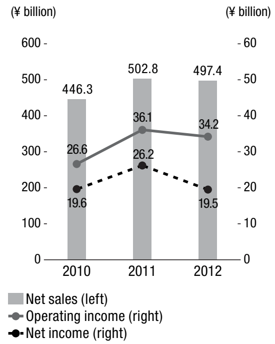
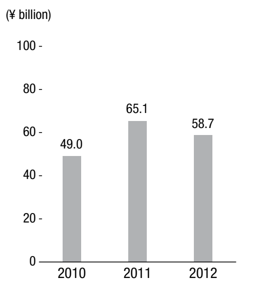
Operating Results

Fiscal years ended March 31



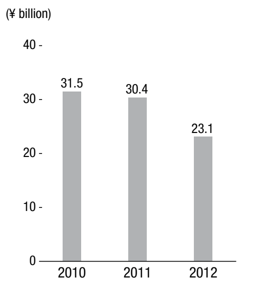
Cash and Cash Equivalents, End of Year

As of March 31



Interest-bearing Debt

As of March 31



Business Overview

Looking back at the state of the economy during the period under review, uncertainty heightened toward the future of the global economy due to the European sovereign debt crisis and a slowdown in the real economy resulting from monetary tightening measures initiated by emerging countries. In Japan, the continuing sharp appreciation of the yen coupled with impacts felt from natural disasters, such as disruptions in the supply chain in the wake of the Great East Japan Earthquake, power supply restrictions resulting from the nuclear accident, and flooding in Thailand, made the period one of the most challenging on record for Japan's manufacturing industry.

Under these circumstances, the Brother Group's consolidated net sales decreased 1.1% over the previous year to ¥497,390 million due primarily to the effect of exchange rates, despite robust demand seen for communications and printing equipment and machine tools. Operating income fell 5.3% compared to the previous fiscal year to ¥34,183 million owing to an increase in research and development costs as well as the negative effect of exchange rates, despite a major improvement in earnings seen from the online karaoke business within the Network & Contents Business. Net income dropped 25.6% year-on-year to ¥19,525 million attributed to an increase in corporate income tax and other taxes owing to deferred tax accounting and a decrease in foreign exchange profits.

Performance by Business Segment

For details about performance by business segment, please see "Review of Operations," Pages 13-14.

Fund Procurement, Liquidity and Cash Flows

The Brother Group's financial policies ensure flexible and efficient funding and maintain an appropriate level of liquidity for current and future operating activities. In accordance with these policies, we have created and operated a cash management system to optimize the group-wide use of cash held by individual companies. We also maintain open commitment lines of credit with several banking institutions to complement existing liquidity on hand. Through these measures, we have established a system to correct the uneven distribution of funds and minimize the overall borrowing needs of the Group.

Liquidity Management

The Group's liquidity on hand consists of cash and cash equivalents and the unused portion of open commitment lines of credit. As of March 31, 2012, cash and cash equivalents totaled ¥58,732 million.

We maintain open commitment lines of credit with several financial institutions for a combined amount of ¥30,000 million, and the entire amount in open commitment lines of credit was unused as of March 31, 2012. This total plus cash and cash equivalents was ¥88,732 million at fiscal year-end. Taking into consideration seasonal funding requirements, debt payable within one year and business environment risks, we believe that we have sufficient liquidity on hand to support our operations through a whole year.

Fund Procurement

As a basic rule, we procure working capital and other short-term funding in short-term borrowings within one year that is funded with local currency. The basic policy on long-term funding for manufacturing facilities is that funds should come from internal reserves, fixed-rate long-term debt and corporate bonds. As of March 31, 2012, short-term borrowings stood at ¥4,467 million, primarily denominated in yen. The balance of long-term debt was ¥500 million, all procured in fixed-rate debt procured in yen. Outstanding corporate bonds (including current portion of corporate bonds within one year) stood at ¥15,000 million.

We have obtained credit ratings from Rating and Investment Information, Inc. (R&I). As of March 31, 2012, R&I assigned the Group's long-term bonds and issuer credit "A" ratings and its commercial paper an "a-1" rating. We consider consistent ratings important in maintaining our access to credit and capital markets.

The Brother Group believes that its liquidity on hand, including open commitment lines of credit, and sound corporate finance structure, on top of its ability to generate cash flows from operating activities, make it possible to secure working capital as well as funds for capital investment and R&D investment to maintain the Group's growth.

Cash Flows

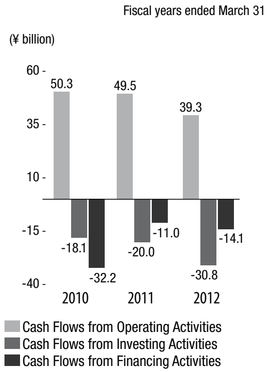
Cash flows from operating activities

Net cash provided by operating activities amounted to ¥39,327 million, ¥10,162 million less than ¥49,489 million in the previous year. This was primarily because of increases in trade notes and accounts receivable and income taxes-paid, although income before income taxes and minority interests stayed at the same level as in the previous year.

Cash flows from investment activities

Net cash used in investing activities amounted to ¥30,758 million, ¥10,715 million more than ¥20,043 million used in the previous year, reflecting increases in disbursement for purchases of property, plant and equipment and disbursement for purchases of investment in affiliates.

Cash Flows



Cash flows from financing activities

Net cash used in financing activities totaled ¥14,118 million, ¥3,168 million more than ¥10,950 million used in the previous year. Interest-bearing debt resulted in ¥7,166 million in disbursements, ¥2,637 million more than in the previous year. Cash dividends paid used ¥6,450 million, ¥538 million more than in the previous year.

As a result of these activities, as well as the exchange rate fluctuations affecting the yen conversion value of cash and cash equivalents of overseas consolidated subsidiaries, cash and cash equivalents as of March 31, 2012, amounted to ¥58,732 million, a decrease of ¥6,369 million over a year earlier.

Outlook for Fiscal 2012

We expect the business environment in fiscal 2012 to remain uncertain, despite the sense of a gradual recovery in the Americas, due to the slowdown seen in economic growth in emerging countries such as China and Europe, where the impact of sovereign debt concerns persists.

Despite these conditions, the Brother Group has forecasted an increase in net sales year-on-year for fiscal 2012 thanks to continuing robust demand for the company’s products. Operating income will likely remain on par with the previous fiscal year due to the negative effect of exchange rates and rising depreciation expenses from an increase in capital investments. Net income is expected to increase year-on-year thanks to an increase in foreign exchange profits and a decrease in corporate income tax and other taxes owing to deferred tax accounting.

Business and Other Risk

The following items may impact Group businesses, operating performance and financial conditions. Forward-looking statements reflect the Group’s judgment as of March 31, 2012.

(1) Market Competition

In printing and other operations, the Brother Group cultivates business in many markets where it faces stiff competition. Competitors could allocate more management resources to their business than the Group does, new competitors could enter the market and competition could intensify as a result of alliances or collaboration among competitors. As a result, the Group may be unable to maintain its current market share, adversely affecting Group performance.

(2) Acquisition of Human Resources

The Brother Group works to secure needed human resources for each function related to global expansion in projects, development, design, manufacturing, sales and services. However, competition for human resources is rising. In the event that ongoing recruitment and employment of skilled human resources becomes more difficult, the Group may become unable to invest sufficient resources in research and development, which could lead to lowered competitiveness and stable supply of products caused by a workforce shortage. These factors could in turn affect Group performance adversely.

(3) Intellectual Property Rights

We conduct business operations by concluding license agreements with other companies on patents and other intellectual property rights as necessary. The balance of royalty revenues and payments based on such license agreements could cause fluctuations in the Group’s operating performance and also become constraints on business operations depending on the terms of such agreements. Furthermore, there are limits to the degree to which proprietary technology acquired through research and development can be protected, and the potential exists for third parties to infringe upon our intellectual property rights and manufacture and sell counterfeit products. Other companies may file lawsuits against the Group with regard to intellectual property rights, which could affect the Group’s performance. The Group provides appropriate rewards to in-house inventors based on the Invention Incentive Scheme. Despite this, there is the possibility of litigation with inventors over compensation.

(4) Product Quality Control

To provide high-quality, attractive products, the Group has established a production management system with rigorous product quality control standards. However, not all products are free from defects, and there is no guarantee that no problems will arise as a result of product safety or quality issues. In the event that significant problems arise, substantial costs may be incurred, brand image and reputation may deteriorate, and customer willingness to purchase Group products may fall, adversely affecting Group’s performance.

(5) Exchange and Interest Rates

The Brother Group conducts a high percentage of its manufacturing and sales overseas, and exchange rate fluctuations could affect foreign currency transactions. To reduce this risk and improve the link between foreign currency transaction receipts and payments, the Group utilizes forward exchange contracts and other instruments to reduce short-term risk. However, currency appreciation in China, Southeast Asia or other regions where the Group operates major manufacturing facilities could cause procurement and production costs to rise, and mid- to long-term exchange rate fluctuations could affect its financial condition.

To reduce interest rate fluctuation risk, the Group endeavors to raise funds at fixed interest rates, and employs interest rate swaps and other financial instruments. Nevertheless, higher market interest rates could raise fund procurement costs.

(6) Raw Materials Cost Increases

Higher prices on resins, steel plates and other raw materials push up the cost of manufacturing Group products. The Group may be unable to pass on such rises through higher product prices, or to fully absorb higher costs by reducing expenses or boosting efficiencies, all of which have the potential to impact future earnings.

(7) Statutory Regulations

The Group conducts its business according to the laws and regulations of each country in which it operates. In addition to strengthening the internal controls that ensure compliance throughout the Group, the Group has created a risk management system. If an event arises where the Group is unable to comply with regulations, Group business activities may be restricted, which may result in cost increases.

(8) Information Network

The Brother Group employs a network to manage information related to production and sales management, as well as financial matters. The Group expects its information storage and equipment maintenance systems to be fully effective. However, network disconnections and system stoppages may adversely affect business activities. Furthermore, although the Group takes ample precautions to prevent infections from computer viruses and hackers, in the event of infiltration or attacks from the outside, depending on the scale of the interruption, business activities may be adversely affected.

Reflecting its internal controls, while maintaining and enhancing the reliability of financial information, the Group is also involved in ongoing quality improvements in development, maintenance and operation from the perspective of overall IT controls. However, in the event that procedural guidelines are not followed, a situation may arise where the Group is unable to guarantee the reliability of its financial information.

(9) Information Security

The Brother Group, having established the Information Management Committee and defined regulations for the management of information, has created information security operation rules for ongoing information risk management activities. The Group makes a thorough effort to prevent the leakage of personal and confidential information through internal training based on these operational rules. It controls access to personal information and maintain an access log to avoid the mishandling of this information. However, if personal information is leaked nevertheless, the Group may lose the confidence of its customers and its brand image may suffer, which could adversely affect Group business activities and performance.

In addition, to provide comprehensive customer services, the Group established websites that provide customers with product and support information. It makes an effort to maintain an adequate level of security on this website, but in the event of an unforeseen attack from the outside, website content falsification or the addition of links to fraudulent websites may adversely affect its business activities.

(10) Future Business Developments and Forecasts

To expand its operations by growing existing businesses and developing new business, the Brother Group engages in research and development and strategic investment, including M&A.

The launch of new businesses may involve risk inherent to that particular business, which may adversely affect overall performance.

Also, M&A and other activity may entail unforeseen costs involved with the merging of operations that prevent the realization of initially forecasted returns on investment, which could adversely affect Group performance and financial conditions.

(11) Natural Disasters and Other Threats

The majority of the Brother Group's manufacturing and sales facilities is located overseas. Our main manufacturing facilities are in China, Malaysia and Vietnam, and the Group continues to establish sales facilities in countries throughout the world. To mitigate damage from natural disasters at these facilities, the Group has formulated response procedures in the event of fire, earthquakes, typhoons and other disasters. However, unforeseen events (such as war, terrorism, outbreaks of infectious diseases, strikes or other labor disputes, and natural disasters of unforeseeable scale) may cause social unrest that can damage production and sales, including parts procurement systems, which could adversely affect the Group's operating performance. At the Group's headquarters in Japan, the Group has established a crisis management system in the event of a major earthquake in the Tokai region. However, there is a possibility that the damage resulting from an earthquake may exceed the anticipated severity.