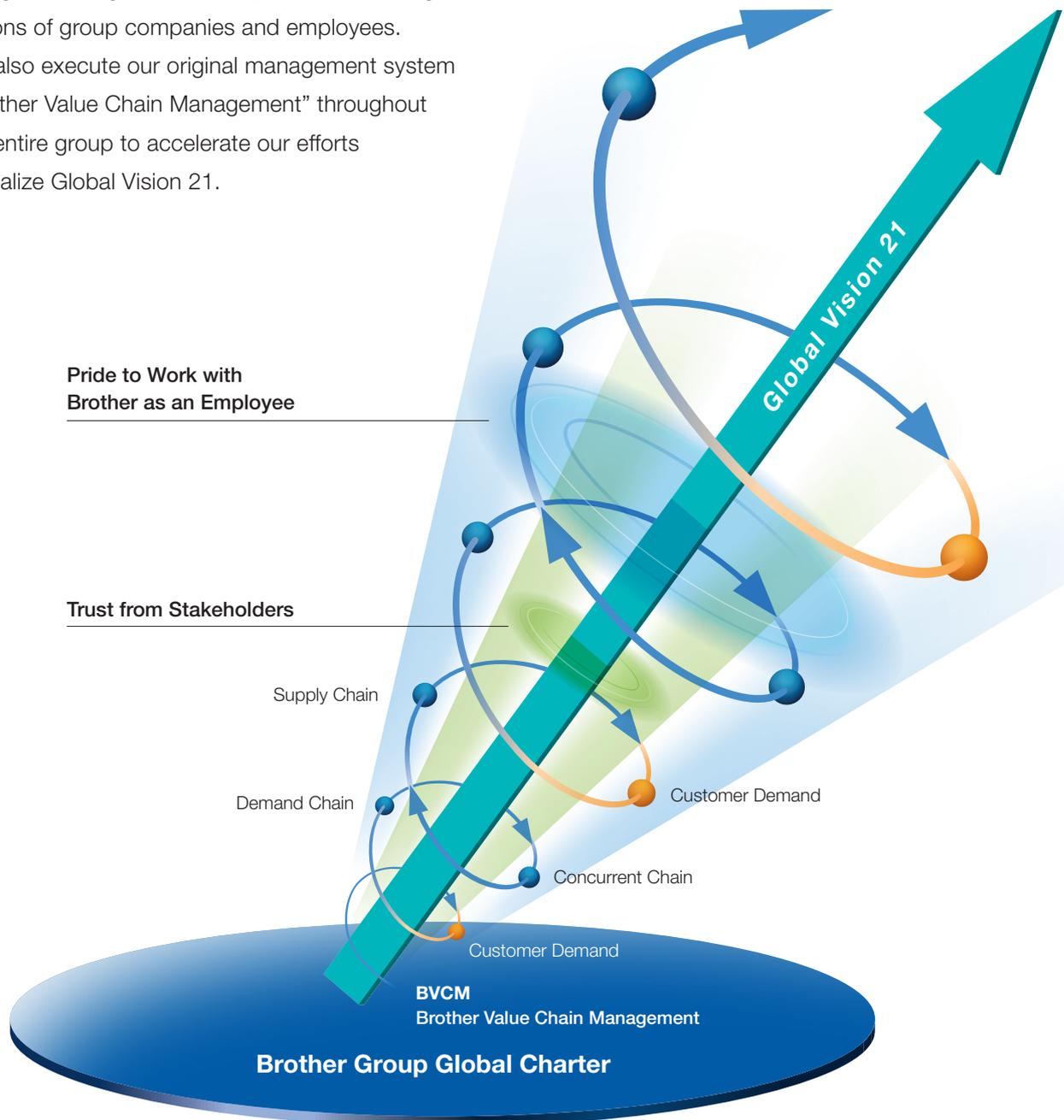


Corporate Vision of the Brother Group

We ensure continuous growth and strive to be a company that is trusted by all stakeholders.

The Brother Group aims at achieving its mid- to long-term corporate vision “Global Vision 21” to become a company that all stakeholders can trust and employees can take great pride in working for. It aims to achieve this by continuing various activities to create customer value based on the Brother Group Global Charter, which consists of Basic Policies and Codes of Practice that guide and govern the daily decision making and actions of group companies and employees.

We also execute our original management system “Brother Value Chain Management” throughout the entire group to accelerate our efforts to realize Global Vision 21.



Global Vision 21 – the Mid- to Long-Term Corporate Vision

As an organization that does business on a global scale, the Brother Group places its customers first in all activities and in many ways. Based on this idea, the Brother Group sets up three goals in its mid- to long-term corporate vision “Global Vision 21” for further growth, and effectively uses its wide variety of management resources to achieve the goals.

To become a leading global company with high profitability

While promoting globalization not only in the scale of the business, but also in our way of thinking, Brother will flexibly react to various changes, and keep evolving swiftly. We will also establish a highly profitable and solid financial strength.

To become a world-class manufacturer by developing outstanding proprietary technologies

Brother will push forward in the manufacturing of unique and original products based on the customer-first standpoint, by developing outstanding proprietary core technologies and acquiring patents.

To embody Brother’s motto “At your side.” throughout our corporate culture

Brother will foster a customer-first corporate culture in all the stages of our operations, including product planning, development, design, manufacturing, sales, and services. Our goal is to ensure the customer perception that Brother is a “trustworthy brand.”

Brother Value Chain Management (BVCM) – the System to Create Brother’s Value

The Brother Group considers customer demands and expectations top priority as our guide for all of our business operations including product planning, development, design, manufacturing, sales and service. In order to create and deliver new value, an original management system was built and named the Brother Value Chain Management (BVCM) system. BVCM is a process for delivering superior value to customers, consisting of three chains—the Demand Chain, the Concurrent Chain, and the Supply Chain. We will continue to advance this BVCM system with the “At your side.” spirit in mind and deliver better products and services.

Customer Demand:

The opinions of existing customers who have already purchased Brother products and potential customers who may purchase products in the future are the starting point for all business activities.

Demand Chain (Choosing Value): Product Planning, Research and Development

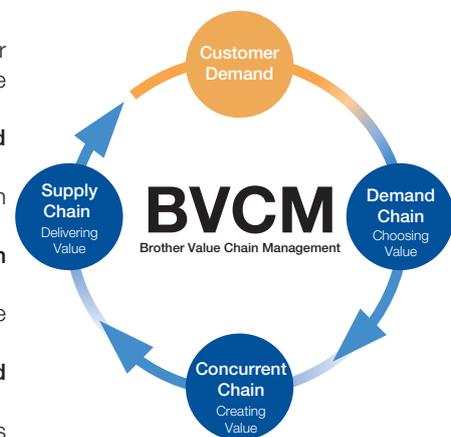
Customer expectations and demands are carefully analyzed and reflected in product development.

Concurrent Chain (Creating Value): Development Design, Production Engineering

Product concepts summarized in the Demand Chain are given a concrete shape.

Supply Chain (Delivering Value): Manufacturing, Distribution, Sales and Service

Products designed in the Concurrent Chain are manufactured, and products and services are delivered to customers the world over.



Our value creation through BVCM is supported by a variety of management resources, such as “product development,” “technical capabilities,” “talent development,” “global structure,” “flexibility,” and “cooperation with business partners.”

Brother Group Global Charter – the Basis for All Operations

The Brother Group Global Charter (“Global Charter”), which consists of Basic Policies and Codes of Practice that guide and govern the decision making and actions of employees, was established in 1999 to represent the DNA of Brother passed down since its founding. With the Global Charter as the basis for all business activities, Brother has responded to changes in customer needs and society, and technological evolution, and generated or developed various businesses, to grow globally. We will move forward while continuously strengthening our technologies and leveraging each employee’s ingenuity to achieve the “At your side.” manufacturing.