

At your side.

To create superior value and to offer it promptly to customers, we always think first.

The Brother Group is strongly committed to the phrase "At your side."

The Group started in 1908 as a repair business for sewing machines in Japan. Today, we provide a broad array of products and services, including not only sewing machines but also information and communications equipment such as All-in-Ones and printers, machine tools, and online karaoke, throughout the world.

With this "At your side." spirit and through our products and services, we have been supporting, and will continue to support our customers all over the world in the new lifestyles and working styles they seek to realize.



Contents

• Brother at a Glance	2
• Financial Highlights	4
• Message from the Management	5
• Special Feature: New Mid-Term Business Strategy “CS B2015” launched	6
• Review of Operations	10
• Corporate Governance	12
• Management’s Discussion and Analysis	14
• Consolidated Balance Sheets	17
• Consolidated Statements of Income	19
• Consolidated Statements of Comprehensive Income	20
• Consolidated Statements of Changes in Equity	21
• Consolidated Statements of Cash Flows	22
• Notes to Consolidated Financial Statements	23
• Independent Auditors’ Report	55
• Investor Information / Board of Directors, Auditors and Executive Officers	56
• Global Network	57

Forward-Looking Statements

Any statements regarding our future business performances, plans and strategies in this annual report that are not historical facts are forward-looking statements based on information available to management at the time or on management’s beliefs. Such forward-looking statements are not guarantees of future performance of the Company and involve risks and uncertainties, and actual results may differ materially from those in the forward-looking statements as a result of various factors.

Figures are rounded off to the nearest whole number.

