan and in 1964 Research and Development Center in Hachioji Tokyo, where new applications and technology development have been sought, bringing many new products to market. Janome was first in taking on optimizing administrative work, span off in 1970 its computer business function to set up Janome Computer Center, now known as Janome Credia, who aims now to expand processing outsourced admiring work by using main-frame computers and high-speed OCR.

Sewing technology application leading to diversification

Memoria, launched in 1979, the first computerized model developed in Japan rocked the home sewing machine industry to the great era of renovation. Janome applied production technologies developed for sewing machines to industrial equipment. Electro press (servo press), JP-20, developed in 1984, is powered by electricity, which was a breakthrough technology for press industry. With this, Janome started its challenge to be a major player in industrial equipment industry. Janome also ventured seriously into industries other than sewing machine, including 24 hour hot bath system 'Yu-meijin' developed in-house. Production facility was reinforced by Thai Factory, built to accommodate soaring demand from growing global sales of sewing machine.

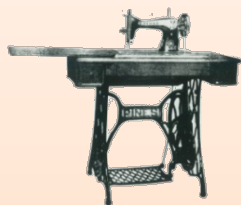
1921

1960

1980



1921 Model 53 (Pine 500 type)



1929 Model 30 (Pine 100 type)



1948 Model 102 (HA-1 type)



1954 Model 320



1961 Model 560



1964 High Dream



1971 Imprinter



1971 Model 801



1976 Excel



1979 Memory 7



1980 Vacuum casting equipment



1983 Memory Craft



1984 JP-20 Electro Press (servo press) No.1



1986 COMBI DX (502)

Management system restructuring

Janome has progressed on fundamental restructure of its management system to overcome the management crisis in 1990's, when a speculative investor group manipulated our stock price by substantial stock holding. Our effort was culminated in 2009, when the head office functions were moved from Kyobashi in central Tokyo area to Hachioji so that all the functions are consolidated under one roof. Communication and cooperation among departments namely planning, R&D, production, sales and sales follow-up improved substantially and response to customer requests and needs are completed without delay.

Contribution to rich & creative craftsmanship manufacturing

Sewing machine performs different functions over time from an appliance to help save household expenditure to an instrument to assist a user to realize his or her diverse personal interest. Janome, known for its proven quality, continued its challenge to develop sewing machines that stimulate user's creative aspirations and comes with ease of use and high quality. Result of this 100 years of challenge was culminated(exemplified) in the recent flagship model, Continental M17, launched in April 2022 for overseas markets. Industrial equipment business will continue its growth as a company to support craftsmanship manufacturing who listen to the real voice of the production lines to accommodate the rising demands for precision and information equipment that require exacting accuracy and clean operational environment.

Beyond 100th Anniversary

We changed our corporate name from Janome Sewing Machine Co., Ltd to Janome Corporation to coincide with the milestone 100th year since founding in October 2021. We also developed for the occasion 'Reborn 2024', New Mid-term Business Plan, as yet another transit point of our flight for the next 100 years as 'New Janome'. Janome has endeavored to fully comply with corporate governance by such measures as transition to Company with Audit and Supervisory Committee in its pursuit of elevating authority and supervisory capacity of the Board of Directors. 'Reborn 2024' stipulates as Janome's basic policy to continue promoting sustainable management to achieve SDG's by realizing sustainable society and sustainable growth of Janome's business. Janome will engage all its resources to continue its sustainable growth.

▶ Mid-term Business Plan
'Reborn 2024' See Page 19

1990

2010

2020~



1990 Yu Meijin



2001 Super Secio



2013 Memory Craft 15000



2016 Servo Press JP Series 5



2019 Horizon Memory Craft 9450QCP



1991 Secio



2008 Yu Meijin Super CT



2014 JR3000 Series



2018 JS3 Series



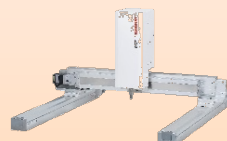
2019 Continental M7 Professional



1993 JR500 (Desktop Robot No.1)



2012 DC6030



2015 JC-3 Series (Cartesian Robot)

2018 Air Thread 2000D,
Overlock sewing machine

2020 Epolku



1998 JSR4400 Series (SCARA Robot)



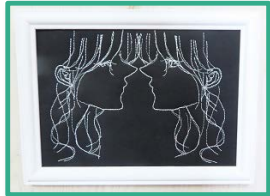
2015 Secio 14000



2022 Continental M17

Sewing machine project samples created to enrich your life

Tapestry created with Digitizer, embroidery data digitizing software



beading foot



Hat decorated with beads, sewn with beading foot



Quilt project



Dress



Lace embroidery



Accessories made with lace embroideries



Embroidery couching with yarn



Tote bag embroidered with yarn



Cushion decorated with applique



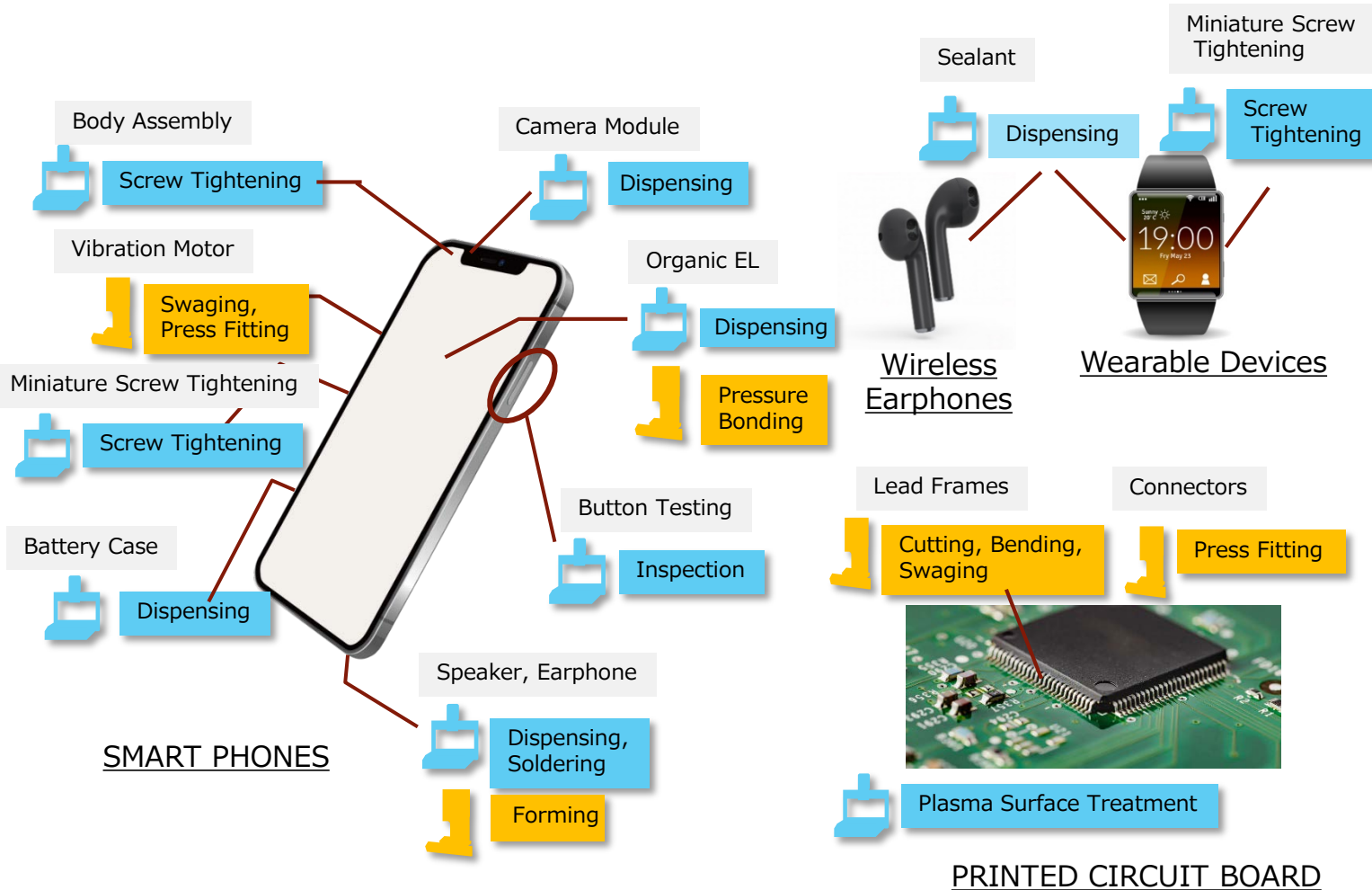
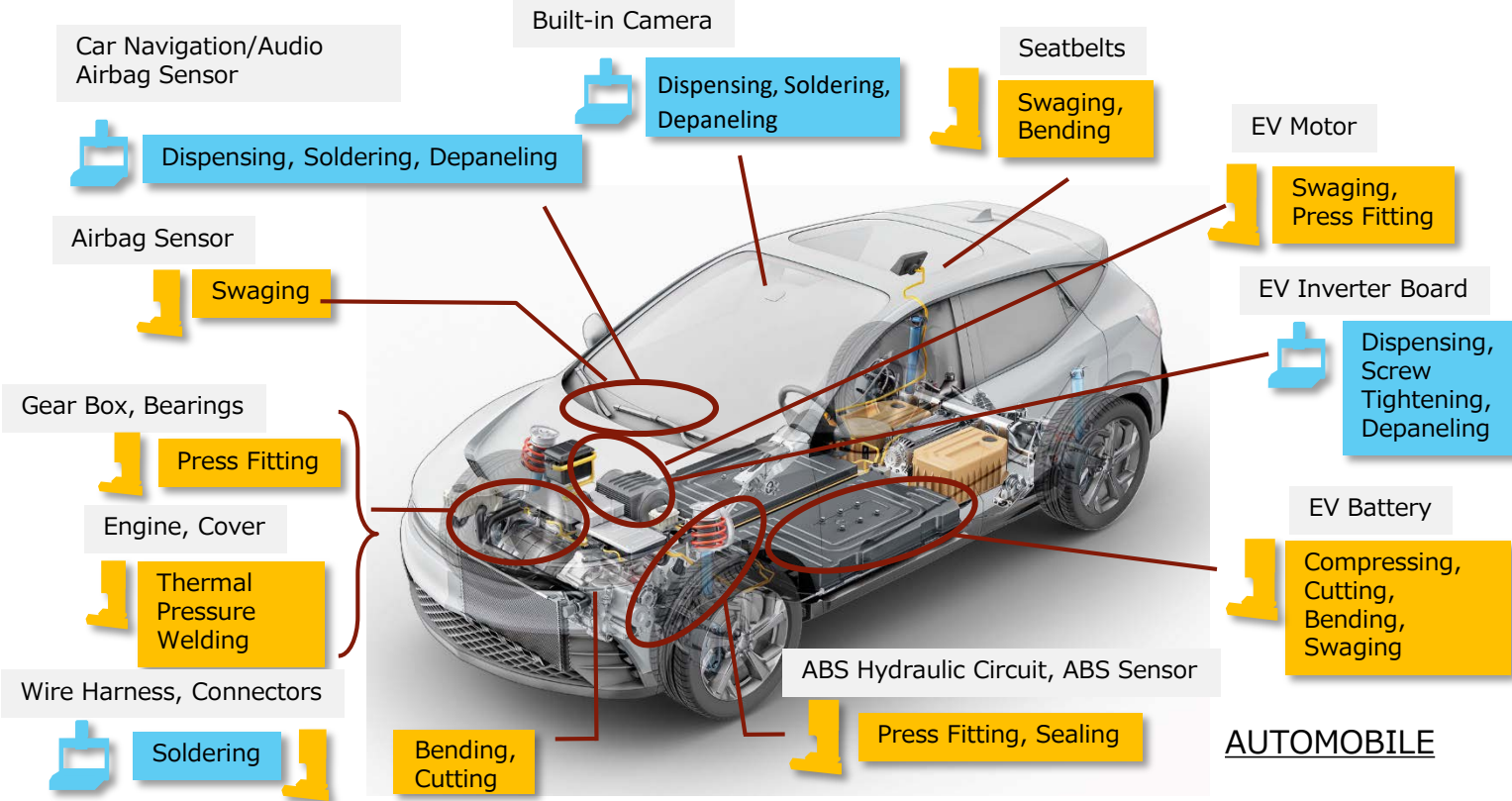
Pot cover



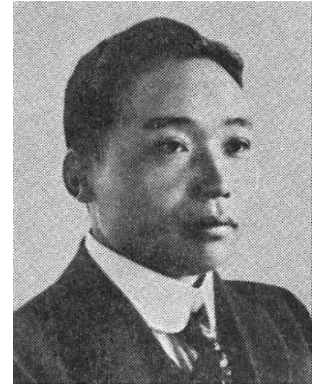
Book cover

Robots & Servo Presses Serving at the Production Site

 Robot Application
  Servo Press Application



Since its founding in 1921, Janome has endeavored to develop and enhance clothing and fashion culture by manufacturing and distributing quality sewing machines to many households. In the absence of any domestic sewing machine manufacturer, Yosaku Ose, one of the founders of Janome, had a strong desire to create the first sewing machine made in Japan, at a time when the sewing machine market was dominated by foreign brands. In a time when clothing was far from abundant, sewing machines were gaining in presence as a must-have household appliance. This prompted Ose to found Janome with an unwavering determination that sewing machines must be domestically manufactured, which was also in line with the governmental goal of stimulating domestic industrial growth.



Founder Yosaku Ose

This is how the 100 year history of Janome started. Janome, founded with this determination of Ose, has since been a driving force in the industry to make clothing life better by manufacturing and distributing sewing machines with unyielding emphasis on technological innovations. Janome also played a prominent role in leading the industry to standardize the specifications of sewing machines in the 1940's.

Times have changed dramatically with regard to clothing supply, to the point where ready-made clothes abounded in the market. This has inevitably altered demand for sewing machines, prompting Janome to play a new role in terms of the value that sewing machines can offer to society. The sewing machine, once an appliance to support the household by making new clothes as well as mending old, has now become an appliance to quench the user's desire to create clothes or dresses to wear, to dress someone up, to simply possess, to give as a gift, and/or to simply show off. Research and Development has shifted its focus to technological innovations and functional development that can cater to sewers' expanding applications and needs.



1st domestically manufactured sewing machine
'Model 53 Pine 500 type'

The Corporate Philosophy above is determined with the founder's beliefs and changing business focuses in mind, as well as the changing values and functions of the sewing machines.

Janome not only wishes to present the appliances and services to enrich our customers' sewing lives, but also desires to actively support and facilitate the process whereby customers create whatever their imagination may guide them to and find sheer joy and fulfillment in their accomplished projects. Across all its businesses, Janome further desires to not only supply materials and functional products and services but also to engage universally in efforts to enhance societal and cultural development by bringing creative, original innovations to people's lifestyles and business activities.

Main Businesses

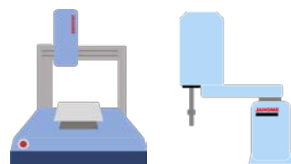
Home Appliance Business

Manufacturing and sales of household sewing machines & related products



Industrial Equipment Business

Manufacturing and sales of desk top robots, servo presses and die casting products



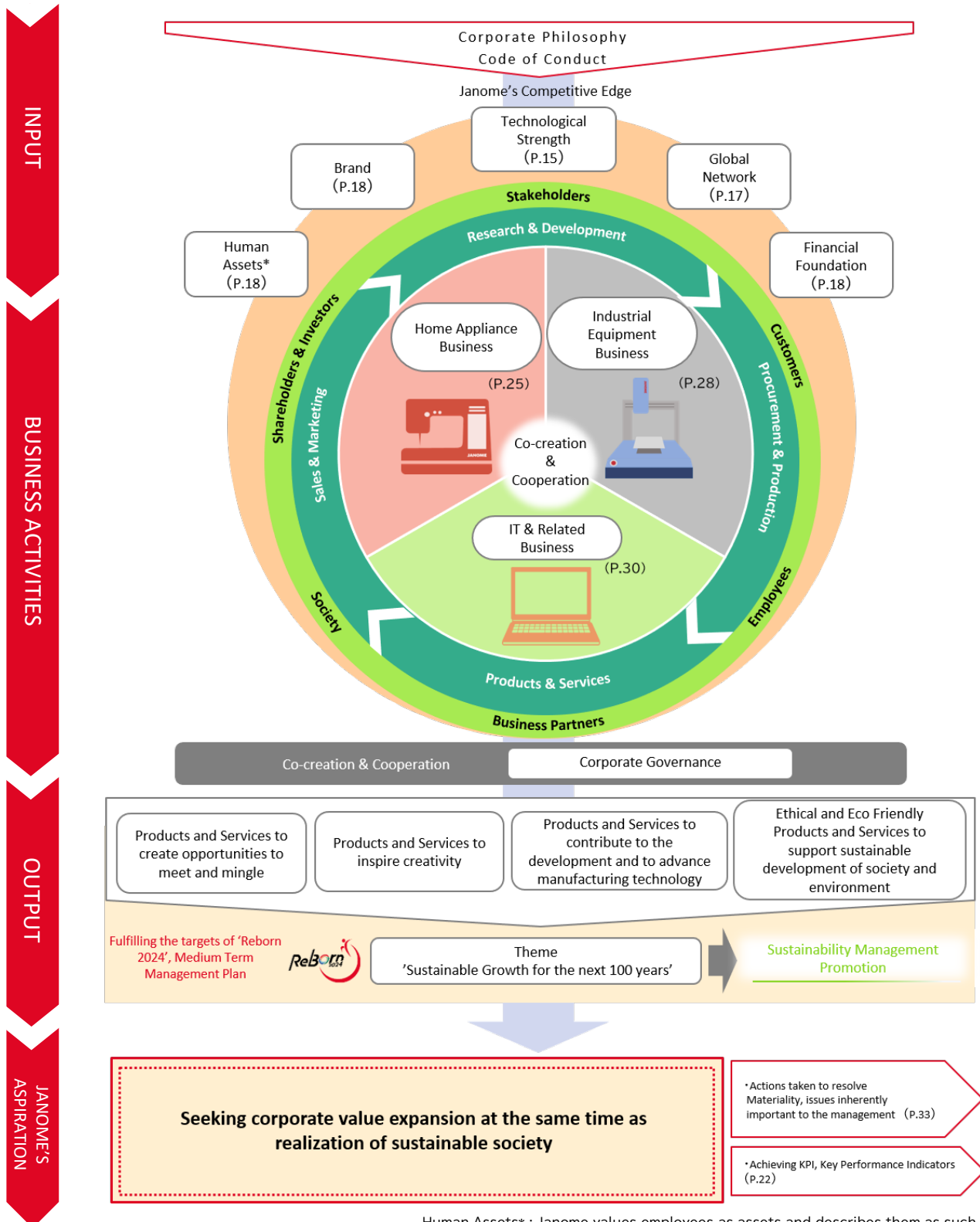
IT & Related Business

Systems integration & outsourcing, software development, sales & installation support



Value Creation Process at Janome

In its quest to realize the corporate philosophy, the driving force of all the corporate activities, the Janome Group has offered rich and creative values* to all the stakeholders by delivering the highest quality products and services supported by its competitive strengths of 'Human Assets', 'Technological Strength', 'Brand', 'Global Network' and 'Financial Foundation'. We will contribute to the realization of sustainable society by responding to various challenges that society will face, thereby expanding our corporate value.



Human Assets* : Janome values employees as assets and describes them as such.

— Janome's Competitive Edge —

Proven technical capabilities support manufacturing culture

Janome established the world's first general research center for sewing machines in 1964, the 39th year of Showa era, and has since pursued its research and development of high quality and high value added products as a leading household sewing machine maker.

The industrial equipment segment of Janome's business, initiated by applying technological strengths nurtured over the history of successful household sewing machine production, expanded its technological reach from desktop robots into high-spec SCARA robots and servo presses, and has developed an industry customer base ranging from automobile and smart phone related precision mechanical equipment manufacturers to research institutes and universities, as well as the food industry.

Janome products, widely supported for having the 'Janome standard of quality' by many customers around the world, are produced in three factories, the Tokyo Factory, located within Janome Headquarters in Hachioji, Tokyo, Taiwan and Thailand.

Tokyo, as Mother factory, produces top-end household sewing machines and industrial equipment products. It also strictly monitors and controls the production progress in other factories so that all the factories maintain optimal production allocation. Manufacturing technological expertise amassed over the long history of the Tokyo factory have introduced to the Taiwan and the Thailand factories.

In this rapidly changing modern society, it is vitally important to accurately capture and whenever possible predict in advance, customer needs. We are taking every step to expedite the development and production cycles without compromising high quality standards so that we bring to the market those products that will satisfy our customers' needs.



3 pillars to support excellent Janome quality

• Product development format

Detailed standards are designated for individual product price points which work as guidelines for selecting optimal design and components, guaranteeing products with extensive capabilities, excellent durability and stable quality.

• Stable quality parts

Establishing a manufacturing hub in Taiwan in 1960's ahead of the competition, Janome has built close ties with key local parts suppliers, who enable Janome to maintain its attention to detail of each and every part selected. Automated production has been introduced for some internal part production as one step to improve the efficiency of the production system.

• Production structure

Manufacturing expertise and technological edges, amassed as the domestic pioneer household sewing machine maker, have been implanted and expanded on in overseas factories. An engineer exchange program is in place between Tokyo and Taiwan that has worked to improve the engineering expertise of both the operations.

— Janome’s Competitive Edge —

Global Production Allocation



Tokyo Factory: ‘Mother Factory’ Production Management Division

Governs overall production by monitoring the utilization rate, operational progress and profitability of each factory. It is an integral fortress of quality assurance, following up on updated information regarding various safety regulations and monitoring compliance therewith including performing inspections to protect Janome’s high quality standards.

Challenges & Action Plans ▶

Renovate production control system to increase output as well as to reduce time to delivery of industrial equipment, accommodate in-house fabrication and high-mix small lot production, Promote 5S Activities, Promote succession of technology and prevent potential loss of production expertise contingently triggered by production relocation to overseas factories



Janome Taiwan: ‘Main Factory’

Compliments Tokyo Factory with the function of production technology division by facilitating minor changes of certain models so as to expedite the new product development process as well as to reduce development cost. It also integrates painting divisions and performs key functions as parts supply center to all the factories.

Challenges & Action Plans ▶

Review production line configuration, promote further automation of operations including in-house parts production department, computerize information control such as ‘tact time’, or cycle time to reduce costs, Improve quality and production efficiency



Janome Thailand Factory : ‘Strategic Factory’

Structured to produce affordably priced models efficiently to cope with the exacting price competition

Challenges & Action Plans ▶

Promote production leveling to streamline output quantity and labor management efficiency

Technological edge and characteristics of Janome products

Home Appliance Products

New element development in both structural and electrical areas is focused on ease of use that has led us to develop the breakthrough technologies for sewing machines substantially improving efficiency and ease for customers to create projects with such functions as Wi-Fi communication, editable embroidery design application and stitch regulation function, which enables equal stitching irrespective of fabric travelling speed in free motion sewing

Industrial Equipment Products

①Vocal data entry saves time to kick start the operation. ②Products with environmental considerations by noise reduction and electricity saving functions, ③Improving operational efficiency at the production site by products with high level of speed, accuracy and payload capacity, ④ Monitoring through network equipment during operation to detect errors.

Challenges & Action Plans ▶

•Construct next generation development platform

Reduce development lead time and structure the foundation to tailor products more closely in line with customer requests

•Educate and train engineers

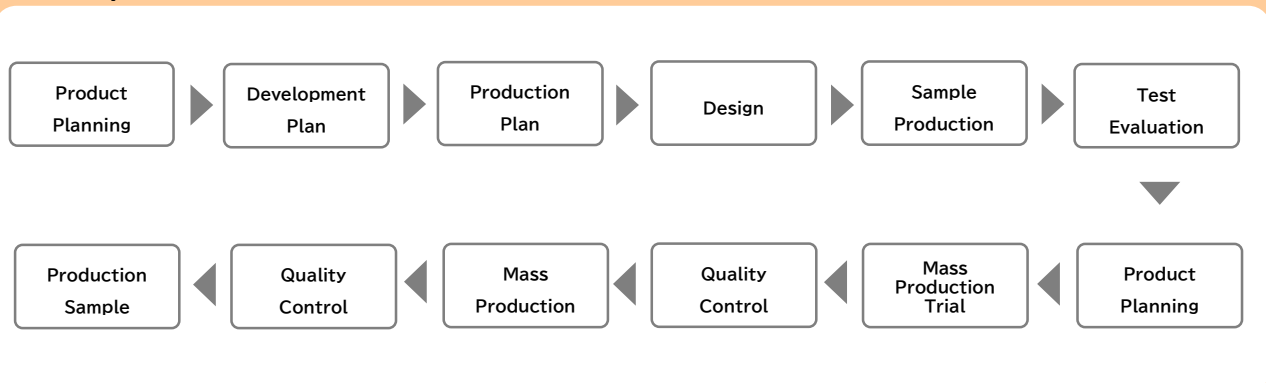
Develop human asset aimed at improving overall technological strength, pass on the existing technological edges and expertise to future generations, pass on the existing technological edges and expertise to future generations, expand employee reward system for voluntarily obtained licenses and qualifications

•Develop new technology

Utilize Artificial Intelligence and IoT (Internet of Things), organize a project team and elaborate at workshops to develop breakthrough technologies that will capture the potential market demand which has not yet materialized, organize and conduct seminars and voluntary learning sessions on new technologies

▶Actions to develop environmentally conscious products(See P38)

Development/Production Flow Chart



— Janome’s Competitive Edge —

Global Network

Janome has built a global distribution network so it can swiftly respond to wide ranging needs of the Janome users in the various markets around the world. 17 overseas sales units, firmly supported by the Head Office Division—work closely together to supply our products that satisfy our customer’s needs.

Household sewing machine sales subsidiaries constitute a major engine of the Janome Group’s overseas sales activities, which are aligned along the area marketing strategy in major markets of North America, where Janome America, Inc. has been a force since 1960’s, Europe and Oceania.

Industrial equipment sales subsidiaries entered the markets dominated by automobile related industries, as JIE America entered Chicago in 2007 at the heart of American manufacturing industries, and are engaged in sales development activities, followed up with after sales service, by demonstrating how useful and original our equipment is.

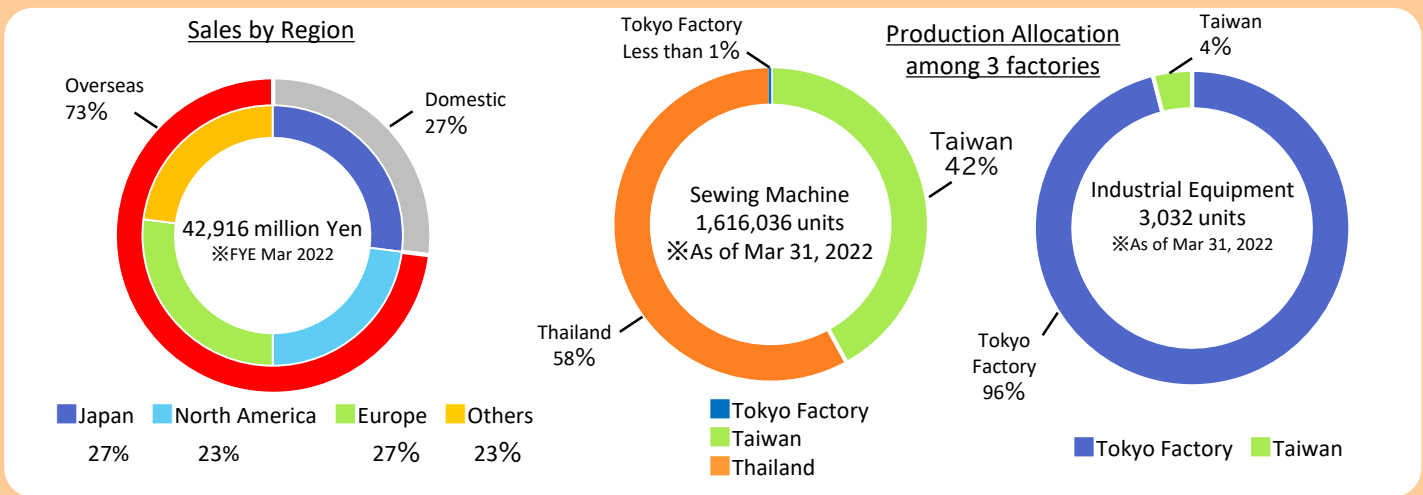
Janome manufactures the products it sells in 3 factories in Tokyo, Taiwan and Thailand, each one of whom is engaged in its inherent functions, however they are structured to compliment each other in extraordinary situations like natural disaster.

► Proven technical capabilities support manufacturing culture (See P.15)



► Global Network (See P.77)

※ JIE stands for Janome Industrial Equipment.



— Janome’s Competitive Edge —

Janome supported by diverse human assets

The Janome Group regards its employees with the highest esteem of all its assets. Measures have been taken to seek the best work life balance and to reach the state of well being by introducing work place reforms. Abundant educational options are in place for employees to obtain and improve various skills. Janome is also keeping its door open for human assets with diverse background as female, foreigners, mid-career recruits and persons with disabilities who would bring diverse cultures and different values which should contribute to create new innovations.

►Actions taken for the employees (SeeP.45)

Diverse Human Asset (as of Mar 31, 2022)



- Employees 2,971
【regional breakdown】
Japan:30% Asia:62% N. America:3%
Europe:2% Others:3%
- Head Office Managers 68
Female 12(17.6%)
- Head Office New Recruits 13
(Mid-career recruits) 2
- Ratio of persons with disabilities hired to all the employees at Head Office 2.03%

Improving work/life balance (as of Ma 31, 2022)



- Average years of service 15.4
- 3year retention rate 87%
- Nursing care leave takers at Head Office 7(10 eligible)
Consisting of 5 Females(5 eligible)and 2 Males(5 eligible)
- Educational opportunities
 - 3rd year training
 - Mid-career Tr.*
 - Manager Tr.
 - On-line Ed. & Tr.
 - Compliance Tr.

*Ed stands for education & Tr for training

Brand with trusted quality and reliability

The Janome Group has found many heavy users of its products around the world who value its high specifications and uncompromising quality underwritten with proven technologies amassed over the years of experience. Janome brand is now widely identified with trusted quality and ease of use and is embraced with excellent reputation, giving household sewing machine top share in Japan and substantial share in overseas market. Desk top robots and servo presses also enjoy leading share in each segment.

Household sewing machine



Japanese market

- Holding fast its domestic **No.1** share
- Driving the industry as a leading company of household sewing machine



Overseas market

- Sold to **more than 100 countries**
- Gained global support from North America & Europe where sewing is part of life and Asia and Central/South American emerging countries

Industrial equipment(desktop robot, servo press)



- **Top market share** in the industry
- Known for its high performance and ease of use, Janome is widely gaining a reputation as industrial equipment manufacturer

Financial foundation

Financial strategy of the Group aims to both maintain financial stability and to increase capital efficiency by maintaining the sound capital structure with effective use of interest-bearing debt. Equity ratio has improved by reducing liabilities with debt retirement and is maintained at relatively sound level. Individuals hold the majority of our share. We will continue to improve financial stability so that long term relationship with the shareholders is maintained.

Equity ratio

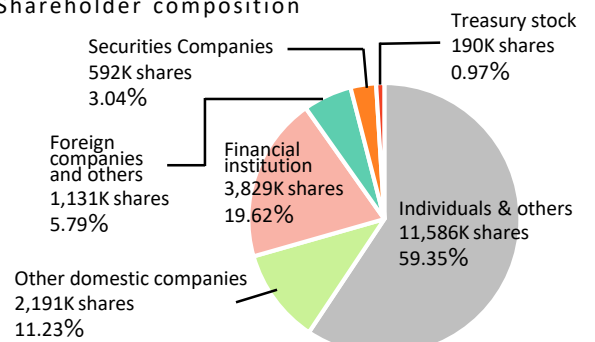
FYE2017	FYE2018	FYE2019	FYE2020	FYE2021
47.7%	49.4%	49.7%	54.7%	59.5%

Number of shareholders(as of March 31, 2022)

18,718



Shareholder composition



New Mid-term Business Plan is developed for the term of 3 fiscal years from 2022 to 2024. Named **‘Reborn 2024-SUSTAINABLE GROWTH for the NEXT 100 YEARS**, it is made with a determination of New Janome to venture a new step into the next 100 years to expand its corporate value further, at this historical its corporate name to Janome Corporation and its financial foundation is showing certain sings of improvement.

Basic Policy

Move forward with sustainable management

Previous Mid-term Business Plan

『JANOME 2021 Navigation for the Future』
(for the fiscal years from 2019 to 2021)

Basic Policies

- Leap forward to “new” Janome
- Strengthen revenue base by reducing cost of manufacturing, sales and management
- Faster product development processes / taking latest demands of the market in advance
- Concentrate and make maximum use of management resources
- Human resource development
- Improvement of corporate value

- Achieved highest income in Janome history (FYE2021.3 Operating income ratio: 11.2%)
- Sewing machine has been re-evaluated with stay-at-home demand
- Enhanced production system with flexibility under pandemic
- Industrial Equipment sales stagnated due to restrained capital investment

- ◎ While being flexible under fast-moving environment change, the task is now clear for Janome to keep growing in the future.
- ◎ Took one step forward to achieve long-term goal of increasing corporate value.

- ✓ Evolve with Janome's DNA (flexibility, willingness)
 - Expanding business overseas to capture the untapped market
 - Diversified business to Industrial Equipment and Home-use Sewing Machines, selling and distributing sewing machines
- ✓ Maximize Janome’s resources (see below for more details)
 - The corporation which maintains all channels - from R&D to sales
 - Centralized facilities: R&D, mother Factory and head office
 - Being a leading company in home-use sewing machine market
 - 3 different business divisions (Sewing Machines, Industrial Equipment, and Home-use Sewing Machines) for each division’s growth.



(FY2022~2024)

JANOME 2021
Navigation for the Future
(FY2019~FY2021)

Aim at sustainable growth
100 years

to drive sustainable growth of the company

our products) firmly in place.

oped market.

T based on knowledge and technology accumulated by various daily operations of

achines

ain resources/strengths)

rom R&D, production and sales / distribution.

eadquarters are all located at the same site in Hachioji, Japan.

chine industry

ustrial Equipment, IT) can have synergy benefit

► Policy for each business division (See P.21)

Increase our corporate value

High Revenue model management

Transit point



- Preserve the culture and value of the sewing machine
- Expand the Industrial Equipment business
- More focus on IT business through subsidiary
- Start 5 projects which cross over multiple divisions
 - 5 projects launched for sustainable growth (See P.21)
- Sustainable management

*** What the logo Reborn 2024 signifies.**

The new logo was created by the design department internally to concur with the brand new image of 'new' Janome. Robust and bold font represents the power Janome contains(inside)and italic font signifies the speed by which Janome rides with the tide of the times. The 'R' extends from below represents the tradition and technologies Janome has built over its history while 'B' that shoots up above and 'Born' that rises up to the right represents our future growth potential. 'B' in Reborn is expressed in capital letter to explicitly emphasize 'New born Janome'. 3 colors applied to the letter 'O' signifies 3 major businesses-home appliance, industrial equipment and IT & related businesses will grow through interaction with each other, while the intertwined rope shows the growth cycles. 3 bands also constitute 'eye of the snake', traditional Ja(snake)-no(of)-me(the eye)pattern, which is what our corporate name comes from. Jumping athlete logo on top literally shows Janome breaking out of its mold to make another leap further into the future.

th for the next

Policy for each business division

Common policies

- **Offering sustainable products**
- **Strengthen supply chain**
→by extending sales section routine of adjusting/accommodating inter factory sewing machine production as well as parts procurement to development and production section, which should naturally increase communication resulting in engaging them further.
- **Actively act and gain ground in important markets**

Home appliance business

- Maintain the value of sewing culture and sewing machines, re-evaluated by stay-at-home demand. Also lead the market as a leading company in the industry.
- Improve Janome global brand recognition
- Increase sales to make up for the loss of Russian sales

Industrial equipment business

- Move and act aggressively to make this the second pillar of business at Janome, including possible M&A
- Staffing and expansion for important markets

IT & related businesses

- Drive DX strategy in the Janome Group and expand external sales of products and services based on this experience
- Establish strong position as a partner who can solve tasks together with customers

5 new projects to achieve sustainable growth

Janome has launched 5 new projects to follow sustainable growth

1. In-house processing project

Passing on techniques and keep turning the cycle of human resources development to enhance our corporate value.

2. Hachioji Headquarters renewal project

Enlarge production capacity and review work environment by utilize current vacant space at Hachioji headquarters as well as contributing to local community.

3. Made in Japan project

Make maximum effective use of Tokyo factory and offer special model created utilizing the accumulated skills of craftsmen.

4. Janome Digital Transformation project

Apply expertise gained by IT and related business to all the business practice of Janome, as well as to offer the same to our clients

5. Bobinage project

Proceed on opening in multiple locations, domestic or foreign, an antenna shop 'Bobinage' expected to spread widely the joy of creating clothes and projects with the sewing machines



Sustainable management for sustainable growth

The sewing machine, along with industrial equipment products, are sustainable under the concepts of “environmentally-friendly” and “environment conscious”, and can be used for making garments as well as refashioning them. Expanding on these characteristics together with working 5 new projects, Janome continue efforts to solve social challenges and support public missions and improve corporate value by solving social challenges and achieve sustainable growth of self.



Sewing class at elementary school in Hachioji, giving instructions on how to use a sewing machine



Remake / reuse workshop

Key Performance Indicators (KPI)

(Unit: 1Mill Yen)

	FYE 2021.3 Result	FYE 2022.3 Result	FYE 2025.3 (Goal)
Sales Amount	43,839	42,916	48,000
Operating Income	4,931	3,659	5,000
【Percentage】	11.2%	8.5%	10.4%
Ordinary Profit	5,032	3,824	4,900
【Percentage】	11.5%	8.9%	10.2%
ROE	14.6%	8.2%	10.0%

Target shareholder return policy

Keep stable dividend payout ratio (30%) in mid and long term. Stock acquisition of own treasury shares may be performed depending on circumstances.

With Reborn 2024, the aim is at least JPY 25.00 per 1 stock of annual dividend, and to maintain annual distribution every year while increasing this amount.

Home Appliance Business

Janome’s Home Appliance Business offers a wide range of sewing machines from regular sewing to overlock machines and embroidery machines so that many sewers with varying applications and requirements can enjoy creating hand-made projects.

◆ Overseas Sales

The Janome Group continuously develops new models, refreshes and expands its product lineup to satisfy the varying needs of our customers in more than 100 countries. Janome has expanded its reach into overseas markets as a leading household sewing machine company by establishing 13 overseas sales subsidiaries. While we continue to identify potential distributors for future expansion, we are also providing active support to sales agents and third party distributors.

North America is the largest market of all in the world where the entire range of sewing machines from top-end to entry level are distributed through two distribution channels: dealer network and mass merchandizers. Mid to upper range models are mainly distributed through specialized dealers with dedicated sales and service staff who provide sufficient advice and follow up support to customers, while entry level models are mainly distributed through mass merchandizers.

The Janome Group has also gained substantial level of support in European markets through its sales subsidiaries in UK, Germany, Netherland and Switzerland as well as OEM sales to several European brands. We are also looking to expand our share in other markets by actively promoting area marketing to suit individual needs of each market.

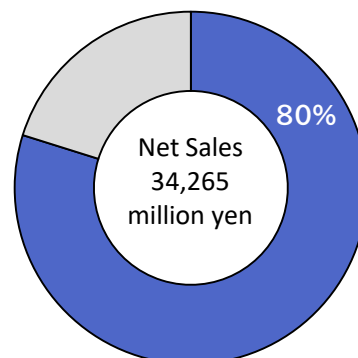
◆ Domestic Sales

Janome offers such multiple sales channels as its direct branch and sewing machine specialty stores network, mass merchandizing stores and internet, as well as providing customers with the sewing machines to suit the various needs of the customers with conscientious after sales support service. Janome operates antenna shops ‘Bobinage’ where the visitors can actually touch and operate the sewing machines. Bobinage also runs work shops and rents sewing machine display spaces.

Janome also develops and sells special school models to more than 22,000 elementary to high schools across the country with after sales support provided by a group of specialist staff—thereby making substantial contributions to the school education. We listen closely to the customers’ voices to identify their potential needs, which sometimes leads to the development of brand new products.

Domestic Sales also include sewing related software and pattern paper and other wide-ranging life amenity products and services as we support rich and creative lifestyles.

Home Appliance Business Division sales as % of total sales



Sewing machine model for the overseas market



Sewing machine model for the domestic market



Overlock machine

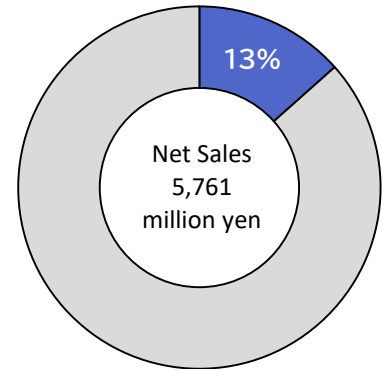
Industrial Equipment Business

Janome continues to steadily expand the second pillar of our business, industrial equipment. Built upon high precision position control technology gained through Janome’s long history of household sewing machine development, the Industrial Equipment Division actively engages in the development, manufacture and sale of industrial equipment and related parts. Servo presses and desktop, Cartesian and SCARA robots are Janome’s main products, marketed and sold proactively to customers worldwide in manufacturing sectors such as IT, electronics, automotive parts production and more.

Domestic branches in Nagoya, Osaka and Fukuoka and overseas subsidiaries in the U.S., Germany, China, Taiwan and Mexico comprehensively support Janome’s industrial equipment sales and customer service activities.

Janome Group companies also manufacture and sell precision die cast and plaster cast products to a strong customer base from a wide range of industries, including automobile parts and industrial equipment manufacturers. Leveraging the logistic advantage of our factory network with facilities in metropolitan Tokyo, metropolitan Osaka and Thailand, we continue to grow our die cast business.

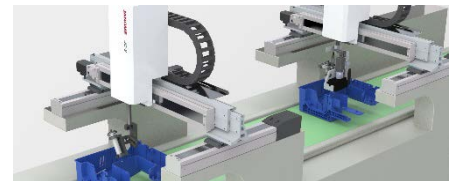
Industrial Equipment sales as % of total sales



Electro Press (Servo Press)



Desktop Robot



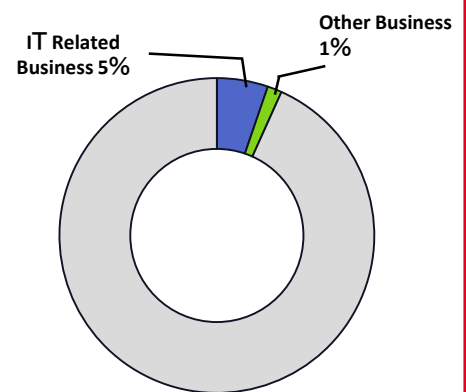
Automated production system featuring Cartesian robots

IT Related and other Businesses

The Janome Group offers IT software development, data processing, system operation management outsourcing. Banking on the technologies and know-how we originated as a manufacturer to monitor and manage our own product development and mass production administration, we offer hands-on systems for order taking, product management and book keeping to wide-ranging customers in distribution, construction, communication and manufacturing industries.

As one of the innovative leaders of next generations, we are looking to expand into new industries and areas and are aiming to offer services with legitimate speed that suit the changing environment and customer needs in this modern society where IT is making uninterrupted innovations. Other businesses include maintenance services to support the clients of our sewing machines as well as real estate lease.

IT Related Business & Other Business sales as % of total sales



IT Related Business sales 2,252 million yen
Other sales 637 million yen



— Summary of FYE March 2022 results —

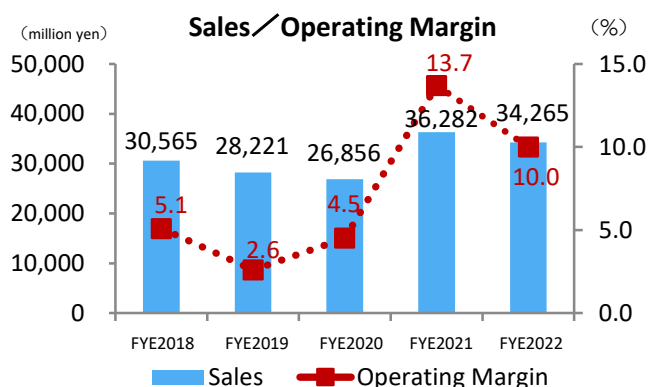
In the household equipment business, although the supply side was still constrained by disruptions to the distribution network resulting from the coronavirus pandemic, in overseas markets consumers were again reminded of the creativity of sewing machines during the period of stay-at-home demand in the previous year, and sales grew throughout the year in North America, particularly of mid- to high-end models. Sales were also strong in a wide range of regions, including Europe, Oceania and Asia. With regard to the Russia-Ukraine situation, while the region represents an important market for the Group, the impact on the sewing machine business during the year under review was limited, in part due to the timing of the outbreak. In the domestic sewing machine market, the Group has actively stimulated demand by exhibiting at and sponsoring various exhibitions, as well as by continuously disseminating information via social media, with the aim of broadening our customer base. However, actual results fell back from the previous year's level.

— Future Outlook —

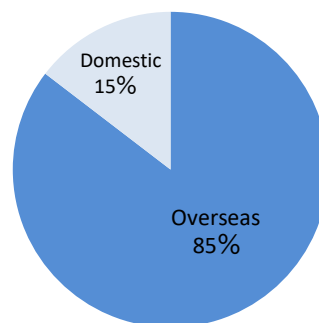
Sewing machine market, agitated for a while by COVID-19 pandemic, seems to be settling down with the relaxation of human movement restrictions. Janome expects steady increase of sewing machine users to continue with the sewing culture taking a certain place in home appliances at wider range of households. Prolonged shortage of parts and delay in distribution, however, are expected to continue to strain supply side in the short run. Economic strain exacted in Europe by Russia-Ukraine situation is proving much more serious than expected. Sewing machine market does not escape the negative impact thereof and may need longer time to get back to normalcy, as the situation seems far from reaching an early settlement.

— Business Policy —

- Preserve the sewing machine culture and value rediscovered by stay-at-home demand and drive the industry as a leading company should deserve
- Increase the brand recognition in the global market
- Increase the business volume to compensate for the reduced business in Russia



Home Appliance sales mix



※ Common expenses allocation standards were revised in FYE March 2019. Operating Income to Net Sales ratio of the terms preceding to FYE March 2018 are shown after revision by the same standards for reference purpose

Expanding its global reach as a leading household sewing machine company

Strategies and Targets

- Aim to expand the sales of high value added products in the essential markets of North America and Europe.
- Strengthen sales potential by improving service and support structure and by enhancing the brand image
- Increase the market share in India and expand sales of light alloy aluminum sewing machines, which have established the reputation for their excellent durability.



Business Environment: Opportunity and Risk

- Backlash of heightened Covid-19 driven demand created for household sewing machines
- Loss of sales to Russia due to economic sanctions imposed on Russia, due to its invasion to Ukraine.
- Price hike mainly of energy and uncertainty in future outlook due to the same
- Continuing delay, disruption and turmoil in international ocean freight & transportation on land and container shortage since Covid-19 outbreak.

Strength

- Substantially rich product lineup low end to high value added products line-ups
- Continental M17, flagship model launched in April
- Products made with uncompromised quality and durability but user-friendliness
- Integrated system of planning, development and production and sales
- Distribution network covering major global markets by sales subsidiaries and distributors.

Current initiatives

- Online business communication, production and customer interfacing due to travel restrictions.
- Sales subsidiaries and 3rd party distributors are stimulating demand by spreading information via social media as well as marketing activities
- Online customer support
- Further sharing of marketing tools such as video contents among sales subsidiaries

Challenges

- Recover elsewhere the lost sales to Russia
- Retain the newly gained customers during the pandemic by following up with their interests in the household sewing machines.
- Expedite the speed by which to launch attractive new models from capturing potential market needs, product planning & development, production & delivery to customers.
- Enhance the brand image further

TOPICS

Launched the flagship model for overseas markets, 'Continental M17'

Janome launched the top of the line computerized model with embroidery function in April 2022. The model 'Continental M17' concentrates the state of the art technologies accumulated over the 100 years history of Janome. It is the first top of the line model in nine years developed for overseas markets. The largest sewing area and the embroidery space make machine quilting, popular in North America and Europe, richer and more comfortable. Built sturdy and designed with high class looks, it comes with industry first 2 touch screens. Faster embroidery speed gives sewers ease of use and luxurious comfort.



Top domestic sewing machine manufacturer supplying attractive products through multiple sales channels

Strategies and Targets

- Focus further on offering attractive products
- Hold top share fast in school sales by giving them more support
- Reinforce user support



Business Environment (Opportunity and Risk)

- Covid-19 induced increase in time spent at home turned people's attention to sewing machines, remarkably expanding sewing population.
- Backlash of the demand above created for household sewing machines
- Cancellation of showcase events vastly reduced opportunities to meet & mingle with customers
- Aggressive sales activities via various channels.
- Spotlight on 'Remake & Reuse' sparked interest in and led to reevaluation of sewing machine value
- Accelerating price reduction due to the prevalence of internet sales

Strength

- Utilizing various sales channels other than sewing machine specialty stores such as the internet and mass merchandizer outlets
- Reflect customers requests collected directly in new products development
- High quality products with excellent durability and superb ease of use
- Sales support specialist group offering new applications to existing functions and features that add new perspectives to the joy of creating your own project

Current initiatives

- Demonstrating how to use and enjoy sewing machines via website and social media to entice people to spend more time with the machines.
- Promoting area marketing to suite individual locality
- Resuming displaying sewing machines at exhibitions and events as well as work-shops and sewing classes at antennae shops.
- Keep an eye on school education front to maintain programs for the students to familiarize themselves from their childhood with sewing machines as something close.

Challenges

- Identify merchandizing mix that suits new lifestyles and social behavioral changes
- Providing support to aging sales staff
- Increase Janome's exposure and contribution to eco-friendly activities by directing sustainability-friendly features of sewing machines
- Dig further to uncover potential sewing needs and expansion of the sewing population
- Reinforce sales to elementary, junior & senior high schools and after sales support

TOPICS

Supporting the joy of creation with pattern paper

Janome Service Co., subsidiary of the Janome Group makes and distributes sewing patterns with the aim of guiding users with pattern papers to discover the joy of sewing, helping to enrich their lives and minds. Distributed through national fabric and craft chains and mass merchandizers, it is the largest supplier of sewing patterns in Japan. They offer more than 300 kinds of sewing patterns ranging from patterns with high street designs using the hottest trends to those that help make sewing easy and fit various stages of child's growth from toddler goods to enrollment ceremony necessities. Unlike those dress making magazine patterns that cause the trouble of having to transcribe patterns manually, our patterns can simply be cut out and sewn together easily. The instructions and graphic illustrations enclosed are so comprehensive that sewing with patterns seems so easy even for the first time sewer.





— Summary of EYE March 2022 results —

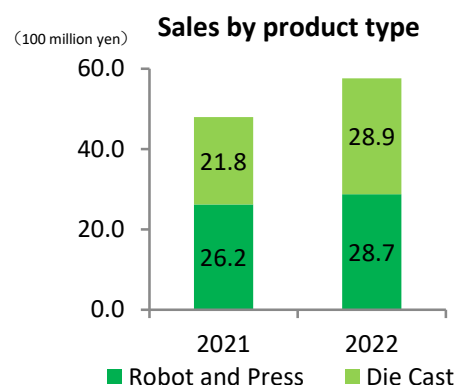
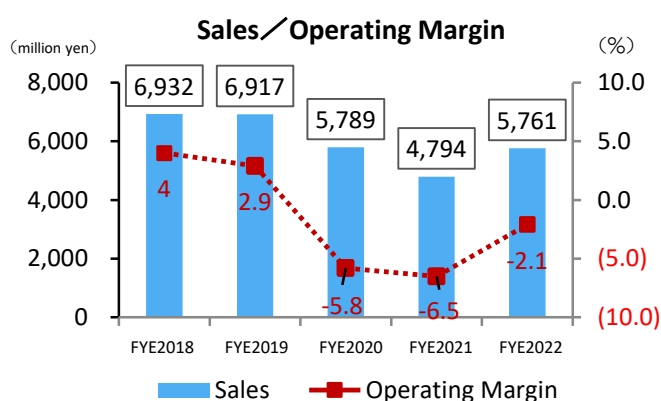
In the industrial equipment business, the Group worked to establish the Janome brand in the industrial robot sector through measures such as introducing new products to meet customer needs, expanding our product line-up and exhibiting at both in-person and online exhibitions in Japan and overseas. Under these conditions, sales of desktop robots and servo presses continued to recover, buoyed by an improving climate for corporate capital expenditure against a backdrop of increasingly brisk economic activity. Conversely, the production side continued to experience the impact of component shortages, particularly semiconductors, which kept the business from fully breaking away from an operating loss. In the die cast business, orders remained strong in line with the recovery in the industrial robot market, particularly in the automotive sector, contributing to the Group's overall profit.

— Future Outlook —

Demand for industrial robots is expected to rise gradually with the continuous improvement of corporate capital investment environment, as the global economy recovers from stagnation and returns to running at its normal speed. Orders for desktop robots, servo presses are on the rise, giving us a positive outlook toward securing a good number of orders for the short term. Unencumbered product supplies and a stable earning environment, however, should remain tough targets to reach, as a shortage of components, notably of semiconductors, and the high cost of natural resources are now the “new normal” due to prolonged turmoil in the global environment.

— Business Policy —

- Reinforce production capabilities and expand sales activities to establish Industrial Equipment as the indisputable second pillar of the Janome Group.
- Allocate more human resources and hubs in critical markets and regions



※ Common expenses allocation standards were revised in FYE March 2019.
Operating Income to Net Sales ratio of the terms preceding to FYE March 2018 are shown after revision by the same standards for reference purpose

Using accumulated sewing machine production technology to contribute to industrial development

Strategies and Targets

- Strengthen existing service network as well as open new hubs to increase market share by increasing business with existing clients and by adding new clients.
- Increase our in-house parts production capabilities to reinforce our manufacturing infrastructure and enhance our robot and servo press production capacities. Increase die cast production efficiency.
- Environmental considerations and strengthening of partnerships.
 - Accelerate business production efforts to essential businesses such as the medical industry where Janome’s original clean room model servo press should be well received.
 - Promote replacement of hydraulic and pneumatic presses with servo presses for energy conservation and a safer working environment.
 - Prioritize action toward the decarbonization of die cast production.
 - Strengthen partner company relationships in the robot and servo press businesses.

Business Environment: Opportunity and Risk

- Increasing demand for servo presses for refining precision assembly processes and for quality control to swiftly respond to various needs.
- Technological innovations in information/communication networks by leading countries
- Trend toward precision dispensing, volume control dispensing and variable control for optimal screw tightening with a growing demand to execute position correction and visual inspection in the same process.
- Global component shortages continuing to cast uncertainties over timely production.

Strength

- Servo press is an environmentally-friendly cleaner operating press-fitting device which also improves the level of quality control through press fitting load control.
- Products meet a wide range of global industrial standards.
- User-friendly operation through the application of technologies developed for the household sewing machine business.
- Top position in the domestic desktop robot market, offering various applications including dispensing, soldering, screw tightening, PCB depaneling and camera inspection.
- Developer and seller of the industry’s first lightweight servo press and a leading seller of servo presses under 20 tons.

Current initiatives

- Enhancing Janome’s brand recognition as an industrial equipment provider while progressively breaking ground in new fields.
- Shortening the delivery lead time for die cast and related products with a high degree of precision and complexity.
- Expanding sale of automated machines such as the Tangless Insert Automatic Insertion Machine.
- Adding sizes and models to the Servo Press JP5 Series for an even more comprehensive lineup
- Expanding robot and servo press applications such as plasma surface treatment
- Expand sales of brand new products, such as a twin table dispensing robot with camera.
- Introduction of proposal based sales which potentially leads to new product applications

Challenges

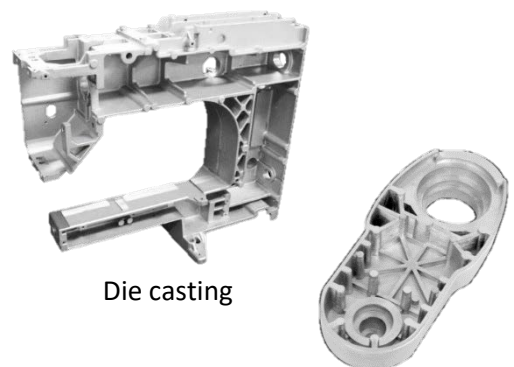
- Improve our technological edge with research and development capabilities a step ahead of market trends.
- Build up our sales and support force both domestically and globally to drive up sales.
- Expand product lineup and/or identify robot and press applications in growing sectors such as EV, medical and carbon neutral.
- Promote packaged sales of products and related accessories.
- Increase the scope of in-house fabrication of parts and components.
- Open more hubs and/or allocate more staff to service and product distribution

TOPICS

Seeking the limitless possibilities offered by state of the art die cast technology

An indispensable part of our lives, die cast products are widely used as components in a wide range of industries from transportation vehicles such as automobiles and motorcycles, personal computers and mobile phones, telecommunication and other precision devices.

We started die cast manufacturing when Janome Diecasting Co., Ltd and Janome Diecasting (Thailand) Co., Ltd began making die cast parts in-house in an effort to reduce the overall weight of our sewing machines. Janome is also engaged in plaster casting, bringing about such benefits as sample evaluations against an optimal design from early development stage design data, a method also used in die casting.



Die casting

Plaster casting



Proposing total solution packages employing IT

— Strategies & Targets —

- Be a partner to solve tasks based on knowledge and experiences of DX project within Janome Group
- Sell in-house developed products and expand new sales
- From server to cloud maintenance business
- Support the promotion of digital transformation in Japan

Business Environment: Opportunity and Risk

- Constantly changing IT industry
- Increasingly more plagued with the talent shortage by expanding industry
- Radical DX surge
- Accelerated IT investment sparked by corporate management motivation for digital management

Strength

- IT system construction operated by the in-house server and system operations control.
- Development technology of building software system with accumulated sewing machine software development
- Computer data processing system development expertise

Current initiatives

- Changing business model from existing server maintenance to cloud system maintenance
- In-house software development for sewing machine and industrial equipment products
- Sell to the third parties the expertise to be accumulated by intra group digital transformation

Challenges

- Improve our technological edge with research and development capability one step ahead of the market trends
- Accelerate cloud system maintenance business
- Recruit and train IT engineers

TOPICS

Strengthen global supply chain

One of the policies set forth in our Mid-term Business Plan, 'Reborn 2024' includes strengthen our global supply chain. It concerns Development and Production strategy whereby Janome aims to allow parts and components lending/borrowing and to give more flexibility to each factory to change the original production plans, so that production progresses more smoothly and efficiently.

Janome Credia, Co., Ltd, as one of the Janome Group, is contributing to this movement by developing software and application to be embedded in the finished products so that the product development is expedited and the supply chains are reinforced.





There is a limit to what a private enterprise can do on its own not only to remain a going concern but also to generate profit for its continuous growth. Maintenance of sound relationship with and recognition by society of its value for existence, earning trust for our products and services and contribution to the development of society, repetition of this chain of actions to co-create new values with society, which we firmly believe, is the one and only path to overcome the limit and stay on the course of sustainable growth for the Janome Group.

The planet earth where we make a living, however, has never been free from difficult issues including human rights and environmental complications. These two issues have been going through worsening phases to the point where the current society system, if not the earth, will collapse, unless the deterioration is halted if not turned for the better, because the earth is above all the absolute reason not only for private enterprises like ourselves but also for all the terrestrial species including human beings.

The Janome Group will continue to Challenges for both the realization of sustainable society and the constant expansion of the corporate value of its own, while taking steps to tackle wide-ranging social issues for their solutions so that its social mission of a private enterprise is fulfilled, based on its articulate recognition and understanding that the society and the planet earth are facing critical situations on multiple matters.

Sustainability Advancement Committee

Based on the articulate recognition of the importance of ESG management, Janome set up Sustainability Advancement Committee to accelerate promoting sustainable management as announced in our Mid-term Business Plan, ‘Reborn 2024’, so that the resolutions of social challenges including SDG’s are expedited.

The President chairs the committee with attendance of the Divisional General Managers where material matters concerning sustainability are discussed and challenges, targets and measures to resolve as well as the outcome of the preceding material matters resolution and evaluation thereof.

An outside director leads the meeting of the committee as we expect the discussions to go beyond the internal business decisions and/or executions to sustainability matters in breadth, depth and activation.

Contributions to achieve the SDGs achievements































Janome believes contributing to realize sustainable society is one of our corporate social responsibilities and will pursue achieving each goal of SDGs by executing business operations from each perspective of ESG.

Janome celebrated the 100th Anniversary of its founding in October 2021. We would not be here without a century of support by society, environment and people. It has been a century of incessant conflicts and war, famine and poverty in some parts of the world and human rights have sometimes been neglected. Along the process of industrial revolution and ensuing economic development, there occurred environmental destructions, pollution and waste of natural resources and social inequalities and injustices abounded in many forms and manners. Modern society faces a wide variety of challenges, which call for the global participation and cooperation of all the countries on the planet earth, if we seriously mean to solve them. Janome, as a corporate citizen, will tackle those challenges for solutions to ensure sustainable growth of our own as well as the realization of the sustainable society.



*Sustainable development goals (SDGs) are the international commitment to realize sustainable and better world by year 2030, as documented in ‘The 2030 Agenda for Sustainable Development’, adopted at United Nations summit in September 2015.

Measures to solve materiality(material issues) for sustainable growth

ESG allocation	Target theme	Actions taken for	Page	SDGs Target
Environment (Environment for the earth)	Considerations for environmental load, Conservation of resources	Maintain ISO14001 Certification Environmental education Chemical substance control Promoting paperless campaign	P.34 P.35 P.35 P.39	  
	Energy efficiency improvement Renewable energy utilization	Production Operations Installation of solar power generation	P.39 P.39	  
	Preparation and actions for natural disasters	Established Business Continuity Plan Self defense fire drill Safety confirmation system training	P.60 P.47	  
Social (Value co-creation/ Human asset development)	Sustainable economic growth Rewarding workplace	Procced on Mid-term Business Plan Women's career development Rehiring staff post retirement, Hiring persons with disability Child and nursing care institution Prevention of long working hours	P.19 P.45 P.45 P.46 P.46	   
	Stimulate innovation	Human asset development Research and Development	P.43 P.35	  
	Workplace safety	Health and Safety Committee Safe driving lecture	P.47	  
	Technology succession	Improve product development capabilities Quality control system Customer support	P.15 P.43 P.43	 
	Social welfare activities	Assisting children with sewing machines Participation to Pink Ribbon campaign	P.48 P.48	  
	Governance (Corporate Governance)	Reinforcement of governance	Reinforcement of corporate governance Risk management Compliance	P.51 P.60 P.62
Respect for human rights Peace and fairness		Human rights enlightenment program Fair trade and procurement Social contribution activities Exclusion of anti social forces, cooperation with Association of organized crime prevention	P.45 P.44 P.48	     

Environment ~Actions taken for Environment~

Environmental issues of the earth are the global matters of concern. We strongly believe it is only natural for a private enterprise consuming sizable energy and resources for its business executions to engage in such activities as environmental load reduction and preservation of the environment.

The Janome Group would like to take this one step further to include environmental factors themselves directly in its business activities, so that environmental activities will be identified as business opportunities, achievement of which should directly expand our corporate value.

Sewing machines and industrial equipment, major products we manufacture and distribute, have inherent ‘environmentally friendly and conscious’ characteristics. We will improve those characteristics further in our future product development and modifications. Increased efforts will be made to promote environment related activities along the line of Janome’s ‘Environment Policy’ and its bylaw ‘Green Procurement Guidelines’ on top of the factors regarding environmental load reduction already built-in from the supply chain and production phase to every other phase of our business activities.

Group Environment Policies

【Philosophy】

The Janome Group is resolved to conduct its corporate activities while paying appropriate attention to conserve the natural environment as well as to contribute to sustainable development of society, based on the recognition that one of the most significant universal challenges to mankind is to ‘conserve the global environment where man lives in harmony with nature’.

【Policies】

1. Janome takes on a challenge to reduce CO2 (carbon dioxide) emissions in every phase from the production to delivery of its products and services.
2. Janome promotes the 3R movement, namely ‘Reduce’, ‘Reuse’ and ‘Recycle’, in every phase of its business process to conserve resources as well as to reduce energy consumption.
3. Janome also aims to contribute to society from an environmental perspective, by creating products and services that help reduce environmental load.
4. Janome maintains strict control of hazardous substances that are detrimental to people and the environment, thereby aiming to reduce environmental risks.
5. Janome proactively discloses its overall environmental consideration activities.

JANOME Corporation
President & CEO
Representative Director
Makoto Saito

Renewal and Retention of the ISO14001 Certificate

Every production unit of the Janome Group maintains a certificate of ISO14001 or ECO Action 21 and independently operates and monitors each environment management system.

The Representative Director and President, CEO, who has the ultimate authority and responsibility, summons the environment officers appointed by the management to report the ISO activities for discussions at the Quality/Environment Committee meeting.

Environment Management System dictates the daily activities, which are subject to annual external review by the authorizing body as well as by the internal audit. These activities are reported to the management at the annual management review and are put through the PDCA cycle for improvement.

« ISO certificate update of Janome and the group companies »

Company Name	ISO14001	ISO9001
JANOME Corporation	○	○
Janome Diecasting Co., Ltd	— Eco Action 21	○
Janome Taiwan Co., Ltd	○	○
Janome Thailand Co., Ltd	○	○
Janome Diecasting (Thailand) Co., Ltd	○	○

Observance of Environmental Laws and Regulations

The Janome Group observes all the relevant environmental laws and regulations as well as the ordinances of the local governments, which are periodically updated and compared against the data obtained from the in-house voluntary environmental measurements to ensure our observance thereof. When deemed necessary, we request a third party analyzing agency to perform environmental measurements to ensure our observance of the regulation values.

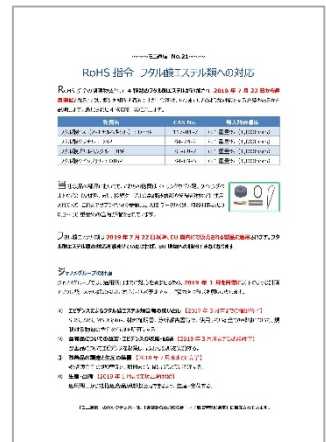
Environmental Education



Environmental education for the employees begins as part of the new recruits training sessions where all the new recruits learn an overview of ISO14001. The employees are subsequently provided with different types of environmental training as their job descriptions and/or managerial duties call for and/or certain laws and regulations require certain qualifications to be registered with the relevant authorities.

Scheduled training of fiscal year 2020 for the internal environmental auditors had to be cancelled due to the New Coronavirus pandemic. Internal Audit Department instead provided timely follow up to over 90 of the internal environmental auditors so that internal audits maintain and improve the audit quality.

In addition, Intranet Portal Site periodically posts 'Mini Correspondence on chemical substance and hazardous material', correspondence on the issues of the time such as new regulations on chemical substance control and information on hazardous materials.



Mini Correspondence

TOPICS Activities to enhance the awareness of the environmental issues

Industrial waste grew out of proportion in Thailand along with the rapid economic development of the country. Concern is now growing over the damaging impact on the oceanic ecosystem of the waste seeping through rivers to the ocean.

Employees with their family members Janome Diecasting (Thailand) Co., Ltd., having its business in the country released juvenile white snapper to the ocean in Rayong, Thailand in an attempt to protect oceanic eco-system as well as to foster the awareness of environmental conservation.

November 20, 2021 Rayong, Thailand



Releasing juvenile fish
photo provided by Janome Diecasting (Thailand) Co., Ltd.

Chemical Substance Control



The Janome Group appropriately monitors and controls the chemical substances detrimental to human bodies and the environment, in observance of the relevant environmental laws, regulations and internal guidelines. Equipment and devices containing PCB, polychlorinated biphenyl, are stored under proper surveillance in accordance with 'Act on Special Measures concerning Promotion of Proper Treatment of PCB Wastes'. These affected equipment and devices shall be disposed of in observance of the schedules and policies of the PCB treatment facilities governed by the administrative authority. Asbestos remaining in certain buildings is periodically monitored and properly controlled.



PCB waste transport operation

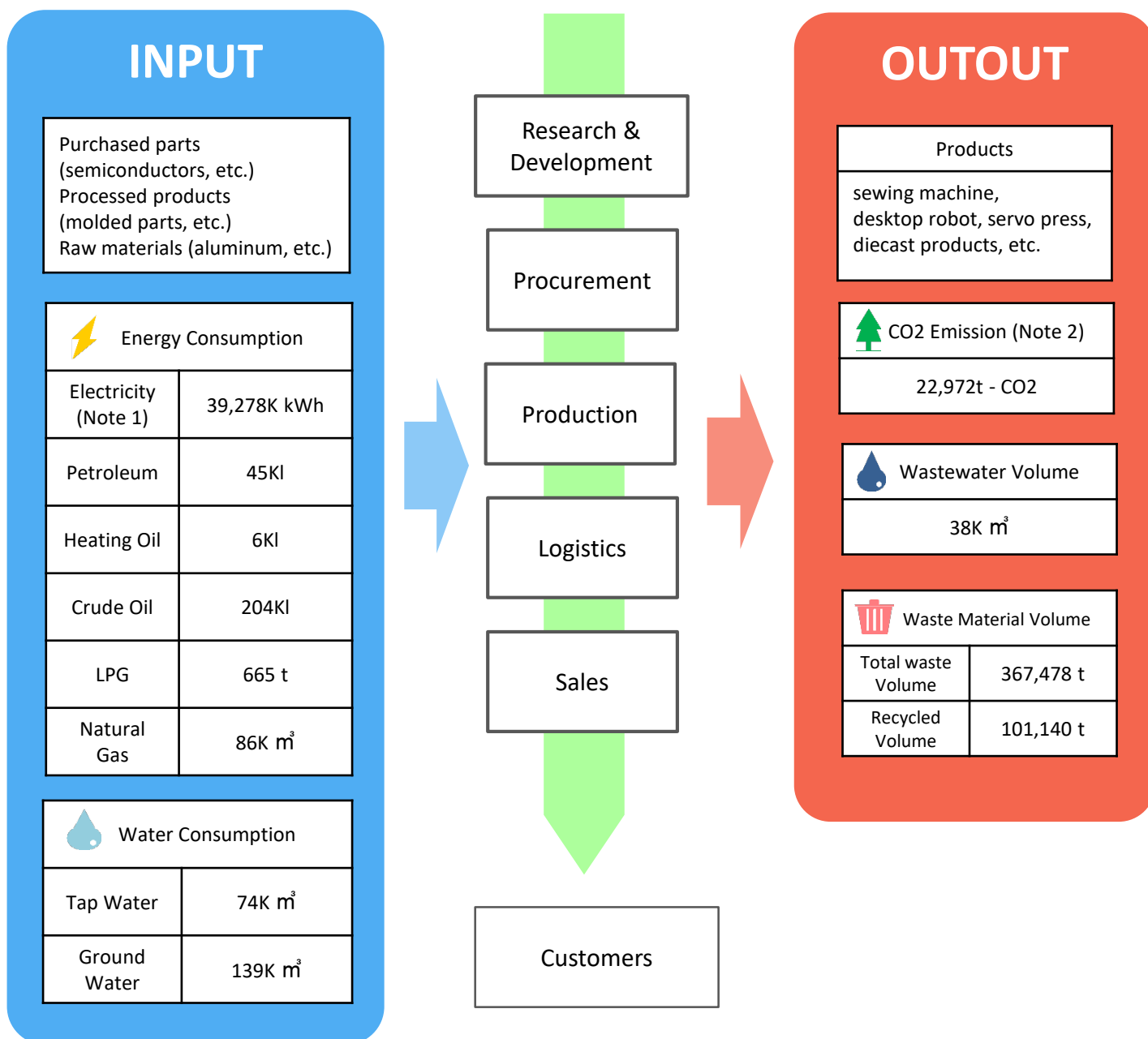
※ PCB, with its electrical insulation and non-flammable characteristic, has been widely used as insulating oil for electrical transformer etc. Its toxic hazard became a public concern in the late 1960's until in the 1970's its production, import or use were completely banned.

Environmental Performance of FYE March 2022



Janome grasps the environmental burden of its business operations in numerical terms, against which various activities are executed to reduce the burden.

Environmental Burden of Janome’s Business Operations at a glance (Material Balance)



Scope of Business Operations covered to calculate the environmental load/

Janome Corporation /Janome Diecasting Co., Ltd./Janome Taiwan Co., Ltd./Janome Thailand Co., Ltd. /Janome Diecasting (Thailand) Co., Ltd.

Note 1 : Electricity consumption includes that of the buildings owned by Janome and by direct branch network.

Note 2 : CO2 Output calculation is based on 'GHG Protocol' and 'GHG Emissions Accounting and Reporting Manual (Manual for Calculating and Reporting Greenhouse Gas Emissions Ver 3.2) of Ministry of the Environment and Ministry of Economy, Trade and Industry: 2011'.

Key Environmental Objective and Achievement

Environmental objectives are determined in numerical terms overall for the Janome Group as well as individually for each business entity. Activities are engaged to achieve the targets with the results shown below.

○ : Target achieved △ : Target yet to be achieved with certain improvement × : Target not achieved

Theme	Key Environmental Objective	Site (Note 2)	Milestone Achievement	Achievement Evaluation
3Rs (reduce, reuse, recycle) promotion Conserve Energy and resources	Recycle by strict waste separation	All sites	Recycle box installed at every business unit in the Head Office building Recycled polypropylene band & cardboard box (Janome Diecast Kansai Factory)	○
	Energy conservation by individual business and operation unit	All sites	Introduce and replace with LED (light emitting diode) Replace with environment-conscious equipment, etc.	○
Reduce CO2 output volume	Lower than preceding fiscal year results	Head office	Reduced by 4.4% (energy type calculated: electricity, petroleum, heating oil, LPG)	○
	5% equivalent of turnover reduction (Note 1)	Diecast	Reduced by 20% (energy type calculated: electricity, petroleum, crude oil, diesel oil, heating oil, LPG)	○
	Lower than preceding fiscal year results (electricity)	Taiwan	Reduced by 3.08% (energy type calculated: electricity)	○
	3% reduction (electricity)	Thailand	Reduced by 10.9% (energy type calculated: electricity)	○
	3% reduction (electricity)	Diecast Thailand	Increased by 286% (energy type calculated: electricity) (Note 2)	×
Develop environment-friendly product	Mainly of sewing machine & industrial equipment	Head office	Activities at Research & Development (detailed on page 38)	○
Toxic substance control	Reduce chemical substance usage	All sites	Reduced hydraulic leak (Diecast Thailand)	○
Disclosure of information	Publication of JANOME REPORT	Head office	Published 'JANOME REPORT 2021'	○
Maintain and improve environmental management system	Renew and retain certificate of ISO14001 and Eco-action 21	All sites	Renewal and retention of ISO14001 and Eco-action 21	○
	Educate candidates to qualify for internal environmental auditor	Head office	Refer to Environmental Education activities (detailed on page 35)	△
	Comply with the environmental laws and regulations of the countries we have business operations at	All sites	Complied with all the laws and regulations on air and water pollution and noise control of each country where we have business operations in	○

Note 1 : Turnover equivalent is calculated by dividing (total CO2 output) by (turnover) as compared with that of the previous year.

Note 2 : It is because the factory operated 24 hours a day for a certain period due to a sudden surge of orders.

Abbreviations read as below

Head office ⇒ Janome Corporation / Diecast ⇒ Janome Diecasting Co., Ltd./

Taiwan ⇒ Janome Taiwan Co., Ltd. / Thailand ⇒ Janome Thailand Co., Ltd. / Diecast Thailand ⇒ Janome Diecasting (Thailand) Co., Ltd.

Environmental consideration activities at respective business operations



Let us present our environmental consideration activities at respective business operations.

Actions taken for Research & Development Operations

In our effort to reduce the negative burden that our products themselves may have on the environment, Janome takes on such challenges as below in the research and development stage of our home appliance and industrial equipment products.

- Natural resources conservation: Weight reduction, volume downsizing, parts sharing, maintaining ease of disassembling
- Electricity conservation: Reduction of electricity consumption in standby and in power mode
- Extension of products life span: Introduction of highly durable parts and upgrading current version by external connection
- Reduction of hazardous substance usage: Compliance with the regulations on chemical substances contained in products

ABS resin (Note 1 below) used for external parts, for certain recently developed sewing machines is reduced as compared to the existing models. Promotion is under way for energy conserving and long-life LED lights.

On top of the universal challenges above, original evaluation standards are employed for industrial equipment development to give further consideration to the environment.

A summary of the standards is below.

Note 1. ABS resin is a collective term of acrylonitrile butadiene styrene copolymerized synthetic resin



MC15000 equipped with LED lights

Recyclability	percentage usage of recyclable ferrous metal parts and renewable resin parts to the total parts
Compliance with safety regulations	structure and design complying with laws and regulations that the intended destinations require such as RoHS Directive, REACH Regulation, UL Standards, CE Marking, KCs Mark (Korean Certification Mark), OSHA, etc.
Others	Promote further unitization, improve assimilability, increase* exchangeability of maintenance parts



New servo press models were tested using the same evaluation standards for existing models and fared equally or better than the existing models in all criteria. New models are also equipped with a two-hand control devices, 'Switch Boxes'—an additional safety feature for the operator in compliance with EN574. Even when making considerations for safety and the environment, we do not compromise on functions and features—the fundamental value of our industrial equipment.

* EN574 dictates safety requirements for designing and selecting two-hand control devices.

TOPICS Introducing our clean room compatible servo press

Janome offers a high precision servo press compatible with clean room standard Class 10, equivalent to ISO146441-1 Class 4, as a prospective product for the medical market. We are also making an effort to help customers replace hydraulic and pneumatic presses with our more environmentally friendly electrically powered presses.

Main features:

- Dust proof airtight construction
- Antistatic conductive external finish
- Usable both inside and outside a clean room environment



Clean Room Compatible JP Series 5 Two-Handed Switch Model

Actions taken for Procurement Operations

Janome Group documented ‘Green Procurement Guidelines’ in 2011, and has been monitoring, in coordination with each production business unit, to remain compliant with various regulations on chemical substances contained in our products. We are also monitoring, in cooperation with our suppliers, to ensure that prohibited substances are not used at all or are used to the extent allowed, and to demand correction in case there exist any non-compliance on the part of any supplier with relevant regulations.

Actions taken for Production and Distribution Operations

Each production hub is taking steps to streamline its operations and to reduce overall manufacturing cost as well as to reinforce and improve its electricity saving and environmentally friendly operation system, while constantly monitoring the necessity for renewal and repair of its production system.

Individual numerical target is set for each production hub to reduce its CO2, carbon dioxide, emission control. Environmental education is conducted from time to time for the employees engaged in the production site to be aware of the importance of environmental considerations so that they are motivated to achieve the target. Additionally, appropriate storage and disposal of waste water and oil discharged during production is strictly monitored to maintain operational compliance with the environmental considerations. Use of returnable steel pallets for delivery from Janome Taiwan Co., Ltd to Tokyo Factory has gradually been expanding for some time, while these pallets, on their way back to Janome Taiwan Co., Ltd, are stored in idle space of a container of parts shipment to Taiwan, saving an extra transportation cost.



Lighting operated by solar cell
Janome Thailand, Co., Ltd.



Replaced air conditioners with air-cooled chillers
Janome Thailand, Co., Ltd.

Actions taken for other areas

Solar power generation system

Solar power generation system is installed on the rooftop of Tokyo Factory Building No.2, which generated in FYE March 2022 124,657 kWh. The power generated equates to CO2 reduction of 55,223 kg-CO2, equivalent to annual CO2 absorption amount by roughly 3,944 cedar trees (Note 1).



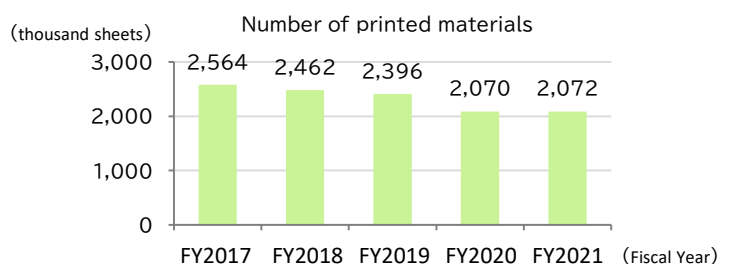
Solar power generation system

Note 1: Calculation is based on annual CO2 absorption capacity of 50 year old cedar tree at 14kg per tree—as quoted from Forestry Agency Kanto Regional Office home page.



Promoting paperless campaign

Janome designated as part of the overall company target of ISO14001 to promote conservation of natural resources as well as reduction of energy consumption. Paperless campaign is promoted as part of this effort. Head Office conferences including Board of Directors utilizes tablets and electronic whiteboards to reduce usage of paper as part of the companywide effort to Digitally Transform intra company business processing as each business unit is pursuing its own effort to reduce overall usage of paper.



Actions taken for Recommendations of the TCFD



The Janome Group, as a corporate citizen of the society, is proactively taking actions to cope with environmental issues including reduction of GHG (greenhouse gas) emissions. Janome initiated practical feasibility study in November 2021, when the task force was set up in preparation for the climate change disclosure. The topic was elevated to one of the material challenges to tackle immediately when the Sustainability Advancement Committee was established in April 2022 involving the management ranks. The committee has been the driving force to assess the risks and opportunities of the climate change to the Janome Group to elevate the level of our disclosure in line with the recommendations of the TCFD, Task Force on Climate-related Financial Disclosures.

Corporate Governance

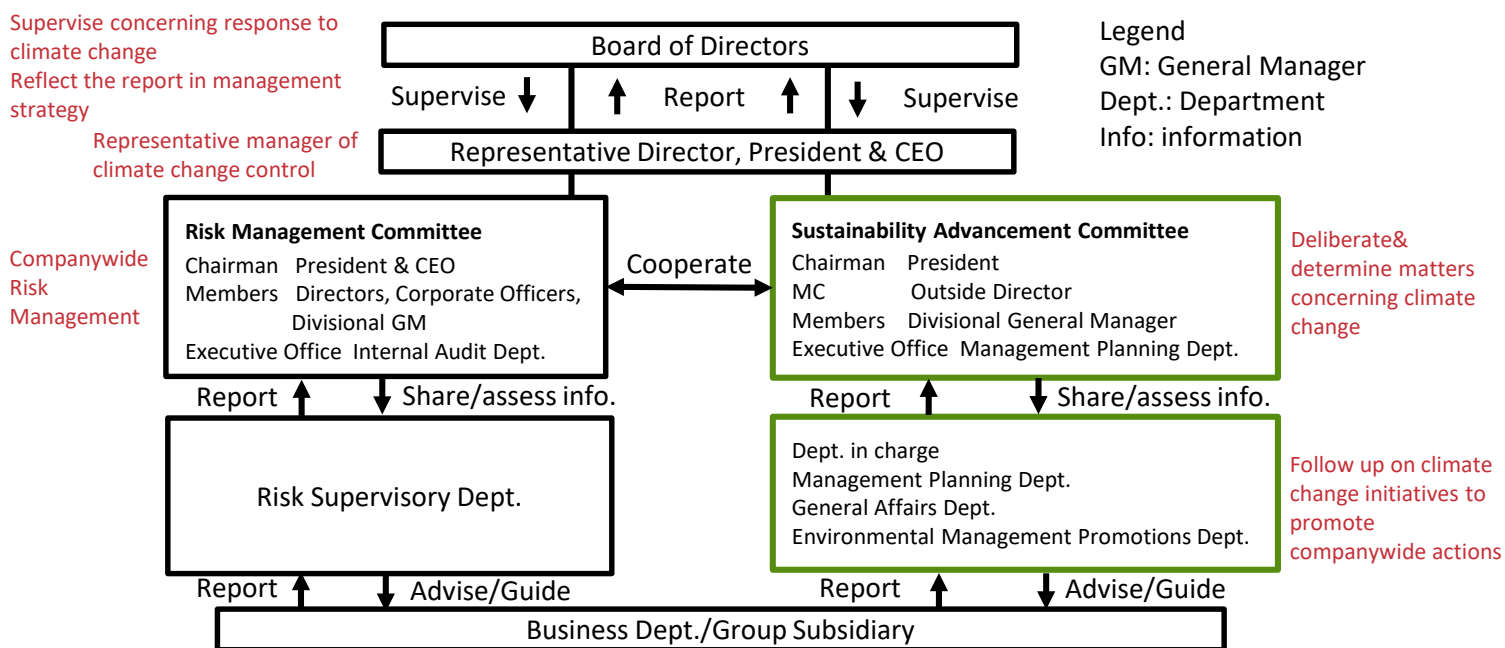
Janome aims to both help realize sustainable society and medium to long term expansion of the corporate value by taking into account sustainability factors in its management decisions.

Sustainability Advancement Committee, chaired by the President with the participation of the key members across the organization, controls the Group’s overall environmental activities including those regarding climate change.

The committee, held periodically, deliberates material matters on climate change, determines the challenges, targets and measures as well as assesses the validity. An outside director leads the committee to include objective views on material matters concerning sustainability to avoid leaning on the decision making based on the internal logics.

Management Planning Dept., General Affairs Dept. and Environmental Management Promotions Dept. are in charge of following up on the actions of each department and subsidiary and they make a report for progress and situation at the Sustainability Advancement Committee. Summary of such deliberations are reported to Board of Directors more than twice a year, who in turn supervises the environmental activities of the entire Janome Group as well as determines important policies regarding climate change and reflect them in the management policies and business strategies.

[Governance and Risk Management Structure on Climate Change]



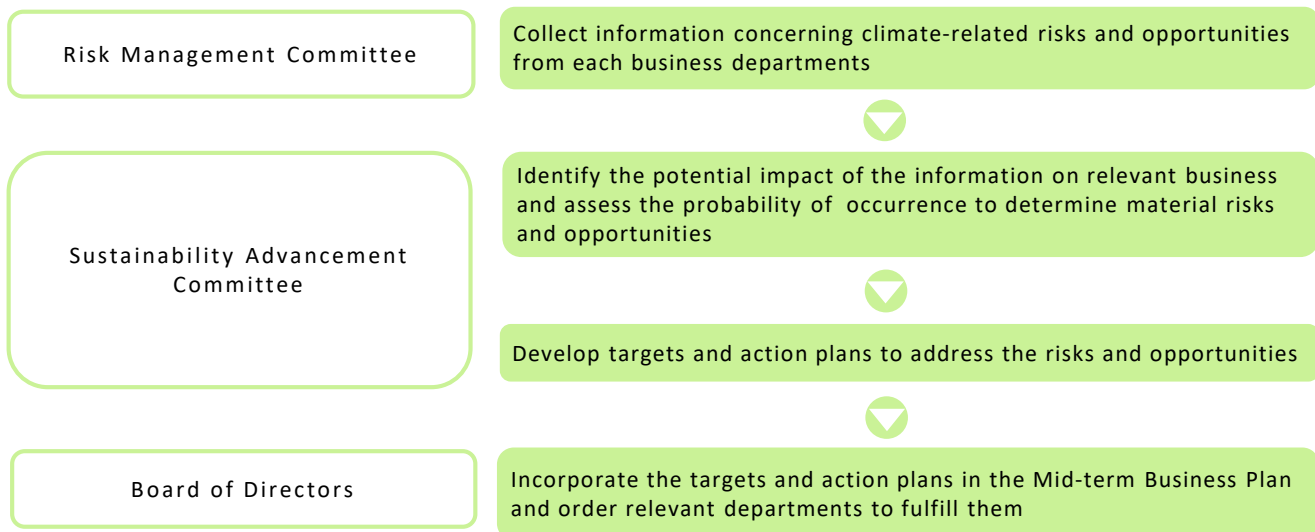
Risk Management

Janome established the Risk Management Committee to control the companywide risk management, who grasps the update of the risks and the opportunities each business unit and group subsidiary is facing and to deliberate the appropriate actions to take and report to the Board of Directors more than twice a year.

The risks and the opportunities concerning climate change are shared with the Sustainability Advancement Committee, where the priority and specific actions are determined after deliberation with the outcome of the committee to be reported to the Board of Directors.

The Board of Directors receives reports from both the Risk Management Committee and the Sustainability Advancement Committee and supervises them.

[Climate change risks & opportunities control process]



Strategies

A scenario analysis was conducted based on 2°C and 4°C rise scenarios based on TCFD recommendations, and identified the risks and opportunities on the value chain including our business and assessed the potential financial impacts thereof. As a result, scenario analysis revealed that 4°C rise does more harm to de-carbonization, but rather gives rise to increased occurrences of natural disasters with catastrophic intensity, exerting us to address more physical damages to the production facilities and the supply chain. Whereas, 2°C rise scenario impacts production and procurement in terms of the increased cost to comply with new laws, regulations such as carbon tax and increased use of plastic regulations. As de-carbonization progresses, we will recognize as opportunities increasing replacement demand for environment-conscious products, lower carbon material, improving energy efficiency features and further commoditization of parts as consumer behavior changes highlighting demands for environmentally-friendly products.

[Time Line]

Short term: Present ~ around year 2025)

Medium term: around year 2030

Long term: around year 2050

[Climate-related Risks and Opportunities for the Janome Group]

Type	Climate-related Risks & opportunities		Potential Financial Impacts	Categories	Timeline	
Risks	Transitional	Policy & Legal	Carbon Tax / Emission Trading Scheme	Increased operating and energy costs triggered by the introduction of carbon tax and emission trading scheme	Expenditure	Medium to Long term
				Increased selection and implementation costs associated with the research and introduction of alternative resources triggered by the plastic regulations and additional costs of voluntary recall of the existing products	Expenditure	Medium to Long term
		Market	Energy cost fluctuation	Increased cost to purchase green power to comply with the increased renewable energy ratio	Expenditure	Medium to Long term
	Increased cost of components & parts		Global shortage of energy saving components driven by the same competition in response to the growing needs for energy saving measures pushed up the cost of goods purchased	Expenditure	Medium to Long term	
	Changing customer behavior Uncertainty in market signals		Loss of sales opportunity due to the delay in response to the rising expectation of customers for environmentally conscious products	Revenue	Medium to Long term	
	Physical	Acute	Increased occurrence of natural disasters	Increased occurrence of typhoon, thunder, torrential down pour give rise to the risk of flood and blackout which may prevent employees from coming to work, or lead to the factory shutdown, which involves the risk of sales opportunity loss by prolonged shutdown period, capital cost of repairing the damaged facility, increased insurance premium and interruption of parts procurement due to the supply chain stoppage.	Expenditure /Asset	Medium to Long term
Chronic		Changes in environment due to global warming	Rising temperature reduces cooling efficiency of the building housing production facility leading to deteriorate the working environment and may result in increasing operational errors and reducing productivity as well as accelerating employee turnover.	Expenditure /Asset	Long term	
Opportunities	Energy Source	Enter into Carbon Market	In comparison to hydraulic and pneumatic press, servo press needs only 10 to 20% of electricity in reproducing low noise and clean environment, which is less harsh for the operator and the work itself. On top of CO2 emission reduction, it is expected to reduce parts disposal achieved by precision pressure control reducing the defection rate, contributing to conserving the environment.	Revenue	Medium to Long term	
	Products & Services	Development and/or expansion of low emission goods and services	Accelerated usage of low carbon materials, further introduction of electricity saving products and common application of necessary parts will be sought so that consumers may possibly identify more values to the products.	Revenue	Medium to Long term	
	Resilience	Participation in renewable energy programs and adoption of energy efficiency measures. Resource substitutes/	Create new demand by launching products employing brand new technology.	Revenue	Long term	

Metrics and Targets

The Janome Group, with its global operations, is exposed to various impacts climate change may exact. Not to mention its inherent needs as a going concern to minimize those impacts for the stable continuation of its businesses, Janome believes, as a corporate citizen, it is endowed with a social mission to proactively engage with environmental issues for legitimate solutions.

With this understanding as a first step of engagement with climate change, we calculated in line with GHG protocol CO₂ emissions of our business activities for the fiscal year 2020[※] as follows: Scope 1, 2 aggregates Janome Corporation and its consolidated subsidiaries, showing 16,403ton, Scope 3 representing Janome Corporation alone, showing 118,535ton.

Next step is to discuss and elaborate on those metrics to determine numerical CO₂ emission reduction target as well as practical measures to reach those targets, with Sustainability Advancement Committee taking initiative to guide the discussion and determination on the right track.

The Janome Group is always engage with more environmental conscious business activities to seek realizing sustainable society and increasing corporate value further.

※CO₂ emissions of the year 2021 of Janome and consolidated subsidiaries are being calculated at the moment.

Social ~Actions taken for society~

Janome believes that it can continue to fulfill its role as a public institution of the society by establishing sound relationship with and by earning confidence and trust in us from many people at various scenes and phases of society.

We always endeavor to present valuable products and services to our customers, that impress, satisfy and give them comfort for ease of use, and we are eager to listen to their comments and requests which would give us good insight to be reflected in the quality enhancement of our products. To our shareholders and investors providing us with financial support for our business activities, we endeavor to expand in return our corporate value by reinvesting in strengthening our corporate structure and/or by increasing dividend payout to shareholders as well as to disclose adequate management information. We then put our management decisions dictating the balance of reinvestment and payout to the vote of confidence to our shareholders and investors. We appreciate our 'business partners' sharing the same motive to realize our corporate mission, for working closely together through fair and transparent trade to invigorate the functions of every step of the overall supply chain including procurement. With 'local community' we will be involved in various activities to support the development of each community.

Employees are the engines to facilitate all of those activities as each and every one of them sincerely and creatively demonstrates his or her ability in fulfilling the very business executions described above, thereby supporting the expansion of our corporate value. Janome specifically chooses the term 'Human Asset' to describe its human resources, because we regard an employee as human capital and asset. We believe continuous cycle of education, training and on-the-job experience to develop and nurture human assets should directly and indirectly drive Janome to improve product quality and functions and bring out brand new products, and to ultimately present a new business model to the world, establishing its superiority as a private enterprise. Additionally, we are actively engaged in human rights education, work-style reform, women's participation and advancement in the workplace, all of which should help our employees to have better understanding of diversity as well as respect for individual personality and humanity, without which we cannot build a foundation to bind a great team of talent and to generate significant achievement.

Actions taken for customers



We have quality assurance and customer support systems to support our customers and retain their reliability and trust in us.

Quality Assurance System

Janome has long held ISO9001, internationally acclaimed quality management standard. As documented in our Quality Environment Policy statement, we are proactively promoting to improve customer's satisfaction with and trust in the attractive products and services we provide.'

The Quality Assurance Department leads various quality assurance activities across overall Janome Group, performing quality audit and maintaining quality control of the sewing machines and the industrial equipment manufactured by the Janome Group and its affiliated companies both domestic and foreign.



ISO 9001 Certificate

Customer Support System

Janome's Customer Support Department dedicates special staff who look after an annual average of approximately 22 thousand inquiries from customers all over the country about how to operate and repair sewing machines and so on. Inquiries of high frequency about sewing machine operations are listed along with the solutions on the Janome website as 'Frequently Asked Questions' for ready reference. Customer's comments on products are shared with the departments in charge and are referred to as valuable input for product development and operational guidance. Industrial Equipment Sales Department also dedicates special staff to swiftly respond to client's requests and follow-up services.

Actions taken for shareholders and investors



Janome maintains management transparency by prompt and accurate disclosure of the key management and financial information to shareholders and investors.

The 96th General Meeting of Shareholders was held on Friday the 24th of June 2022 at Keio Plaza Hotel Hachioji for FYE March 2022 with 29 shareholders attendance. Lower attendance should be ascribed in part to our request to the shareholders to avoid physical attendance in the face of the Covid-19 situation. Other culprits of lower attendance may possibly be the introduction of electronic exercise of voting rights and recommendation for institutional investors to utilize the platform for such instead, which are part of our efforts to expand opportunities for more active exercise of the voting rights. Shareholder newsletters summarizing our interim financial results were published in June and November.

Financial results briefings are conducted for mass media, securities analysts and institutional investors. Online interviews are also utilized for additional disclosure measures.

Actions taken for Business Partners



We are engaged in activities to develop and maintain ‘fair and transparent corporate behavior’ as stated in ‘The Janome Group Code of Conduct’.

Compliance with Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors

‘The Janome Group Code of Conduct’ clearly states in the bylaw that ‘we establish and maintain fair procurement policies’ and that ‘we do not abuse superior bargaining position to force unfair pricing on any purchasing party’. We have documented these policies in our internal guidelines for all the department activities to comply with, and are providing appropriate employee education to conduct compliant behaviors such as sending key staff to seminars organized by Fair Trade Commission and The Small and Medium Enterprise Agency.

Bribery Prevention

Janome has documented ‘The Basic Policies of Bribery Prevention’ to ban the employees from receiving and offering entertainment, gifts or monetary compensations to and from all the business partners, without limiting its target to domestic and foreign public servants, for the purpose of obtaining or maintaining unfair profit or preferential treatment. In practice, the Entertainment Guidelines clearly lay out the standards of conduct and Internal Audit Department performs audits as it sees fit to examine if the business activities are conducted according to these guidelines.

Actions taken for conflict minerals

Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010, Article 1502 ‘Conflict Minerals’ obligates those US listed companies to report to US Securities and Exchange Commission who are applying such minerals sourced from Democratic Republic of Congo and its neighboring countries as gold, tin, tantalum, tungsten etc., to their production process or their output products. This article aims to cut off funding source to militant forces in these conflict areas. We are actively engaged in supporting this act to fulfill our corporate social responsibility as we supply certain products to some of those affected US listed companies.

Actions taken for the employees



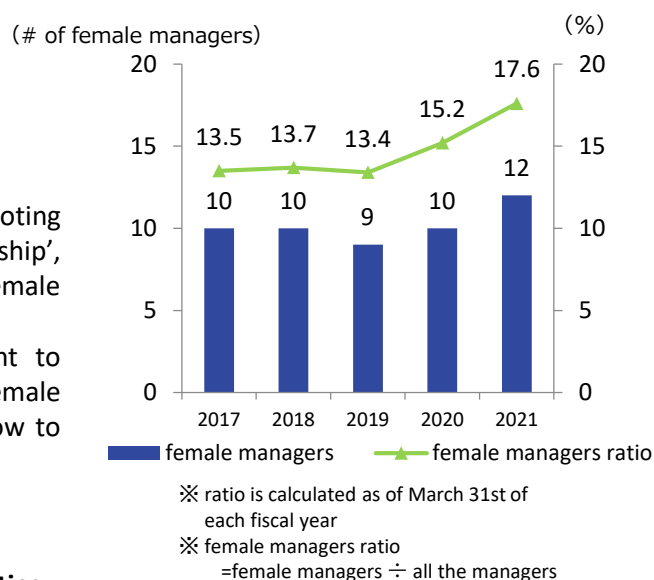
We aim to maintain a lively working environment for each and every employee.

—Respect for diversity—

Actions taken for female career development

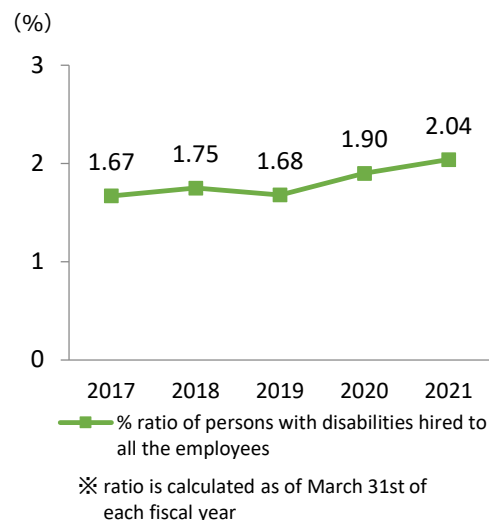
Janome designed in 2020 'Voluntary Action Plan regarding promoting female employees to the managerial ranks including directorship', setting 'the target aimed at increasing by 2025 the ratio of female managers among all the managers to 20%'.

Janome's intranet site, 'Cheering for Women's Advancement to Major Roles' showcases such real life stories of Janome female employees as 'What it takes to be a female manager' and 'How to balance work and childcare'.



Actions taken for rehiring retired staff and persons with disabilities

Janome introduced in 2006 'rehiring program for retired staff post retirement age' to offer those staff, having retired due to the retirement age of 60 and wishing to continue working, an option to extend in principle their retirement age to 65, thereby motivating those staff to continue their performance for Janome as well as to succeed their wealth of knowledge and expertise to future generations. Janome is also reviewing its hiring practices and working environment of persons with disabilities in an attempt to promote hiring them to reach and exceed the legal rate of employment for the disabled of 2.2%. The target has not yet been met unfortunately, however, for which various measures are in place to satisfy such legal ratio. For example, we held in FYE March 2020 an in-house lecture to enhance employees' understanding of hiring persons with disabilities.



Actions taken for human rights education

Janome has established an internal organization, 'Human Rights Education Promotions Committee', driven by the awareness that it is one of the corporate social responsibilities to promote human rights education activities. The committee is a driving force to stage human rights education seminars to enhance each and every employee's awareness of human rights, thereby creating a comfortable working environment for all to respect each other's human rights without prejudice to sex, age, sexual orientation or disability. As part of the promotions, lecturers are invited to conduct seminars on human rights education, and DVD viewing sessions are orchestrated for employees to casually learn that many things we do may involve human rights issues. One week in December is designated as The Human Rights Education Week, when we recruit from employees and their families a motto to promote the activity, and the internal competition winners' mottos are sent to external organizations for further competition. These are some of the activities we are engaged in our effort to enhance and spread awareness of human rights across the entire Janome Group.

Janome, as a member of 'Tokyo Board of Corporate Correspondence for Human Rights' as well as other boards, has been participating as a corporate citizen in the activities aimed at enhancing human rights awareness of society, with also a wish to establish respecting human rights as Janome's corporate culture.

—Work Life Balance—

Janome has in place various measures to reduce working overtime, promote active usage of paid leaves and improve child care and nursing care support programs so that employees can realize appropriate work life balance.

Actions taken for child care and nursing care leave program

Janome offers programs tailored to support different working styles that life stage changes may require.

- Child care support program

Janome obtained in 2008 ‘Kurumin* Mark’, a certificate given by the Ministry of Health, Labor and Welfare to ‘the company adequately providing next generation support’. Child care leave may be taken until the child reaches the age of 3, on top of which shorter working hour program may additionally be utilized until the child finishes the second grade of elementary school. Separately, nursing leave for a child not yet eligible for schooling may be taken up to 5 days a year in increments of half day until the child reaches eligible age for elementary school.

*Kurumin comes from kurumu (meaning to wrap) and okurumi (meaning a warm cover to wrap a baby in as well as to protect), also from ‘XX kurumi’ (meaning a whole workplace dedicated as one team to support employees’ child care needs).

No. of births and nursing care leave takers		FY2018	FY2019	FY2020	FY2021
No. of births / Nursing care leave takers	Female	1/1	4/4	2/2	5/5
	Male	0/2	1/9	2/6	2/5

- Nursing care support program

Nursing care leaves may be taken up to the aggregate of 3 months for one member of a family who needs such care. When an employee needs to accompany a member of his or her family to a hospital, nursing care leave of half day may be taken up to 5 days a year.

Janome obtained in June 2020 ‘Tomonin’ symbol mark, awarded to a company who promotes work place environment allowing the employees to continue pursuing their career development while being able to spend time for nursing care. Janome has actively engaged in structuring the support system to balance work and nursing care, periodically conducting a ‘nursing seminar’ since 2018 for employees to acquire the fundamental knowledge about nursing care and dementia



Tomonin symbol mark

Actions taken to prevent extended working hours

Janome is taking measures to reduce extended working hours as well as to promote active usage of paid leaves, in an attempt to further contain overall working hours to an appropriate level. For the prevention of over time working, Wednesday is designated as ‘no overtime work day of the week’ where a head office announcement is made at the starting and closing hour to remind the workers to leave their office by the closing hour. Overtime work after 10 o’clock in the evening is prohibited and a warning is issued to the section supervisor whose staff’s individual overtime exceeds that of a tolerance level, so that any further overtime may be discouraged. Various programs are in place to promote further usage of paid leaves, such as a program promoting taking consecutive annual paid leaves, an introduction of ‘long service paid leaves for refreshment, or ‘refreshment leave’ and of a paid leave program in increments of an hour, or half day. All of those programs are meant to create an environment assuring employees to take paid leaves without hesitation and refresh their mind and body.

Human Asset Development

Janome continuously provides all the employees including those in managerial ranks with education and training opportunities to develop the human asset, which we believe forms an integral part for us to put into actions our corporate philosophy of making contributions to society by consistently providing valuable products and services.

One such opportunity is “Third year training” for employees with 3 years career with Janome, where the participants are asked to look back over their career to articulately grasp their skills and strengths and to recognize the importance of voluntary career development efforts, so that they can determine their own career development plans.

Additionally, several online classes for voluntary training are offered such as e-learning and English conversation.

Mental Health Care

- Stress check

“Mental Fitness Building Plan” was organized in 2012 as a step to make every workplace lively for every employee. An annual stress check is performed by every employee as an initial preventive measure against potential mental health issues yet to surface as problems. The stress check is expected to identify the stress he or she may have, to provide him or her with support to cope with the stress and to improve the office environment, if necessary.

- Employee Counseling Facility

Employee counselling facility was established in 2015 operated by an outside occupational physician in the Head Office building, which welcomes enquiries and counselling requests from the managers and the colleague of a potential patient on top of those directly from the patients themselves. Total gross number of 55 counselling was provided in the FYE March 2020.

Occupational Health and Safety

- Health and Safety Committee Activities

Janome summons a member of each Head office division to organize monthly Health and Safety Committee in order to ensure that the safety and health of the working environment is maintained. Occupational safety and health and information is discussed and shared with the guidance of an occupational physician and occupational health counselor.

The committee members conduct a safety patrol, visiting the premises and physically inspecting any hint of a pending danger to the workers. On top of the safety patrol reports, the committee also discusses disaster illness accident reports, the occupational environment along with the improvement measures and the safety targets review.

Issues discovered by the committee that require rectifications are reported to the general managers in charge of the said workplace for immediate rectification, so that occupational health and safety of all the workplaces of Janome are continuously maintained.

- Self-defense fire drill and AED training

Janome conducts an annual self-defense fire drill and AED training with the participation of all the head office employees. ‘Emergency Evacuation Routes’ was provided to the head office employees to remind them of the routes in place of the physical drill in the fiscal year 2021 as part of the preventive measures taken during the Covid-19 pandemic.



Snapshot of Health and Safety Committee

Actions taken for Local Communities



Janome is always willing to proactively deal with various stakeholders, as we value developing and maintaining close connections with society.

Janome staff helped 5th graders at sewing classes of elementary schools in Hachioji

Janome sends its staff to elementary schools in Hachioji who help the 5th grade students learn how to use the sewing machines in their home craft classes. We had 4 such occasions in the fiscal year 2021.

Children in the 5th grade, when the first home craft education starts using sewing machines, participate in 2 hour classes where Janome staff demonstrates the basic operations focused on using sewing machines safely and properly.



Snapshot of a sewing class for 5th graders

Janome Canada donates sewing machines to ILFP

Janome Canada Ltd. donates sewing machines along with the sewing kits to ILFP, I Love First Peoples, program assisting sewing education activities for the children of indigenous people living in isolated locations.

Janome Canada Ltd. intends to continue supporting this activity, which offers the first peoples' children and young generation the opportunities to gain access to education as well as to foster their creative capacity, which should give them a certain competitive edge in society.



TOPICS

Company tour for the 1st graders of Tokyo Metropolitan Hachioji-Nishi Special-Needs Education School

Janome invited the 1st grade students of the school to the company tour of our Head Office in July 2022.

Company tour is one of the annual school events to motivate the participants to seriously consider their career paths after graduation. 30 students invited to our Head Office listened to a lecture 'What it means to work' by Human Resources Department, made the tour of the company with actual working experience, which drove them home a picture of what a work place is like and how you should act as a member of a company and as a working member of society by actually seeing and working themselves.



Work experience (enclosing a bobbin)

Other actions to Society

Participation in the Pink Ribbon campaign

Janome has been making a donation to 'Eliminate breast cancer and smile fund' operated by the Japan Cancer Society, a public interest incorporated foundation



Pink Ribbon

©Japan Cancer Society

Actions taken for the Pink Ribbon Month

Janome America, Inc. sets up an employee on-line donation account every year in the Pink Ribbon Month of October (Cancer Prevention and Enlightenment Month). The money pitched in by employees are donated to the American Cancer Society.

Directors



Representative Director
President and CEO

Makoto Saito

In charge of Internal Audit, Product
Planning Department

April 1978 Joined the Company
April 2011 Corporate Officer
April 2015 Managing Officer
June 2017 Director
April 2018 Senior Managing Officer
June 2019 Representative Director & President COO,
In charge of Internal Audit Department (current position)
June 2021 Representative Director & President CEO
In charge of Product Planning Department (current position)



Director
Senior Managing Officer

Toshiya Takayasu

Industrial Equipment Sales
Division Head

April 1987 Joined the Company
April 2013 Corporate Officer
April 2016 Managing Officer
June 2016 Director (current position)
April 2018 Senior Managing Officer (current position)
June 2021 Industrial Equipment Sales Division Head (current position)



Director
Senior Managing Officer

Hitoshi Doi

Home Appliance Business
Division Head
Chairman of Janome Credia Co., Ltd.

April 1985 Joined Saitama Bank, Limited (currently Resona Bank, Limited)
April 2013 Corporate Officer, Saitama Resona Bank, Limited
April 2017 Executive Director, Resona Card Co., Ltd.,
April 2020 Managing Officer, the Company
June 2020 Director (current position)
April 2021 Senior Managing Officer (current position)
June 2021 Home Appliance Business Division Head (current position)
April 2022 Chairman of Janome Credia Co., Ltd.(current position)



Director
Senior Managing Officer

Kazushi Kawaguchi

Production Management Division Head
In charge of Quality Assurance Department
Chairman of Janome Taiwan, Co., Ltd.

April 1982 Joined the Company
April 2016 Corporate Officer
April 2019 Managing Officer
June 2019 Production Management Division Head, the Company
Chairman of Janome Taiwan, Co., Ltd. (current position)
June 2020 Director, In charge of Quality Assurance Department the Company
(current position)
April 2021 Senior Managing Officer (current position)
June 2022 General Manager of Production Management Department (current
position)



Director
Managing Officer

Takeyuki Oshima

Administration Division Head
General Manager of Human Resource
Department

April 1987 Joined the Company
June 2017 Corporate Officer
June 2019 General Manager of Human Resource Department (current
position)
April 2021 Managing Officer (current position)
June 2021 Administration Division Head (current position)
June 2022 Director (current position)



Outside Director
(Independent)

Fumiaki Nakajima

April 1983 Joined Showa Electric Wire and Cable Co., Ltd.
(currently SWCC Showa Holdings Co., Ltd.)
June 2012 Director
June 2016 Representative Director and President
June 2019 Director, the Company (current position)
Feb. 2020 Advisor, Senshu Electric Co., Ltd.
April 2020 Outside Director, Tokyo Water Co., Ltd. (current position)
Jan. 2021 Executive Officer, Senshu Electric Co., Ltd. (current position)



Outside Director
(Independent)

Shoko Sugino

April 1973 Registered as attorney, Joined Fujibayashi Law Firm
April 1994 Partner (current position)
April 1997 Professor, Legal Training and Research Institute
April 2000 Conciliation commissioner, Tokyo Family Court
July 2005 Member, Environmental Dispute Coordination commission
Mar. 2007 Outside Auditor, Kitoku Shinryo Co., Ltd.(current position)
June 2018 Corporate Auditor, Takeei Corporation(current position)
June 2019 Outside Director, Japan Securities Finance Co., Ltd.(current
position)
June 2022 Director, the Company (current position)



Outside Director
(Independent)

Yasuyo Tanaka

Mar. 1979 Joined Asahi Chemical Industry Co., Ltd.
(currently Asahi Kasei Corp.)
June 2011 Representative Director and President, Asahi Kasei Ability Corp.
April 2014 Representative Director and President, Asahi Kasei Amidas Corp.
April 2016 Senior Manager, Human Resources Division, Asahi Kasei Corp.
Feb. 2017 Member, Central Labour Relations Commission (current position)
June 2022 Director, the Company (current position),
Director, The Institute for International Business Communication G
(current position)

Directors / Audit & Supervisory Committee Member



Director
Audit & Supervisory Committee
Member

Mitsuhiro Sakizuki

April 1978 Joined Saitama Bank, Limited (currently Resona Bank, Limited)
April 2005 Joined the Company
April 2011 Corporate Officer
April 2015 Managing Officer
June 2017 Director
April 2019 Senior Managing Officer
June 2020 Director / Audit & Supervisory Committee Member (current position)



Outside Director
Audit & Supervisory Committee
Member (Independent)

Keizo Tanaka

April 1994 Registered as attorney
April 2001 Opened Tanaka Law Firm
June 2011 Auditor, the Company
June 2016 Director / Audit & Supervisory Committee Member (current position)



Outside Director
Audit & Supervisory Committee
Member (Independent)

Ryoji Shimada

Oct. 1992 Joined Osaka Office of Asahi Shinwa & Co.
(currently KPMG AZUSA LLC)
May 1997 Registered as certified public accountant
Oct. 1997 Joined Tokyo Office of Ota Showa Audit Corporation
(currently Ernst & Young ShinNihon LLC)
July 2007 Opened Solution Square Corporation, Director (current position)
Mar. 2008 Opened Fugen Audit Corporation, Company Representative (current position)
June 2022 Director / Audit & Supervisory Committee Member, the Company (current position)



Outside Director
Audit & Supervisory Committee
Member

Mamoru Sumida

April 1979 Joined Saitama Bank, Limited (currently Resona Bank, Limited)
April 2007 Joined Daiei Real Estate & Development Co., Ltd.
April 2010 Corporate Officer
June 2013 Senior Executive Officer
June 2014 Senior Corporate Officer
June 2016 Senior Managing Executive Officer
June 2017 Executive Corporate Officer (current position)
June 2021 Director (current position)
July 2021 General Manager of Property Business Division,
In charge of Building Business Department (current position)
June 2022 Director / Audit & Supervisory Committee Member, the Company (current position)

Corporate Officers

Managing Officers

Yukio Hosaka

Research & Development Division
Head,
General Manger of Element
Development Dept.
President of Janome Industrial
Equipment, Shanghai, Co., Ltd.

Shinichiro Seki

President & CEO of
Janome America, Inc.,
Janome Canada, Ltd.

Hiroaki Kinoshita

Home Appliance Business
Division Vice Head
(Domestic Sales)

Koichi Kuroda

President of
Janome (Thailand) Co., Ltd.

Corporate Officers

Satoru Ishikawa

Research & Development
Divisional Vice Head,
General Manager of Household
Equipment Development

Hiroyuki Kobayashi

Management Planning Division Head,
General Manager of Management
Planning Department

Hideki Iwama

Managing Director of
Janome Europe B.V.,
Janome Deutschland GmbH

Shinichiro Yamamoto

Home Appliance Business Division
Vice Head (Overseas Sales)

Seiichiro Shitama

Industrial Equipment Sales
Division Vice Head,
General Manager of Industrial
Equipment Sales Department I,
President of
Janome Industrial Equipment
America Co., Ltd.,
Janome Industrial Equipment
Taiwan Co., Ltd.

Shinji Tsunoda

General Manager of Product
Planning Department

Hiroshi Ikuta

Managing Director of
Janome Australia Pty. Ltd.,
Janome New Zealand Ltd.



Governance ~Actions taken for Corporate Governance~

Janome recognizes upgrading corporate governance and controlling the risk management as well as reinforcing compliance as the crucial management tasks, if we are determined to execute our businesses sustainably to expand our corporate value further. We are committed to take actions to fulfill these tasks.

We understand the corporate governance should function as guide by which we make management decisions that are both transparent and fair, prompt and decisive for Janome to cement sound relationship with each stakeholder including investors to co-create the corporate value. On top of the general recognition of corporate governance as a structure for a private enterprise to avoid risks, to prevent scandals and to enhance transparency, Janome believes that pursuing better corporate governance gives management more incentives to take sound risks, to support our effort for sustainable growth and to realize medium to long term expansion of our corporate value.

Risk management is controlled by the 'Risk Management Committee' which identifies the risks we may face in pursuing sustainable expansion of our corporate value, grasps the potential impact of these risks and prepares measures in advance to prevent, minimize or diversify the losses. Each risk is scrutinized of its probability of occurrence and its potential impact to determine its gravity, according to which preventive measures are elaborated and implemented.

Compliance is required at Janome for observing corporate ethics and social norms not to mention laws and internal regulations. The compliance system is governed by the Compliance Committee, comprised of the directors. Internal Reporting Hotline is set up to ensure organic function of the system for early detection and correction of unfair practices.

Actions taken to strengthen Corporate Governance structure

2022	● Revised policies to determine individual director's compensation package (P.58)
2021	● Introduced policies to determine individual director's compensation package
2019	● Abolished Anti-takeover defense
2017	● Set up Nomination and Compensation Advisory Committee
2016	● Performed Efficiency Assessment of Board of Directors ● Corporate structure changed to Company with Audit and Supervisory Committee
2015	● Document Basic Principles of Corporate Governance
2011	● Set up Risk Management Committee
2010	● Documented Janome Group Code of Conduct
2008	● Set up Internal Audit Department
2007	● Abolished Retirement Benefit System for Directors and Officers
2006	● Documented Basic Policies of Internal Control System ● Set up Compliance Committee and *Internal Reporting Committee
2005	● Set up Personal Data Protection Committee ● Reduced Director's tenure to one year
1999	● Introduced Corporate Officer system
1995	● Set up PL(Product Liability) Committee
1988	● Documented Corporate Mission

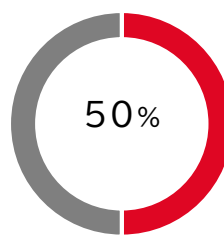
Quick reference of our Corporate Governance structure

Institutional design	Company with Audit and Supervisory Committee
Directors	8 Directors, 3 of whom OD *1 4 A/S Com Mem *2, 3 of whom are OD
Director's tenure	Directors: 1 year A/S Com mem: 2 years
Corporate Officer System	Yes
Optional Advisory Committee	Nomination and Compensation Committee
Accounting Auditor	Ernst & Young ShinNihon LLC
Corporate Governance Report	https://www.janome.co.jp/ir/pdf/governance_report.pdf

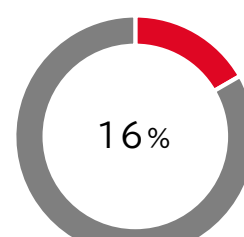
Note 1: Outside Director

Note2: Audit / Supervisory Committee Member

Ratio of outside directors



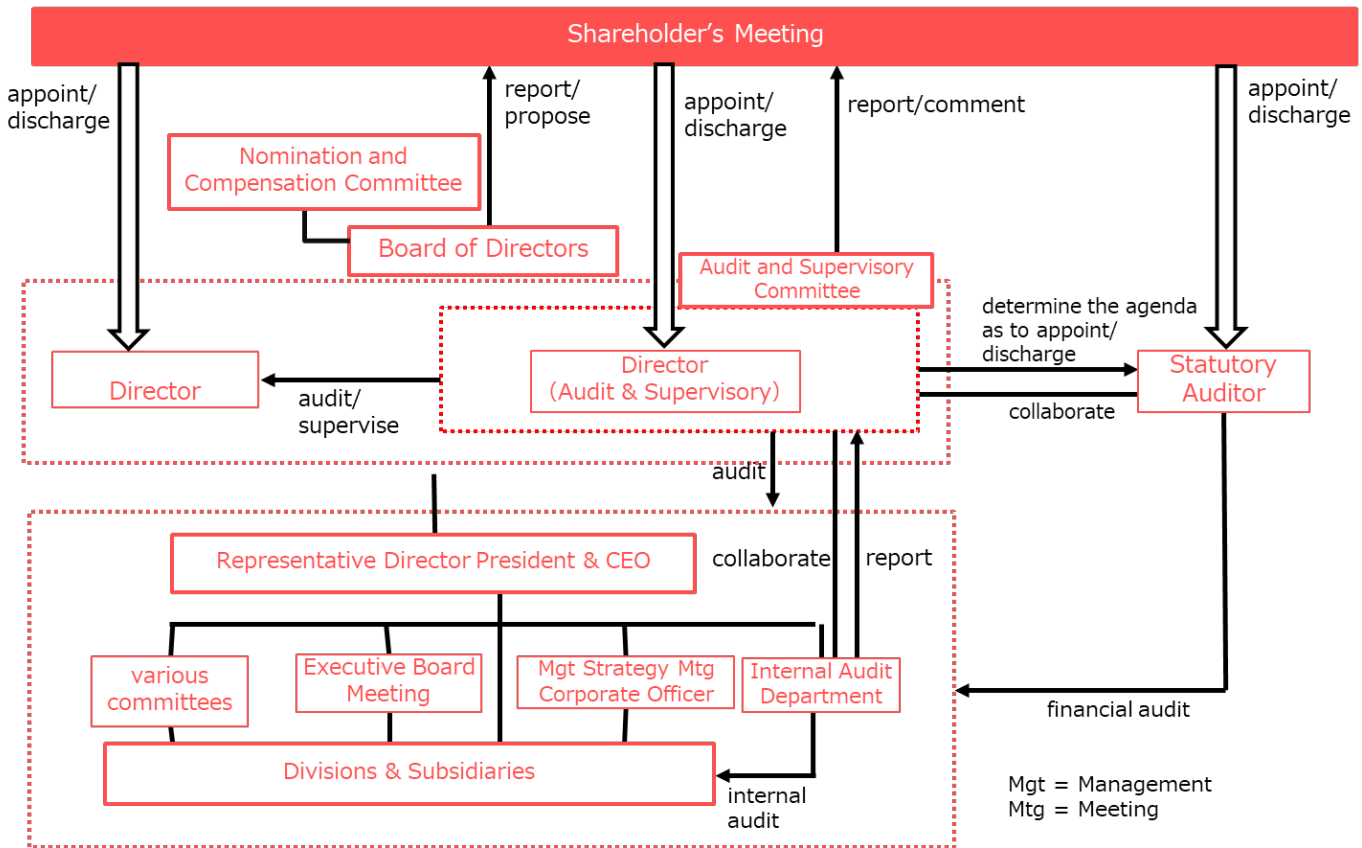
Ratio of female directors



Basic principles of Corporate Governance

Janome is committed to continuously upgrade corporate governance practices, which are indispensable to fulfill its corporate social responsibility by (i) maintaining a fair and sound relationship with various stakeholders, (ii) securing adequacy of business executions and credibility of the financial reporting and (iii) strictly observing relevant laws and articles of incorporation etc.

Corporate Governance structure flow chart



Janome adopted 'Company with Audit and Supervisory Committee' system as its governance structure. The system not only allows the Board of Directors to delegate authority to the Committee to expedite decision-makings and business executions but also reinforces the Board of Directors' authority to supervise and audit, thereby fairness, transparency and efficiency of the management are expected to be enhanced

The Board of Directors authorizes important management matters and supervises the execution of business activities. The current Board of Directors is comprised of nine directors of whom four are outside directors. With the abundant experience and expertise each outside director possesses in corporate management, legal affairs, finance, treasury and/or accounting, they fulfill adequate supervising functions by making comments and proposals to the Board of Directors from their independent and objective perspectives. Three outside directors satisfy Independence Criteria as determined by Janome. They are also registered with the Tokyo Stock Exchange as Independent Directors satisfying the requirements thereof.

The Executive Board Meeting, organized under the Board of Directors, deliberates important management matters and reports the matters of critical importance to the Board of Directors for further deliberation and final determination.

The Audit and Supervisory Committee, by way of exercising its authority to make a statement on voting rights exercised at the Board of Directors as well as the nomination and the compensation of the director candidates at the general meetings of the shareholders etc., audits legality and validity of the decisions of the Board of Directors and the executions of business activities by the executive directors. The committee ensures validity and efficiency of its audit by exchanging comments and insight as well as providing information to the periodical reports made by Internal Audit Department and Treasury Department.

The Corporate Officer system is introduced to separate business executions from their supervision. The system is designed to articulate its authority at the business front and to expedite business executions, thereby efficiency of the supervisory function of the Board of Directors is expected to be enhanced. A Management Strategy Meeting, consisted of the ranks above Corporate Officers, discusses and fully deliberates the pending challenges and issues of each business sector. The Janome Group Presidents meetings are periodically held to exchange information on respective business executions so that the Group as a whole shares the same level of motivation to maintain reasonable and compliant management.

The overseas subsidiaries meetings are also periodically held to exchange and share important matters and to standardize global operations at the appropriate level.

The Nomination and Compensation Advisory Committee is set up as an advisory committee to the Board of Directors, where important matters concerning the nomination and the compensation of the directors, etc. are deliberated and advised to the Board of Directors so that objectivity and transparency of the decisions are warranted.

Name of the institution	Directors
Board of Directors	Directors : Makoto Saito (Chairman), Toshiya Takayasu, Hitoshi Doi, Kazushi Kawaguchi, Takeyuki Oshima, Mitsuhiro Sakizuki Outside Directors: Fumiaki Nakajima, Shoko Sugino, Yasuyo Tanaka, Keizo Tanaka, Ryoji Shimada, Mamoru Sumida
Audit and Supervisory Committee	Director : Mitsuhiro Sakizuki (Commissioner) Outside Directors: Keizo Tanaka, Ryoji Shimada, Mamoru Sumida
Nomination and Compensation Advisory Committee	Directors : Makoto Saito, Mitsuhiro Sakizuki Outside Directors: Fumiaki Nakajima(Commissioner), Keizo Tanaka

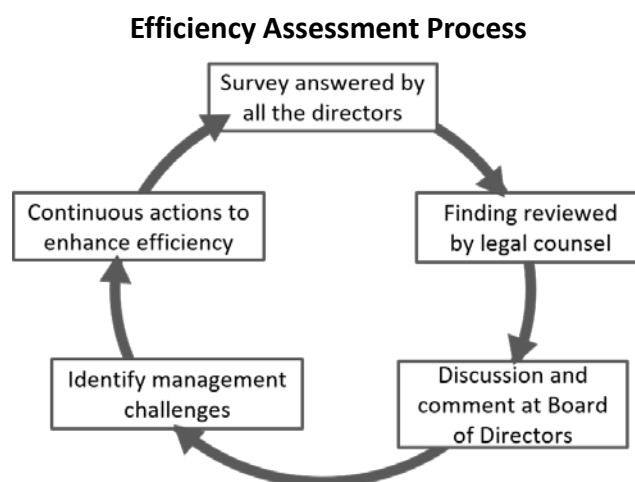
Number of meetings and committees for Fiscal Year 2021

The Board of Directors assembled 17 times with all the outside directors’ attendance, ensured the legality, fairness and efficiency of the director’s fulfillment of their duties. The Executive Board Meetings were held 22 times while the Management Strategy Meetings were held 20 times. Audit and Supervisory Committee was held 21 times and conducted strict audit by following the scheduled audit plan. The committee ensured the validity and efficiency of its audit by exchanging comments with and providing information to the periodical reports made by Internal Audit Department and Treasury Department.

The Nomination and Compensation Advisory Committee, an advisory body to the Board of Directors, assembled three times to deliberate on matters of importance concerning the nomination and the compensation of the directors and the corporate officers and advised the Board of Directors on these matters.

Efficiency Assessment of the Board of Directors

Janome conducts an annual survey of the directors for the purpose of assessing the efficiency of the Board of Directors and endeavors to improve efficiency thereof by analyzing and assessing the survey results.



Below is the summary of the fiscal year 2021 survey and findings.

◆ Survey outline

Janome Board of Directors in March 2022 conducted a survey along the outline below and had a discussion in May 2022 for the purpose of improving the efficiency of the Board of Directors, based on the survey findings and the recommendations from our legal counsel.

- Focus of the survey structure, operation, role and responsibility of the Board of Directors, its supporting system, self-evaluation of the directors, overall evaluation of the Board of Directors
- Respondents: all the 9 directors including directors of Audit and Supervisory Committee.
- Evaluation system: 4 or 3 point scale evaluation and free comments
- Respondent's name: Anonymous

◆ Survey findings

We confirmed that efficiency is maintained at a reasonably adequate level from the findings that the Board of Directors consists of adequate number of persons with balanced diverse backgrounds and that a system is in place to stimulate communications between internal and outside directors, which forms a foundation for adequate discussions by the Board of Directors. On the other hand, needs were noted for increasing the number of independent outside directors and female directors to stay ahead of the growing demand for stricter governance control, as well as further needs to invigorate discussions and elaboration were noted by further utilization of on-line and digital instruments. Animated discussions were noted on the management strategy and sustainability management during the preparation of our application for the conversion to the Prime market status as well as formulating our new medium-term management plans. Continuous attention and evolution (improvement, enhancement) on these matters were confirmed. The Board of Directors will take those survey findings to seriously pursue to increase the efficiency of the Board of Directors.

Additionally, the requirements for the continuous considerations were confirmed to invigorate discussions on and to secure transparency of the director's performance assessment method in the face of New Coronavirus pandemic which substantially restricts our communication effort with our shareholders. Our Board of Directors hereby announces our resolve to endeavor improving its efficiency based on these findings.

Director's nomination policy

The candidates for the Janome directors are selected from a wide variety of the human assets. After discussion with and advice by the Nomination and Compensation Advisory Committee, final candidates are cautiously deliberated further by the Board of Directors before the nomination. The director candidates of those who are to be the directors of the Audit & Supervisory Committee require the prior approval of the Audit & Supervisory Committee.

An Executive Management member's selection is originated by the Representative Director from among the human assets with potential to contribute to both sustainable growth of Janome and the Group companies and medium to long term expansion of corporate value. The Board of Directors carefully deliberates Representative Director's selection and makes a nomination. In case a director fails to fulfill his responsibility in terms of financial performance, for example, the Nomination and Compensation Advisory Committee deliberates his discharge considering his overall performance and if the committee deems appropriate, may advise the Board of Directors of his discharge.

Director candidate qualities and capabilities

1. Persons with abundant expertise and experience to execute and manage the businesses of the Janome Group
2. Persons with thorough understanding of their social responsibilities and missions as a director and sublime self-discipline to accurately and fairly pursue the executions and management of the businesses of the Janome Group.
3. Directors of the Audit & Supervisory Committee should possess capacity to supervise from fair and objective perspective the executive director's business executions thereby contributing to improve soundness and transparency of the management.

Outside director candidate qualities and capabilities

1. Persons deemed to possess no potential reason to have any conflict of interest with the general shareholders of JANOME Corporation.
2. Persons with thorough understanding of their social responsibilities and missions as directors.
3. Persons who understand fully the role of the outside directors, possessing the capacity to supervise the internal directors and the management as well as to voice accurate and proper opinions and advice capitalizing on their profound expertise in corporate management, economics, legal affairs, accounting, tax practice and/or audit.
4. Outside directors of the Audit & Supervisory Committee should possess the capacity to supervise from fair and objective perspective executive director's business executions thereby contributing to improve soundness and transparency of the management.

Director's major area of expertise and specialty

Name	Position at Janome	Type of director		Area of expertise & specialty							
		out	indy	cm	rt	pp	ms	oe	fa	lm	hr
		*1	*2	*3	*4	*5	*6	*7	*8	*9	*10
Makoto Saito	Representative Director, President & CEO			○	○	○		○			
Toshiya Takayasu	Director & Senior Managing Officer			○			○	○			
Hitoshi Doi	Director & Senior Managing Officer						○		○		○
Kazushi Kawaguchi	Director & Senior Managing Officer			○	○	○		○			
Takeyuki Oshima	Director & Managing Officer								○		○
Fumiaki Nakajima	Outside Director	○	○	○				○			
Shoko Sugino	Outside Director	○	○							○	
Yasuyo Tanaka	Outside Director	○	○	○							○
Mitsuhiro Sakizuki	Audit & Supervisory Committee Member						○		○		○
Keizo Tanaka	Audit & Supervisory Committee Member	○	○							○	
Ryoji Shimada	Audit & Supervisory Committee Member	○	○						○		
Mamoru Sumida	Audit & Supervisory Committee Member	○					○		○		

	Legend	Full description		Legend	Full description
1	out	outside(director)	6	ms	marketing & sales
2	indy	Independent(director)	7	oe	overseas experience
3	cm	corporate & management	8	fa	finance & accounting
4	rt	research & technology	9	lm	legal matter
5	pp	production & procurement	10	hr	human resources & diversity

Major activities of outside directors

	Name	Number of meetings attended		Major Activities
		Board of Directors	Audit & Supervisory Committee	
Outside director	Fumiaki Nakajima	17/17	—	Capitalizing on his management experience and wide ranging expertise, he advises and makes proposals to the Board of Directors so that validity and adequacy of decision-makings is warranted. As a member of Nomination and Compensation Committee, he voices opinions about these matters, fulfilling his duties to supervise decision-makings and business executions.
Outside director of Audit and Supervisory Committee	Shinji Nakazawa	17/17	21/21	Capitalizing on his professional expertise as certified public accountant, he advises and makes proposals to the Board of Directors so that validity and adequacy of decision-makings is warranted. As a member of Nomination and Compensation Committee, he voices opinions about these matters, fulfilling his duties to supervise decision-makings and business executions. Additionally at regular face to face meeting with the Representative Director he voices his opinions from independent and objective point of view.
	Keizo Tanaka	17/17	21/21	Capitalizing on his professional expertise as practicing lawyer, he advises and makes proposals to the Board of Directors so that validity and adequacy of decision-makings is warranted. Additionally at regular face to face meetings with the Representative Director he voices his opinions from independent and objective point of view.
	Kyo Kuriwa	17/17	20/21	Capitalizing on his management experience and wide ranging expertise, he advises and makes proposals to the Board of Directors so that validity and adequacy of decision-makings is warranted. Additionally at regular face to face meetings with the Representative Director he voices his.

Note 1. Messrs Shinji Nakazawa and Kyo Kuriwa resigned upon fulfilling their tenure at the closing of the 96th General Shareholders Meeting held on June 24th 2022.

Note 2. Newly appointed directors at the meeting—Ms. Shoko Sugino, Ms. Yasuyo Tanaka, Messrs Ryoji Shimada and Mamoru Sumida—have no record of activities for FYE March 2021. Since their appointment as directors, they have been giving advice and making proposals to the Board based on their rich experience and expertise.

Independence Criteria for Outside Directors

Janome documented the Independence Criteria for Outside Directors as below to maintain fairness and transparency in enforcing appropriate governance control. The directors satisfying those standards are registered with the Tokyo Stock Exchange as Independent Directors satisfying the requirements thereof.

Directors meeting none of the descriptions below shall be deemed to have adequate independence as outside directors of Janome.

1. Any person who used to belong or is currently belonging to JANOME Corporation and/or its consolidated subsidiary, hereinafter referred to as 'the Janome Group Company'
 - This category includes directors, corporate officers, fellows and employees, hereinafter referred to as 'the Business Executor' who used to belong or is currently belonging to the Janome Group Company
2. Any Major shareholder of JANOME Corporation and the Business Executor belonging to major shareholder
 - This category includes any shareholder possessing more than 1% of Janome stock with voting rights individually in his own name or collectively with other person(s)'s name(s), hereinafter referred to as 'Major shareholder', and in case such shareholder is an organization, the Business Executor belonging to such organization.

3. Any Business Executor belonging to major business partner of the Janome Group Company
 - This category includes the Business Executor belonging to major business partner of the Janome Group Company. Major business partner is defined as a business partner whose annual transaction value with the Janome Group Company exceeds 1% of the consolidated annual sales value of the Janome Group company.
4. Any Business Executor belonging to major lender to the Janome Group Company.
 - This category includes the Business Executor belonging to major lender, which is defined as a financial institution whose lending balance to the Janome Group Company as of the fiscal yearend of the Janome Group Company exceeds 5% of Janome's consolidated total asset.
5. Any certified public accountant belonging to the auditor in charge of accounting audit of the Janome Group Company.
6. Any professional such as the consultant, accountant, tax accountant, lawyer, judicial scrivener, patent attorney receiving any compensation or any other benefit with monetary value from the Janome Group Company.
7. Any person whose spouse, family member or relative within the second degree of kinship, or cohabitant who meets any of the above descriptions 1 to 6.
8. Any person who used to meet any of the above descriptions 2 to 7 within the past five years.
9. Any person who is deemed to possess any particular reason to have conflict of interest with the Janome Group Company.

Director's compensation

Compensation for FYE March 2022 is as below.

Type of directors	Total compensation (in millions of yen)	Total compensation by kind (in millions of yen)		Number of directors in each category
		Fixed compensation	Performance linked bonus	
Directors (excluding Audit & Supervisory Committee Directors and Outside Directors)	130	103	27	5
Audit & Supervisory Committee Directors (excluding Outside Director)	25	21	4	1
Outside Directors	30	24	5	4

Note1. Above includes 1 director who resigned at the closing of the 95th General Meeting of Shareholders held on the 25th of June, 2021.

Note2. The 90th General Meeting of Shareholders held on the 17th of June, 2016 resolved that total annual compensation for directors (excluding Audit & Supervisory Committee director) shall not exceed 240 million yen and the same for Audit & Supervisory Committee director shall not exceed 80 million yen

Note 3. Remuneration for the employee portion of the employees also serving as directors is not to be included in the calculation above. Persons falling in this category do not currently exist in the company.

Policies to determine individual director's compensation package

Janome reviewed its director's compensation package in terms of further reinforcing its corporate governance structure as well as improving its mid to long term corporate value expansion, and determined by the Board of Directors' resolution to compensate Audit & Supervisory Committee Directors and Outside Directors with fixed salary only. Also resolved there is the revision for the calculation of performance linked bonus. See below the revised policies for your reference.

(1) Basic policy

- ① Compensation system of Janome directors is structured to assure the sustainable growth of the company as well as to contribute to mid to long term expansion of the corporate value of the company. Actual level of compensation is determined, on top of this structure, by the overall financial results of the company as well as the individual area of responsibility and performance thereof of each director.
- ② Director's compensation consists of a fixed salary and a performance linked bonus as an incentive.
- ③ Individual compensation shall be determined with adequate considerations so that the allocation of the latter is not excessive.
- ④ Maximum amount of aggregate compensation for the non- Audit & Supervisory Committee directors and the same for Audit & Supervisory Committee directors shall each be determined with the resolution by the General Meeting of Shareholders.
- ⑤ The Board of Directors is authorized to determine individual director's compensation within the maximum amount of the aggregate compensation for the non- Audit & Supervisory Committee directors as determined with the resolution by the General Meeting of Shareholders.
- ⑥ The Audit & Supervisory Committee directors shall determine each individual compensation package after deliberation among themselves within the maximum amount of the aggregate compensation for the Audit & Supervisory Committee directors as determined with the resolution by the General Meeting of Shareholders.

(2) Policy to determine the fixed salary of an individual director, including its calculation method

- ① Representative Director drafts an individual fixed salary considering the individual performance, the contribution to the overall corporate performance, expectation for his or her future performance, years as a director, etc., of the non- Audit & Supervisory Committee directors.
- ② To secure transparency and fairness, said draft is sent to the Nomination and Compensation Advisory Committee, where it is deliberated along with the hearing of Audit and Supervisory Committee.
- ③ The Board of Directors determines the final amount by its resolution.
- ④ The fixed salary portion of an individual director shall be paid regularly in increments within his tenure.

(3) Policy to determine the performance linked bonus of an individual director, including its calculation method

- ① The performance linked bonus shall be determined in accordance with the guidelines resolved by the Board of Directors and be paid after deliberation by the Nomination and Compensation Advisory Committee. Candidates for the bonus shall include corporate officers and fellows.
- ② The performance linked bonus shall benchmark the non-consolidated net income after tax to boost directors' motivation to improve the fiscal year performance and to achieve numerical management targets. The maximum aggregate remuneration of directors shall remain within 5% of the said benchmark.
- ③ The individual compensation of the non- Audit & Supervisory Committee directors shall be allocated pro rata to the fixed salary amount of each recipient, subject to the Board of Directors' resolution.
- ④ The performance linked bonus shall be paid to the directors, corporate officers and fellows who remain on these positions at the end of the final day of the preceding fiscal year. Actual payment shall be made during a certain period of time or shall not be made at all depending on its inherent nature.

Basic profit distribution policy

Janome’s basic profit distribution policy is to reinforce the sound financial foundation by maintaining a strong equity base at the same time as seeking to maximize the shareholder profit by pursuing to improve capital efficiency.

Target dividend payout ratio to the shareholders is set at 30% of the fiscal year end consolidated net profit attributable to owner’s parent, as we determine the actual payout considering overall capital position by taking into account exercising various options including stock repurchase.

Per share fiscal year end dividend trend

	2019/3/31 93rd	2020/3/31 94th	2021/3/31 95th	2022/3/31 96th	2023/3/31 97th
Dividend (¥)	15	15	25	40 *1	25 (forecast)
Consolidated Net Profit (¥in mil) belonging to the shareholders of the parent company	880	424	3945	2,549	600 (forecast)
Payout Ratio	32.9%	68.4%	12.2%	30.3%	80.5% (forecast)

※Note 1 :

15 yen of the dividend was paid out as interim dividend in celebration of the 100th Anniversary since founding

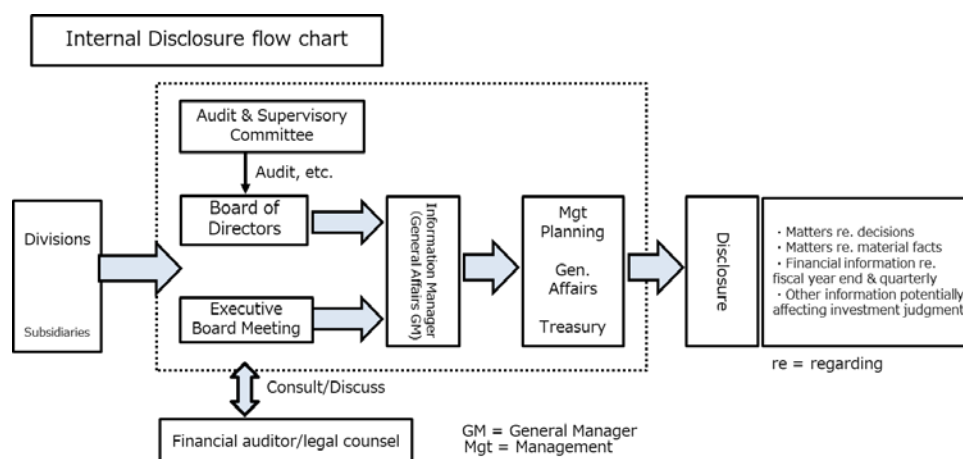
Adequate Disclosure

Janome recognizes the importance of prompt and accurate disclosure to all of our stakeholders including customers, shareholders, investors and business partners so that we retain trust from society and continue to be rewarded with the proper market valuation that we deserve.

In this context, in addition to timely and adequate disclosures dictated by relevant laws and regulations such as Company Law, Financial Instrument and Exchange Law and Timely Disclosure Rules of the Tokyo Stock Exchange, we are making, in strict observance of the Fair Disclosure Rule, active and fair disclosure of all the information including negative ones, which we trust is of use for all the stakeholders to understand the Janome Group Company better.

In the FYE March 2022, we issued in June and November Shareholder Newsletters that summarized the combined financial results, etc. In November, the JANOME REPORT, a comprehensive summary of Janome was issued for the second time in a row.

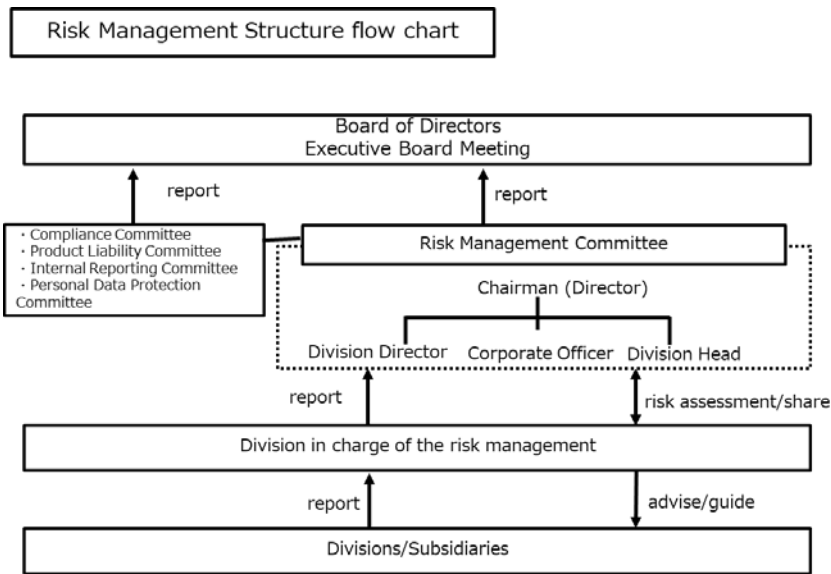
Financial results briefings we have regularly conducted for the media, securities analysts and institutional investors had to be cancelled for FYE March 2022 due to the Covid-19 pandemic. We instead uploaded financial results as well as Investor Relations information on our website in our continued efforts to expand our disclosure contents.



Risk management

Risk management structure

The Risk Management Committee is organized to identify and proactively deal with the potential risks Janome and the Group Companies may be involved in and to minimize its impact, in case the risk is materialized, for our swift recovery back to the normal course of the business. The committee is chaired by the Division Director with the members consisting of those above the manager ranks. It is responsible for collecting information, developing the risk management systems and training employees. The committee monitors and conducts risk evaluation of Janome and the Group Companies, with whom it shares these findings so the risk shall be monitored and reduced. The Compliance Committee and the other committees, organized for each purpose as described below, collectively with the Risk Management Committee compose the system to monitor and control the overall risk of the Janome Group Companies.



< Sustainability Advancement Committee >

The Division Director chairs and Outside Director MC's the committee with the participation of Division General Managers. The committee deliberates material sustainability matters, identifies the challenges, targets and strategies and assesses the performance thereof.

< Compliance Committee >

The Division Director chairs the committee with the participation of division corporate officers. The committee deliberates important compliance matters.

< Internal Reporting Committee >

The Division Director chairs the committee with the participation of the outside legal counsel. The committee promptly deliberates and processes an internal report in strict accordance with the internal rules and regulations.

< Product Liability (PL) Committee >

The Division Director chairs the committee with the participation of the relevant division/department head in charge. The committee holds a monthly meeting to deliberate product safety issues.

< Personal Data Protection Committee >

The Division Director chairs the committee with the participation of certain members across Janome. The committee develops the personal data protection plan in accordance with the internal rules and conducts audit and internal training for the employees.

Business Continuity Plan (BCP)

Janome documented in April 2012, the Business Continuity Plan in preparation for such emergency situations as a massive earthquake strike with its epicenter right beneath the Tokyo Metropolitan Area, an outbreak of infectious disease such as the New Coronavirus and an internal information system breakdown. The plan defines how precautionary measures should be prepared and deliberated as well as what actions and procedures should be followed upon the actual disaster situations.

Additional measures developed to secure the safety of the employees in emergency situations are (1) Disaster Response Manual laying out the points to remember and the basic responses to take in disaster situations, (2) Emergency Essentials Takeout Box containing minimum supply of essentials, delivered to each and every employee on top of an additional supply of essentials and protective goods stored at appropriate locations and (3) Employee Safety Confirmation System, periodically tested for its validity and employee's awareness of risk preparation.



Major business risks

In reference to the risks which may potentially impact its management results, stock price and financial positions, Janome separately discloses the 'individual risks' inherent to particular businesses and the 'universal risks' prevalent in all its businesses in its Securities Reports and will aim to avoid the occurrence of those risks and to minimize the impact at the time of their occurrences. Listed below are the 'universal risks'.

Risks and its impact
<p>【Currency fluctuation risk】 : Active overseas business expansion of the home appliance and the industrial equipment has kept the overseas sales ratio to consolidated total sales at around 70%. While currency fluctuation risk is minimized by active use of forward contracts as well as foreign currency nettings between Janome and its overseas subsidiaries, we cannot totally escape the adverse effects of currency fluctuation on the Janome Group business performance as the substantial portion of the overseas sales are transacted in the local currencies.</p>
<p>【Purchasing cost increase risk】 : Coupled with the efficient production allocation among the production facilities in Japan, Taiwan and Thailand reflecting the changes in global trend of demand, the global parts procurement helps reduce and stabilize overall purchasing costs. While the Production Management Division supervises both domestic and foreign production facilities to continuously strive to minimize the impact of increases in purchasing cost, increase of raw materials such as iron, aluminum, copper and resin may adversely impact the Group business performance.</p>
<p>【Country risk】 : Each country where we possess a production facility as well as sales/distribution network is exposed to the potential changes in the political system, legal and regulatory environment, political climate and economic conditions, occurrence of earthquakes, typhoons and other natural disasters, outbreak of war and terrorist attacks which may disrupt the continuation of business activities and adversely impact the Group business performance.</p>
<p>【Quality control risk】 : Janome products are backed by a long history of manufacturing know how. The PL (Product Liability) Committee is set up to monitor the safety of our products, and any issues identified are deliberated at a monthly meeting. The Quality Assurance Department leads the companywide activities to promote quality control across entire Janome Group and strives to grasp the progress on quality audit and pending quality issues of the sewing machines and the industrial equipment produced by Janome and the Group Companies in both domestic and overseas markets. Should a serious quality issue arise, the Group business performance may be exposed to the adverse impact of having to sustain the cost associated with recall of the product and/or damage to the brand.</p>
<p>【Market environment change risk】 : Whilst we cannot escape battling against the competitor threats in our effort to maintain and expand our business, we continuously strive to improve the quality of our products and services by combining our resources and strength of development, production and sales to withstand and cope with such threat. Substantial changes in the market environment, however, such as steepening competition may adversely impact the Group business performance.</p>
<p>【Interest rate change risk】 : Some of our interest bearing debt is subject to interest rate changes. Rise in the market interest rate shall increase our interest payment burden and may adversely impact the Group business performance and financial positions.</p>
<p>【Fixed asset impairment risk】 : The Janome group owns significant amount of tangible and intangible assets, investment and other assets that are subject to the impairment cost recognition. In case such recognition is required, it may adversely impact the Group business performance and the financial positions.</p>
<p>【Risk associated with the financial covenants of the debt instruments】 : Some of our debt instruments bear certain financial covenants, which, if triggered, may lead the lenders to pursue the acceleration of the entire debt.</p>

Compliance

‘The Janome Group Code of Conduct’ is documented as the basic principles of compliance of the Janome Group companies along which each and every director and employee must conduct sound business practices with sublime ethical standards and endeavor to achieve sustainable growth as well as to expand corporate value.

‘The Group Compliance Rules’ are also documented for the Janome Group to maintain and improve the compliant business executions.

Based on the rules, the Compliance Committee is established to upgrade the group compliance system, to collect information and to educate employees so that non-compliance may be prevented in advance.

TOPICS Compliance promotion activities

Various activities are in place to enhance employee’s awareness to observe compliance in our daily business practices. Some of these activities are displaying compliance posters, sending out email magazine named compliance news letter, delivering to every employee a compliance handbook, conducting compliance seminars and compliance awareness surveys.

The ‘Internal Reporting Hotline’ is a highly accessible communication vehicle set up for anyone working at Janome and the Group Companies, a director, an employee, a retiree, or a part-time and/or a temporary worker or whoever that may be to connect directly with an external lawyer to report and consult individual or organized legal violations and problematic conducts in terms of corporate ethics.



Compliance Newsletter

Personal Data Protection

Janome thoroughly protects and controls personal data in strict observance of the Personal Data Protection Policy. The Personal Data Protection Committee leads the activities based on this policy to establish ‘The Personal Data Protection Plan’ and conducts audit and internal education so that ‘proper personal data protection’ as defined in ‘The Janome Group Code of Conduct’ is achieved.



Significance of ESG in the pursuit of Corporate Value Expansion

Janome successfully completed the 3 year term dictated by Medium-Term Management Plan 'JANOME 2021 Navigation for the Future', surpassing the numeric targets in an unprecedented turmoil of the global market environment and the cataclysmic changes to the society itself, exacerbated by the growing Covid-19 pandemic. I understand that Janome skillfully navigated its operations, through the turbulent economic environment and the changing market structure, by optimally employing its assets, both tangible and intangible, accumulated over a 100 years history as manufacturing company. In the meantime, many issues were discussed at Management Strategy Meetings focusing on business executions, Executive Board Meetings reporting material matters to the Board of Directors, the institution to determine material matters concerning the management decision-making, which I would like to stress is the outcome of the management efforts, initiated around the year 2015, to reinforce the Corporate Governance system and structure.

As you may be aware, the new Medium Term Management Plan, 'Reborn 2024' started in the fiscal year 2022. Seamless succession of Janome spirit, DNA and its assets on top of the 5 projects already in motion for Janome's flight to another height are the challenges

Outside director Fumiaki Nakajima

to overcome with absolute certainty if Janome means to accomplish the plan's ultimate target of achieving the sustainable growth.

In the rapidly changing circumstances mainly due to the geopolitical risks, ESG is gaining further significance as an indispensable factor for a private enterprise's survival and corporate value expansion.

I believe the best way to detect a private enterprise's resilience, i.e. the capacity to respond to any changes, is to look closely at its non-numeric, invisible value, in other words, human assets or resources. Employee's value as a human asset is included in a portion of 'S (society)', while directors' composition is represented in 'G (governance)'. Janome has naturally structured in its system how human assets should be developed and treated as represented, for example, in its respect for diversity. Promotion is actively under way to achieve numerical target for inspiring women's participation and advancement to the managerial ranks. Janome has integrated all the manufacturing, sales and engineering (R&D) functions in Hachioji, in the outskirts of Tokyo. The comfortable natural environment this area offers along with the solar power generation facilities built on the site must be substantially contributing not only to reduce overall CO₂ emission, but to improve work life balance, or work style reform as well as to help promote employees health management.

Governance system and efficiency assessment of the Board of Directors

The Governance system of Janome as a Company with Audit and Supervisory Committee is firmly secured by the composition of directors and establishment of the Nomination and Compensation Advisory Committee. As an independent outside director, my main focus is to observe if the company possesses a structure which identifies management challenges inherent in business execution sites, and if identified, to be reported

without delay to the management ranks. I can still feel the tension in the air that hit me on my last trip to Taiwan and Thailand just as I stepped inside the mass production factory sites in both locations.

I will continuously endeavor to avoid making general observations and comments to satisfy my own interests, but will engage everything I have learned in my career to be reflected in my comments and statements at the Board of Directors and the Strategic Management Meetings.

One thing I am making a point of disciplining myself is to avoid using the phrase 'in my previous company' as much as I possibly can. Utterance of such a remark is inappropriate for Janome in my judgment, as it would only discourage, if it doesn't deny, the dedication and commitment of the executive directors and officers in charge of such business execution, who are aiming to create the best value with great respect and pride to the history and tradition of the company.

The Board of Directors set up 'discussion agenda' for an open-ended discussion and elaboration on management challenges of material importance in addition to reporting and decision-making. I believe it gives the Board of Directors a significant opportunities to be exposed to the views and opinions with diverse background without being bound by short timeframe.

While I appreciate the top management's welcoming remark for me 'Do not hesitate to express your views', I am always aiming to make my comments precise and articulate with advance preparation in depth as an outsider with due respect for those involved in the front line with daily business executions.

I am confident that gradual but certain realization of the new Medium Term Management Plan, along with the beginning of the 5 projects will lead Janome to the sustainable growth for the next 100 years.

Outside director Keizo Tanaka**Need to structure a governance system geared toward ESG management**

A private enterprise used to be able to focus its effort on the pursuit of maximizing its business profit. Time has changed rapidly recently, when it became indispensable for a private enterprise to not only pursue its business profit, but also to act in an environmentally friendly manner as well as responsibly as a corporate citizen in its business activities involving its environment and society, if it intends to expand its corporate value continuously for mid to long term with sustainable growth. There is also an immediate need to structure a governance system so that the corporate behavior is effectively monitored. Janome has proactively progressed to implement measures to suit the changing business environment.

Janome changed its corporate structure to a Company with Audit and Supervisory Committee in the year succeeding to 2015, when the Corporate Governance Code was announced and the revisions to the Companies Act were enforced. Janome established the Audit and Supervisory Committee comprised of multiple independent outside directors and an outside director, as well as full time executive directors well versed in the actual business executions of the Janome Group, so that audit structure is reinforced. In 2017 the Nomination and Compensation Committee was set up

to secure transparency and validity in the nomination and compensation of its directors, followed by the participation of an independent outside director in 2019 who brought with him to the committee a wealth of knowledge and expertise. Janome proceeded to further reinforce its governance control in preparation for the successful entry into the Prime Segment in April 2022 Tokyo Stock Exchange market restructuring. Janome, in search of independent and diverse views for its governance control on the adequacy and effectiveness of its business executions, established in March 2022 Sustainability Advancement Committee, chaired by an outside director, and welcomed multiple female independent directors to join the Board of Directors to participate in the business operations management in June of the same year.

Effective governance execution and the role of independent outside director

Janome Audit and Supervisory Committee, in close cooperation with the Accounting Auditor and Internal Audit Department, examines abundant and detailed information on the business executions of the Janome Group offered by full-time Audit and Supervisory Committee director, and the Committee goes so far as to directly request face to face explanations about the matters of particular concerns. Speaking as someone who assumed a position as an independent outside director with legal qualifications, active exchange of opinions are being made, from different perspectives of each member of Audit and Supervisory Committee, on such broad issues as internal control, compliance, validity of financial data, risk management issues elaborated at various committees and governance matters concerning the nomination and the compensation. Additionally, regular meetings are in place to exchange views with independent outside directors excluding members of Audit and Supervisory Committee so that the outside directors share where the

company stands on various management matters.

The Board of Directors today is required in earnest to possess an effective authority to conduct substantial debate and deliberation on matters of fundamental significance, as a group of chosen corporate management experts entrusted to execute the shareholder rights, as well as to audit the fairness and validity of the decision-makings by the management. The Board of Directors at Janome perfectly fits the characteristics detailed above, conducts debate and deliberation on significant management matters in the environment that encourages the participants including outside directors to express his views without reservations.

I regard my main function as an expert on legal matters of the Board of Directors, expected to focus on adequacy of business executions and risk management, however, I do not hesitate to express my views on those matters outside my expertise when there exists some sort of concerns. Janome, celebrating 100th anniversary in 2021, got off to a fresh start seeking further prosperity for years to come with a new company name. On top of the management strategies with proactive insight into the future, I believe Janome is required to structure a governance system, built and executed along the principles of 'Independence and Diversity' and to constantly engaging with fostering and training human resources as candidates for the management who will be steering the company to the right directions in the future, if Janome seeks to expand its medium to long term corporate value along the line with the mission statement of ESGs. While corporate management judgment never ceases to be challenging in a world with complex societal changes, I intend as always to exhaust my resources to contribute to Janome's quest to secure adequacy and validity in its business management.

Janome hosted ceremonies in some major countries to launch Continental M17, the flagship model for overseas markets

Janome America Inc. celebrated the launch of 'Continental M17', top of the line computerized model with embroidery function in Las Vegas, Nevada on April 19, 2022.

Ribbon-cutting ceremony was conducted by Janome America President, Mr. Seki and Ms. Kimberly Einmo, a prominent quilter also acting as public relations officer to JAI, who made a presentation of the fantastic features of the machine to more than 330 dealers attending the ceremony. Attending dealers enjoyed playing with this great machine as they are offered access at several booths to their social media accounts, from where to post videos and live streaming.

Janome Australia Pty. Ltd. first launched the machine online to the dealer network, followed by launch ceremonies in 5 states around the country including Victoria and New South Wales with dealers attendance.

Melbourne launch, where the headquarter is located, gathered 13 staff members from 9 dealers, who have been waiting for the launch embraced the machine by standing ovation the moment they were given the first look at the sophisticated design with the sturdy construction detailed at the presentation.

28 staff from the 10 dealers attending the demonstration next day drove home the rich functions and high performance this machine offers to the users.

▶See page 26 for Continental M17 product descriptions



Janome America President on the left and Ms. Kimberly Einmo on the right



Launch ceremony of Janome America



Online launch at Janome Australia

NEW!

'Epolku OVI' was released on October 1, 2022

'Epolku', initially launched to celebrate our 100th year since founding, has been embraced by market. 'Epolku OVI' is now born as the successor model of Epolku series to respond to the user's request for superior functions yet with the Epolku retrospective design intact.

< Main features >

- 2D barcode on the upper plate gives you instant view of how to use on your smart Phone.
- Several automatic functions available for reverse stitch and thread cutter enable you to operate by the button and to see the condition on the touch screen.
- Inspired by analog electric home appliances of the 70's, it comes with round operation switches and sharp look and in two colors of memory beige and retro-green.



Janome ran its booth at ‘The First Tokyo Quilt Show 2022’

Venue : TOC Gotanda Messe Dates : March 25 – 28, 2023

The first Tokyo Quilt show is the exhibition to recreate venues to present patchwork quilt projects, so many of those lost by Covid-19 pandemic as well as to originate stages to share the fascinations with quilt making. Janome ran mini workshops to create attachments with sewing machines and demonstrations by quilting celebrities. Mini tapestries created for ‘Sew and connect’ event were exhibited at the booth to show our appreciation for the sewing machine users of their allegiance to Janome products for the 100 years. Episodes of sewing machines and Janome, sent to us last year for ‘Sewing machines and me’ project were also exhibited.



Janome ran ‘Collaboration workshop with Mell-chan’

Venue : Bobinage Kichijoji Date: August 4, 2022

Janome ran a workshop collaborated with Mell-chan sold by PILOT Corporation. Mell-chan is an educational doll commanding No.1 domestic share, born in 1992 and celebrated its 30th year Anniversary in 2022.

A pair of a child, a fan of Mell-chan, and a guardian or a parent joined the work shop to make it a fond memory of summer vacation.

Pairs of 2 were given time to exercise sewing machine operation so that small children can also enjoy the machine, followed by actual sewing to create matching pair of summer dresses, one for Mell-chan and the other for a child. Photo spots were offered to the participants to enjoy taking pictures of children and Mell-chan in matching summer dresses.



TOPICS Janome opened ‘Bobinage NY’ (October 8, 2022)

Janome opened Bobinage NY on the 2nd floor of Japan Village, a commercial property in Brooklyn, New York City, U.S.A., the first Bobinage shop overseas.

‘Bobinage NY’ is a pilot shop aimed to promote sales of high price models and to enhance the brand image of Janome as well as maintain and expand hobby making demand using sewing machines. Maintaining the same concept of Bobinage in Japan, it is attuned to suit the US market.

Various models including our flagship, ‘Continental M17’ are displayed in store.

Collaboration work shop was staged for the first 4 days since opening at the class spaces with Chikusen, an established dyed kimono brand.

Work shops of different kind are scheduled and sewing machines free trial service is also in store.



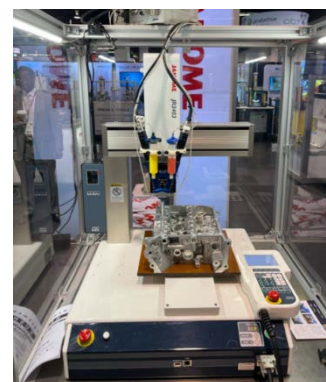
JIE-USA exhibits at 'ATX WEST 2022'

April 12 – 14, 2022 Anaheim, California, U.S.A

ATX West is one of the largest international exhibitions, where robot and automation-related products are exhibited along with other diverse equipment and products on display such as medical, design, research/development, 3D printing, and packaging. JIE-USA caught visitor attention displaying equipment with actual application demonstrations, visualizing how our equipment works in the production line. Examples include: (1) a screw-tightening application JR3353T Twin Table Desktop and (2) a dispensing application JR3403 Desktop Robot.



JR3353T Twin Table Screw Tightening



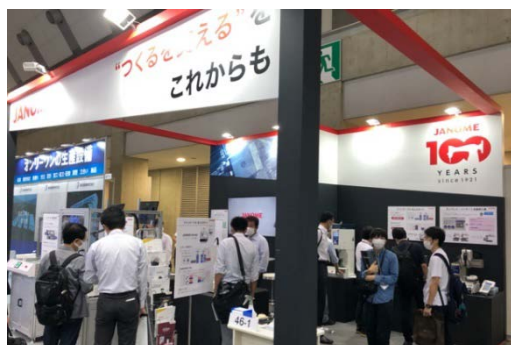
JR3403 Dispensing

Janome exhibits at the 27th Mechanical Components & Materials Technology Expo (M-Tech) June 22 – 24, 2022 at Tokyo Big Sight

M-Tech is an exhibition of mechanical components such as motors, bearings, screws and springs, as well as cutting, pressing and surface treatment technologies. The show was crowded from day 1 with visitors from various manufacturing industries and a total attendance of around 49,000 over 3 days.

Janome presented such products as the Twin Table Desktop Robot, C-Frame Servo Press, Multi-functional Inspection Device, Tangless* Insert Automatic Insertion Machine. Two application demonstration robots garnered special attention from visitors, the Twin Table Depaneling Robot and Desktop Robot with a mounted plasma surface treatment device.

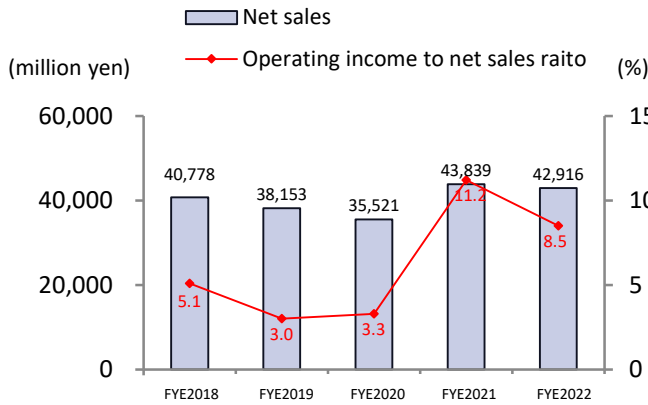
*"Tangless" is a registered trademark owned by Advanex, Inc. (Trademark no. 4477416)



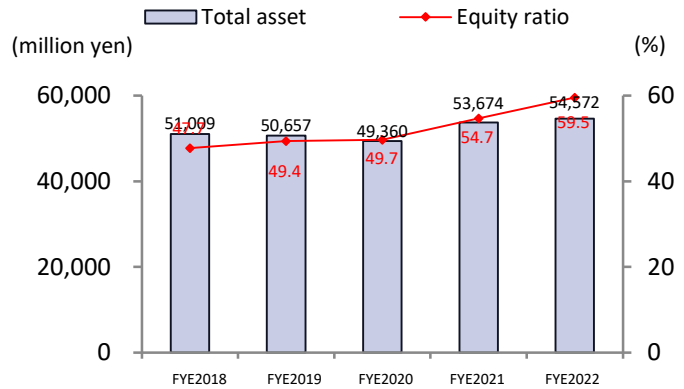
Plasma Surface Treatment Device

Consolidated Financial Highlights

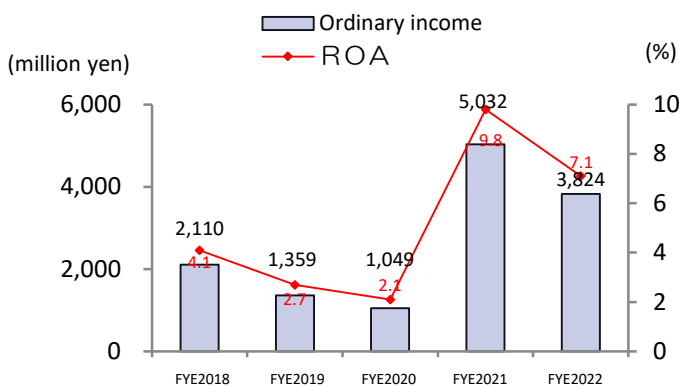
● Net sales • Operating income to net sales ratio (Operating margin) ※¹



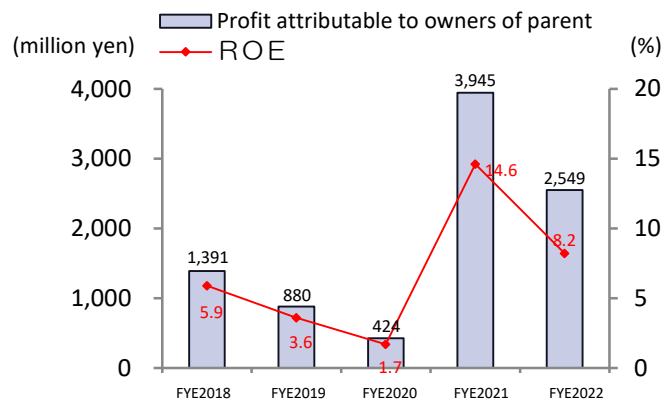
● Total asset • Equity ratio



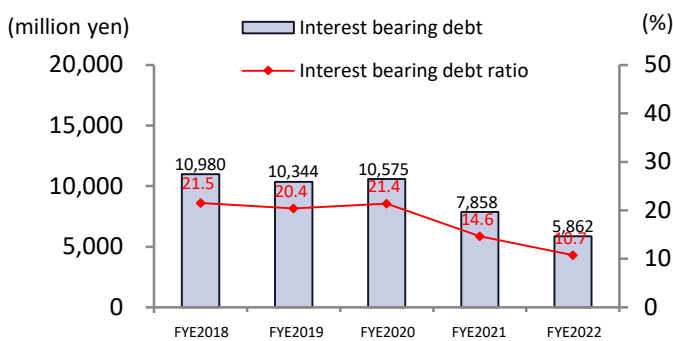
● Total asset • Return on ordinary income (ROA) ※²



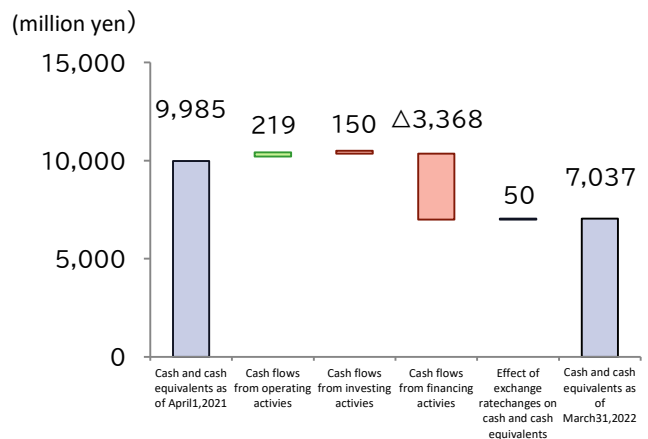
● Profit attributable to owners of parent • Return on equity ratio (ROE) ※³



● Interest bearing debt • Interest bearing debt ratio ※⁴



● Cash flow factor analysis



※¹ Operating income to net sales ratio = (Operating income) ÷ (Net sales) × 100

※² Return on asset ratio (ROA) = (Ordinary Income) ÷ (Total assets) × 100

※³ Return on equity ratio (ROE) = (Net income) ÷ (Equity) × 100

※⁴ Interest bearing debt ratio = (Interest bearing debt) ÷ (Total assets) × 100

Consolidated Financial Date for the past 11 fiscal years

(Unit: million yen)

Financial Highlights	FY 2011 [FYE Mar2012]	FY 2012 [FYE Mar2013]	FY 2013 [FYE Mar2014]	FY 2014 [FYE Mar2015]	FY 2015 [FYE Mar2016]
Net sales	37,040	38,652	44,696	46,019	42,661
(Overseas sales ratio)	62.7%	66.0%	69.6%	71.0%	68.6%
Gross profit	15,596	15,215	17,266	17,704	17,698
Operating income	2,354	1,727	2,905	2,961	2,466
Ordinary income	2,101	455	2,353	2,711	2,646
Profit attributable to owners of parent	207	88	1,460	1,860	1,548
Capital expenditure	485	750	716	1,186	1,118
Depreciation	950	1,013	1,119	1,199	1,504
Research & development	1,042	1,189	1,258	1,359	1,462
Financial Position					
Total asset	49,703	50,183	51,409	54,054	51,240
Net asset	14,891	16,373	18,117	21,696	21,949
Equity	14,383	15,835	17,465	20,941	21,184
Financial benchmark					
Equity to asset ratio	28.9%	31.6%	34.0%	38.7%	41.3%
Return on equity (ROE)	1.5%	0.6%	8.8%	9.7%	7.4%
Cash flow situation					
Net cash from operating activities	820	636	3,801	2,386	2,256
Net cash from investing activities	△847	△1,319	△654	△1,664	△752
Free cash flow	△27	△683	3,147	722	1,504
Net cash used for financing activities	△868	△627	△2,059	△1,406	△1,399
Per share date					
Equity per share (EPS)	Yen 744.00	Yen 819.12	Yen 903.42	Yen 1,083.27	Yen 1,095.86
Net income per share	Yen 10.72	Yen 4.56	Yen 75.56	Yen 96.25	Yen 80.11
Dividend per share (DPS)	Yen 0	Yen 0	Yen 0	Yen 0	Yen 0

(Unit: million yen)

FY 2016 [FYE Mar2017]	FY 2017 [FYE Mar2018]	FY 2018 [FYE Mar2019]	FY 2019 [FYE Mar2020]	FY 2020 [FYE Mar 2021]	FY 2021 [FYE Mar 2022]
38,855	40,778	38,153	35,521	43,839	42,916
66.0%	65.9%	66.2%	66.1%	69.0%	73.2%
16,804	16,125	14,945	14,272	18,494	17,332
2,477	2,075	1,150	1,158	4,931	3,659
2,137	2,110	1,359	1,049	5,032	3,824
1,607	1,391	880	424	3,945	2,549
363	611	821	709	439	775
1,423	1,369	1,355	1,407	1,103	1,117
1,426	1,428	1,470	1,384	1,438	1,435
52,052	51,009	50,657	49,360	53,674	54,572
23,941	25,172	25,873	25,381	30,316	33,428
23,098	24,310	25,020	24,550	29,359	32,475
44.4%	47.7%	49.4%	49.7%	54.7%	59.5%
7.3%	5.9%	3.6%	1.7%	14.6%	8.2%
2,239	2,882	2,073	1,512	6,475	219
△625	△701	△1,108	△677	△648	150
1,614	2,181	964	834	5,826	369
△1,010	△2,709	△943	△298	△3,161	△3,368
Yen 1,194.87	Yen 1,257.54	Yen 1,294.30	Yen 1,269.95	Yen 1,518.73	Yen 1,679.93
Yen 83.14	Yen 71.98	Yen 45.54	Yen 21.94	Yen 204.12	Yen 131.89
Yen 10	Yen 10	Yen 15	Yen 15	Yen 25	Yen 40※

※15yen paid in mid-term to celebrate its centenary

Consolidated Balance Sheets

	FY 2020 【FYE Mar2021】	FY 2021 【FYE Mar2022】		FY 2020 【FYE Mar2021】	FY 2021 【FYE Mar2022】
ASSETS			LIABILITIES		
Current assets			Current liabilities		
Cash and deposits	10,901	7,509	Notes and accounts payable	2,862	2,492
Notes and accounts receivable-trade	6,865	7,654	Short-term loans payable	7,858	5,862
Merchandise and finished goods	5,598	7,685	Income taxes payable	817	1,266
Work in process	644	641	Provision for bonuses	629	618
Raw materials and supplies	2,744	3,959	Provision for director's bonuses	83	131
Other	538	620	Other current liabilities	2,946	2,525
Allowance for doubtful accounts	△277	△300	Total current liabilities	15,197	12,897
Total current assets	27,016	27,771	Fixed liabilities		
Fixed assets			Deferred income taxes for revaluation	3,387	3,352
Tangible fixed assets			Net defined benefit liability	4,002	4,172
Buildings and structures(net)	5,546	5,344	Other fixed liabilities	769	721
Machinery, equipment and vehicles(net)	991	980	Total fixed liabilities	8,159	8,247
Land	13,961	13,863	TOTAL LIABILITIES	23,357	21,144
Construction in progress	36	30	Net Assets		
Other tangible fixed assets(net)	1,265	1,375	Shareholders' equity		
Total tangible fixed assets	21,800	21,593	Capital stock	11,372	11,372
Intangible fixed assets			Retained earnings	11,611	13,447
Other intangible fixed assets	758	684	Treasury stock, at cost	△325	△325
Total intangible fixed assets	758	684	Total shareholders' equity	22,658	24,495
Investments and other assets			Other comprehensive income		
Investment securities	1,538	1,444	Valuation difference in other marketable securities	117	89
Deferred tax assets	2,003	2,362	Land revaluation difference	6,643	6,562
Other	593	752	Foreign currency conversion adjustments	154	1,460
Allowance for doubtful accounts	△36	△37	Adjustment of defined benefit plans	△215	△133
Total investments and other assets	4,098	4,523	Total other comprehensive income	6,700	7,980
Total fixed assets	26,658	26,800	Non-controlling interests	957	952
Total Assets	53,674	54,572	Total Net-Assets	30,316	33,428
			Total Liabilities and Net Assets	53,674	54,572

Consolidated Statement of Income

Consolidated Statements of Comprehensive Income

(unit : million yen)

	FY2020 【FYE Mar2021】	FY2021 【FYE Mar2022】		FY2020 【FYE Mar2021】	FY2021 【FYE Mar2022】
Net sales	43,839	42,916	Profit	4,072	2,547
Cost of sales	25,345	25,584	Other comprehensive income		
Gross profit	18,494	17,332	Valuation difference on available-for-sale securities	63	△28
Sales, general and administrative expenses	13,563	13,672	Foreign currency translation adjustment	1,115	1,335
Operating income	4,931	3,659	Adjustment of defined benefit plans	7	81
Non-operating income			Total other comprehensive income	1,186	1,388
Interest income	7	3	Comprehensive income	5,258	3,936
Dividend income	38	46	Comprehensive income attributable to:		
Exchange rate gains	40	124	owners of parent	5,099	3,909
Other	138	138	non-controlling interests	159	26
Total non-operating income	224	313			
No-Operating expenses					
Interest expenses	78	70			
Other	45	78			
Total non-operating expenses	123	148			
Ordinary income	5,032	3,824			
Extraordinary profits					
Gain on sales of investment securities	-	64			
Gain on sales of fixed assets	88	22			
Total extraordinary profits	88	87			
Extraordinary losses					
Loss on sales and retirement of noncurrent assets	91	54			
Impairment loss	90	33			
Total extraordinary losses	182	88			
Income before income taxes	4,937	3,823			
Income tax, resident tax and business tax	1,203	1,652			
Income tax adjustment	△338	△375			
Total taxes	865	1,276			
Profit	4,072	2,547			
Profit attributable to non- controlling interests	126	△2			
Profit attributable to owners of parent	3,945	3,945			

Consolidated Statement of Cash Flows

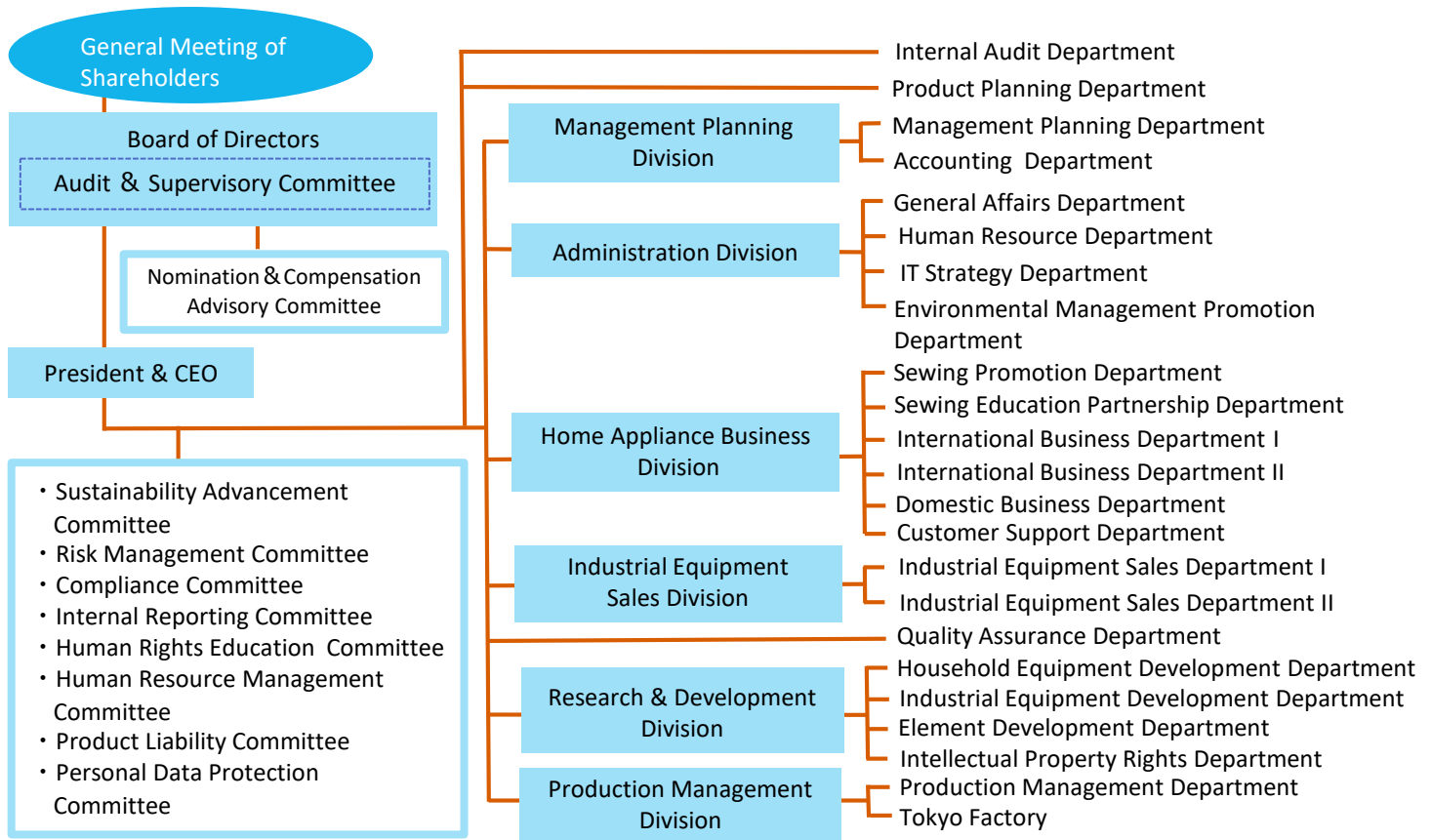
	FY2020 【FYE Mar2021】	FY2021 【FYE Mar2022】
Cash flows from operating activities		
Income before income taxes	4,937	3,823
Depreciation	1,103	1,117
Impairment loss	90	33
Increase/ (decrease) in allowance for doubtful accounts	67	△26
Increase/ (decrease) of employees retirement benefits	△89	4
Interest and dividend income	△45	△50
Interest expenses	78	70
(Increase)/ decrease in accounts receivable	△37	△165
(Increase)/ decrease in inventories	△277	△2,343
Increase/ (decrease) in accounts payable	723	△728
Other	633	△255
Sub total	7,186	1,480
Interest and dividends received	46	50
Interest paid	△78	△70
Income taxes paid	△678	△1,242
Net cash generated by operating activities	6,457	219
Cash flows from investment activities		
Payments into time deposits	△1,017	△216
Proceeds from withdrawal of times deposits	424	894
Purchase of investment securities	△299	△598
Proceeds from sales of investment securities	300	600
Purchase of property, plant and equipment	△439	△775
Purchase from sales of property, plant and equipment	560	221
Purchase of intangible assets	△92	△59
Other	△84	83
Net cash generated by investing activities	△648	150
Cash flows from financing activities		
Net increase/(decrease)in short-term borrowings	△2,628	△2,384
Cash dividends	△289	△768
Cash dividends paid to non-controlling interests	△33	△31
Other	△209	△184
Net cash used for financing activities	△3,161	△3,368
Effect of exchange rate changes on cash and cash equivalents	833	50
Increase/(decrease) in cash and cash equivalents	3,498	△2,947
Cash and cash equivalents at beginning of period	6,091	6,487
Cash and cash equivalents at end of period	9,985	7,037

Company Overview

Company Name	JANOME Corporation
Founded	October 1921
Incorporated	June 1950
Head Office	1463 Hazama-machi, Hachioji, Tokyo, Japan
Paid-in Capital	11,373 million yen (as of March 31, 2022)
No. of Employees	2,971 (as of March 31, 2022)
Fiscal Year End	March 31



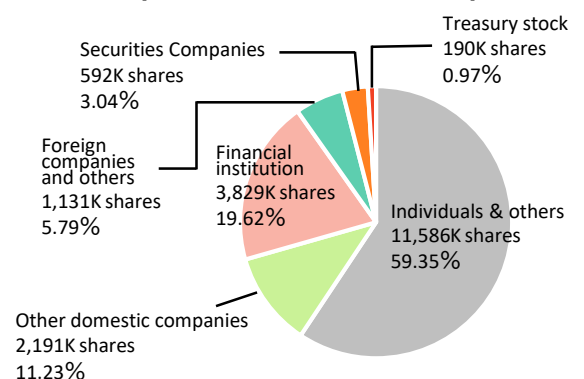
Organization (as of October 1, 2022)

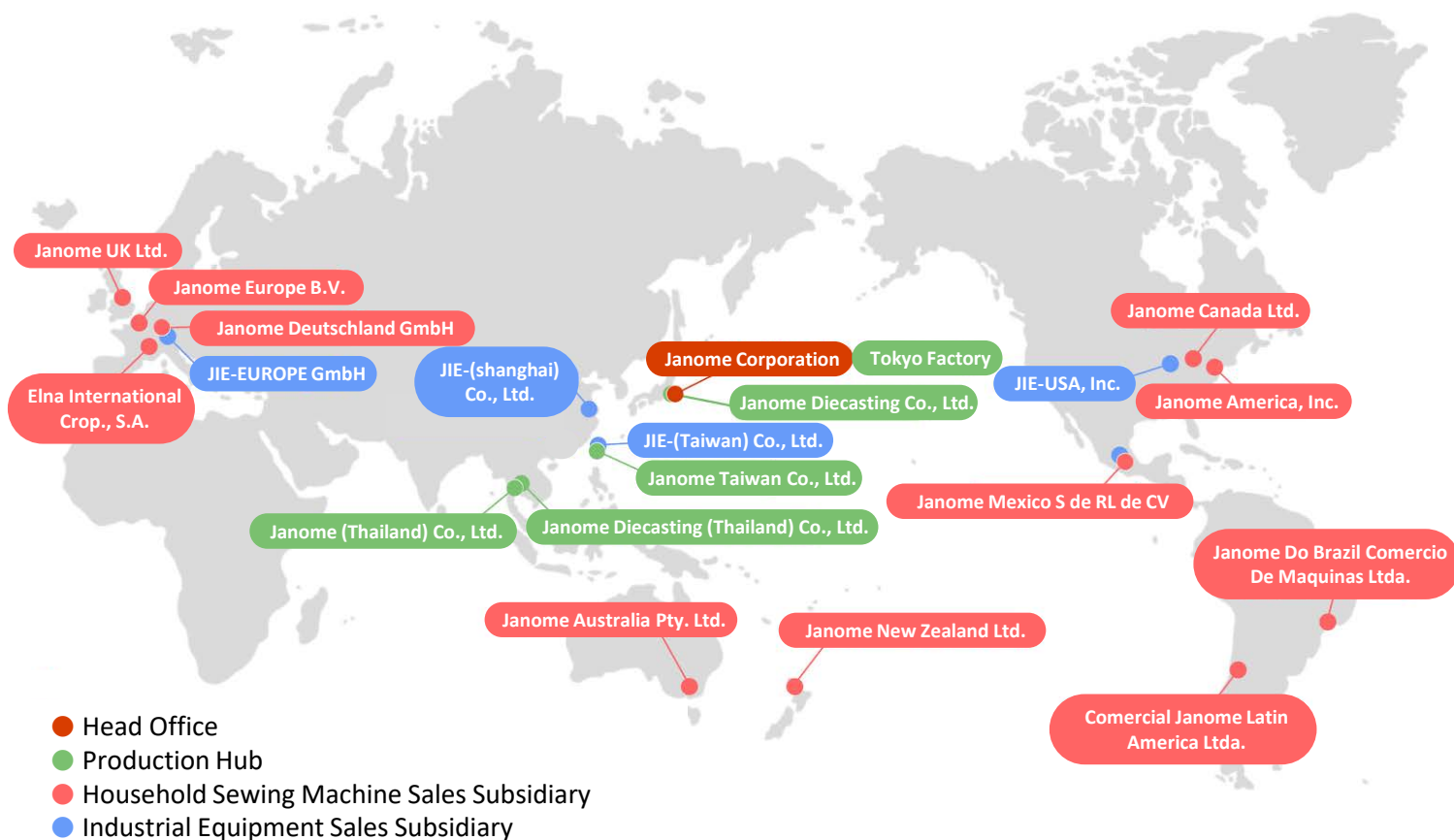


Stock Information (as of March 31, 2022)

Number of shares issued	19,521,444
Number of shareholders	18,718 (up 5,005 from March 31, 2021)

Shareholder Composition expressed by investment ratio (based on number of shares held)





Production Hubs

- Tokyo Factory Hachioji, Tokyo
- Janome Taiwan Co., Ltd. Taichung, Taiwan
- Janome Thailand Co., Ltd. Sriracha, Thailand
- Janome Diecasting (Thailand) Co., Ltd. Kabin Buri, Thailand
- JANOME Diecasting Co., Ltd. Tsuru, Yamanashi

Head Office

- JANOME Corporation Hachioji, Tokyo

Service Hubs

- JANOME CREDIA Co., Ltd. Chuo-ku, Tokyo
- JANOME SERVICE Co., Ltd. Hachioji, Tokyo

Overseas Major Sales Company

- Janome America, Inc. New Jersey, U.S.A
- Janome Canada Ltd. Ontario, Canada
- Janome UK, Ltd. Stockport, UK
- Janome Europe B.V. Nieuw Vennepe, The Netherlands
- Janome Deutschland GmbH Mörfelden-Walldorf, Germany
- Janome Australia Pty. Ltd. Cheltenham, Australia
- Janome New Zealand. Ltd. Auckland, New Zealand
- Comercial Janome Latin America Ltda. Santiago, Chile
- Janome Do Brasil Comércio De Máquinas Ltda. Sao Paulo, Brazil
- Elna International Corp., S.A. Geneva, Switzerland
- Janome Mexico S. de R.L. de C.V. Mexico City, Mexico

- JIE USA, Inc. Illinois, U.S.A
- JIE Europe GmbH Bickenbach, Germany
- JIE (Shanghai) Co., Ltd. Shanghai, China
- JIE (Taiwan) Co., Ltd. Hsinchu, Taiwan

※JIE stands for Janome Industrial Equipment

JANOME