Corporate Message

At your side.

Brother contributes to the development of society and the future of the Earth through the “At your side.” Spirit

The Brother Group has supported customers all over the world in improving productivity and applying innovation. Going forward, the Group will continue to contribute toward a better future through unique products and services.
Creating the future with the “At your side.” spirit

Since being established in 1908 as a sewing machine repair business, the Brother Group has pursued the diversification and globalization of business in its history of more than 110 years. Underlying our activities at all times is the prompt provision of excellent value based on the “At your side.” spirit, which always places our customers first.

We believe that being useful and bringing joy to our customers through Brother’s products and services will bring us happiness.

Going forward, we will continue to use our diverse and unique technologies and global network to create value that is distinctive of Brother. We will also contribute to the development of society and the future of the Earth by working to solve social issues through business.

Ichiro Sasaki
Representative Director & President
Brother Industries, Ltd.
The Brother Group started in 1908 as a sewing machine repair business. Nippon Sewing Machine Manufacturing Co., a predecessor of Brother Industries, was established in 1934. At that time, jobs were lost in Japan due to the impact of the Great Depression and a majority of sewing machines were foreign-made, and this historical background was reflected in the Prospectus of Establishment together with the passionate intention of solving social issues by founding the company. The Spirit of Foundation of contributing to society through business continues to be passed down to employees all around the world today.

Spirit of Foundation

• Create work for people wishing to work
• Create factories with pleasant atmospheres
• Develop the import-based industry into the export-based industry

Superior Quality and Diligent Service

To solve the problem of foreign-made sewing machines often breaking down faced by customers, the founding brothers use product knowledge gained through the sewing machine repair business to develop a chain-stitch sewing machine for the production of straw hats which was well received for not breaking down easily. The approach of providing products and services that will satisfy customers ("superior quality") while fulfilling its mission of contributing to society ("diligent service") has taken root globally in the Brother Group as its corporate culture.
Continuing to meet the expectations of customers and society

The Brother Group Global Charter, which is the foundation of all global operations of the Group, is shared with employees all over the world and activities are conducted to entrench the charter. The Group builds long-term relationships of trust with stakeholders such as customers by growing business and fulfilling social responsibility based on the Basic Policies of the Global Charter.

The Brother Group Global Charter

Brother's Unique Management System

Brother Value Chain Management (BVCM)

“The Brother Group’s mission is to place our customers first everywhere, every time, and provide them with superior value, by quickly creating and delivering high-quality products and services.”

(From the Brother Group Global Charter)

The Brother Value Chain Management (BVCM) is the management system to achieve this mission. By comprehending the needs of customers and optimizing the functions of product planning, development, manufacturing, and sales, Brother promptly delivers excellent value to customers around the world, and continues to create value exceeding customer expectations ahead of others such as by accelerating this BVCM.
History of the Brother Group

Brother has continued to grow by using diverse and unique technologies to transform its businesses

Brother has grown by focusing on the development of unique technologies and promoting the diversification of business that exploits accumulated core technologies while comprehending changes and always creating new markets. Unique manufacturing with originality that always places our customers first is the driving force of our growth.

Changes in sales revenue
Sales before FY2015 were based on Japanese GAAP.

<table>
<thead>
<tr>
<th>Foundation 1908-1940s</th>
<th>Developing an Import-based Industry into an Export-based Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>1908</td>
<td>Established YASUI SEWING MACHINE CO. and commenced repair of sewing machines and production of sewing machine parts</td>
</tr>
<tr>
<td>1932</td>
<td>Succeeded in local production of Model 15 Type 70 home sewing machines</td>
</tr>
<tr>
<td>1936</td>
<td>Began manufacture of industrial lockstitch sewing machines</td>
</tr>
<tr>
<td>1947</td>
<td>Exported 200 home straight-stitching sewing machines to Shanghai</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1950s</th>
<th>Applying Its Core Technologies to Promote Diversification</th>
</tr>
</thead>
<tbody>
<tr>
<td>1954</td>
<td>Began manufacture of home knitting machines and electric washing machines by utilizing technologies cultivated through manufacturing of sewing machines; entered knitting machine and home appliance fields</td>
</tr>
<tr>
<td>1954</td>
<td>Established BROTHER INTERNATIONAL CORPORATION (U.S.A.) as a sales company in the United States</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1960s</th>
<th>Expanding into the Global Market</th>
</tr>
</thead>
<tbody>
<tr>
<td>1961</td>
<td>Began manufacture of alphabetical portable typewriter upon request from sales office in the United States; entered office machine industry</td>
</tr>
<tr>
<td>1962</td>
<td>Began manufacture of tapping machines by utilizing company technologies for processing of sewing machines; entered machine tool field</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1970s</th>
<th>Developing a High-speed Dot-matrix Printer and Promoting Electronization</th>
</tr>
</thead>
<tbody>
<tr>
<td>1971</td>
<td>Commenced shipment of high-speed dot-matrix printer co-developed with Centronics Data Computer Corp. in the United States; entered printing equipment field</td>
</tr>
<tr>
<td>1979</td>
<td>Began manufacture of ZZ3-B820 “Opus 8” home zigzag sewing machine (the industry’s first computerized sewing machine)</td>
</tr>
</tbody>
</table>
1908 Established YASUI SEWING MACHINE CO. and for the Production of Straw Hats

1928 Chain-Stitch Sewing Machine

1932 Succeeded in local production of Model 15 Type 70 home sewing machine

1936 Began manufacture of industrial lockstitch sewing machines

1947 Exported 200 home straight-stitching sewing machines to Shanghai

1950s

1954 Established BROTHER INTERNATIONAL CORPORATION (U.S.A.) as a sales company in the United States; entered knitting machine and home appliance fields

1954 Began manufacture of home knitting machines and sewing machine parts

1955 Commenced repair of sewing machines and production of sewing machine parts

1961 Began manufacture of alphabetical portable typewriter

1962 Began manufacture of tapping machines by utilizing company technologies for processing of sewing machines; entered machine tool field

1965 Began manufacture of electric washing machines by utilizing technologies cultivated through manufacturing of sewing machines;

1969 Developed an import-based industry

1971 Released CNC* tapping center and saw rapid growth

1973 Began OEM supply of thermal fax machines; entered the information and communications equipment field

1974 Development of the industrial equipment business needs of a work-style called SOHO

1976 Introduced the online karaoke business

1980s

1984 Began manufacture of first Japanese word processor for personal use produced in Japan

1985 Released CNC* tapping center and saw rapid development of the industrial equipment business

1987 Began manufacture of laser printer for personal use produced in Japan

1987 FAX

1988 Labeling System

1990s

1992 Established Xing Inc. in Japan; Released the industry’s first online karaoke system via ISDN lines

1992 Online Karaoke System

1993 Released the invention of the industry’s first online karaoke system via ISDN lines

1994 Began OEM supply of thermal fax machines; entered information and communications equipment field

1994 Black-and-white Laser Printer

1995 Began manufacture of small laser All-in-Ones—which contain several functions such as fax machine, printer, copier, and scanner into one machine—that met the needs of a work-style called SOHO

1995 Black-and-white Laser All-in-One

1997 Inkjet All-in-One

2000s

2000s

2002 Established manufacturing company BROTHER INDUSTRIES (SHENZHEN), LTD. in China

2004 Released laser all-in-one copier, and scanner into one machine—that met the needs of a work-style called SOHO

2005 Released the industry’s first online karaoke system via ISDN lines

2005 Color Laser All-in-One

2005 Garment Printer

2007 Inkjet all-in-one computer

2008 Inkjet all-in-one computer

2009 Inkjet all-in-one computer

2010s

2013 Affiliated NISSEI CORPORATION as a consolidated subsidiary; strengthened industrial part business

2015 Affiliated DOMINO PRINTING SCIENCES PLC in the United Kingdom as a consolidated subsidiary; entered industrial printing field

2015 Coding & Marking Equipment

2016 FY2020
Beginning export of home sewing machines in 1947, the Brother Group has been carrying out business globally for more than 70 years, including the establishment of our first overseas sales subsidiary in the United States in 1954.

Today, we have manufacturing, development, and sales facilities in more than 40 countries and regions undertaking business activities rooted in each region. At the same time, we are promoting globalization of our management framework—such as human resources—which supports our business growth.

(As of March 31, 2021)

Brother offers products and services that meet the needs of customers all over the world

Balanced Proportion of Sales Revenue by Region

Sales Breakdown by Region (FY2020)

Japan 15.7%
The Americas 31.8%
Asia & Others 24.3%
Europe 28.2%

Consolidated Sales Revenue (FY2020) 631.8 billion yen

Manufacturing Facilities, Over 70% of Which Are Located in Southeast Asia

Breakdown of Employees at Main Production Facilities by Region (As of March 31, 2021)

Japan 7.8% The Americas 0.4% Europe 1.5%
China 15.9%
Southeast Asia 74.4%

Number of Main Production Facilities Employees (Number of permanent employees in the Brother Group) 23,718
Beginning export of home sewing machines in 1947, the Brother Group has been carrying out business globally for more than 70 years, including the establishment of our first overseas sales subsidiary in the United States in 1954. Today, we have manufacturing, development, and sales facilities in more than 40 countries and regions undertaking business activities rooted in each region. At the same time, we are promoting globalization of our management framework—such as human resources—which supports our business growth.

As of March 31, 2021

Global Network

Brother offers products and services that meet the needs of customers all over the world.

Group Headquarters

Main Group Companies in Japan

Other Group Companies in Japan

R&D Facilities

Manufacturing Facilities

Sales Facilities

Domino Business Facilities

Balanced Proportion of Sales Revenue

Global Promotion of Participation in Social Contribution Activities

Over 70% of Our Employees Work outside Japan

<table>
<thead>
<tr>
<th>Region</th>
<th>Employees Work outside Japan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>25.7%</td>
</tr>
<tr>
<td>The Americas</td>
<td>4.2%</td>
</tr>
<tr>
<td>Europe</td>
<td>8.6%</td>
</tr>
<tr>
<td>Asia &amp; Others</td>
<td>61.5%</td>
</tr>
</tbody>
</table>

Number of Group Employees

(Number of permanent employees in the Brother Group)

38,741

Rate of Employee Participation in GRP* by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>Rate of Employee Participation in GRP*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>7.4%</td>
</tr>
<tr>
<td>The Americas</td>
<td>10.1%</td>
</tr>
<tr>
<td>Europe</td>
<td>6.8%</td>
</tr>
<tr>
<td>Asia &amp; Others</td>
<td>75.7%</td>
</tr>
</tbody>
</table>

* Refer to p. 18 for details about the Golden Ring Project
We pursue printing technologies and propose new working styles.

Offering diverse solutions that meet the printing needs of customers

Communications and Printing Equipment

In the 1990s, Brother developed thermal transfer fax machines and small laser All-in-Ones that met the needs of a work style called SOHO (Small Office, Home Office), in which an individual or a small group of individuals use their homes, and so forth, as an office, and established its position as a pioneer in this market. Our laser printers and All-in-Ones especially have high reputations for their high printing speed, durability and cost performance, and are receiving good reviews from many business partners and industry magazines all around the world. In recent years, we have been integrating compact black-and-white and color laser All-in-Ones, business-use inkjet All-in-Ones, and so forth into a scanner compatible with mobile devices and cloud networks. With this product approach, we meet customer needs consistently from input to output. Furthermore, we have increased our targeted customer base to the SMB* market and expanded our businesses and services, such as the solutions business that provides solutions to problems, a consultation service to suggest the best-suited products and the best office setups. We have also expanded our contract-type businesses, including print management and automated delivery of consumables. Through these businesses and services, we help our customers improve productivity and actualize cost optimization.

Brother has been conducting the P-touch brand labeling system and label printer business for about 30 years. We have held the top market share in the field of business/professional use as a globally powerful brand which offers highly operable and functional products, an extensive and varied lineup of labels, and products that are equipped with software and corresponding interfaces to meet customer demand.

*SMB: Stands for Small Medium Business. It includes small-sized offices, small- and medium-size businesses, and a business that has offices in multiple dispersed locations.

Offering diverse solutions that meet the printing needs of customers

Printing and Solutions Business

We pursue printing technologies and propose new working styles.

Businesses and Products

The Brother Group’s mission is to place our customers first everywhere, every time, and provide them with superior value by quickly creating and delivering high-quality products and services. We offer products and services with our distinctive expertise in a wide range of fields, such as communications and printing equipment, electronic stationery, home sewing machines, industrial sewing machines, industrial equipment, industrial parts, online karaoke systems for business use, coding and marking equipment, and digital printing equipment.

Sales Revenue Breakdown by Business Segment (FY2020)

- Printing and Solutions Business
  Printers, All-in-Ones, Labeling Systems, Label Printers, Scanners, etc.
- Personal and Home Business
  Home Sewing Machines, Home Cutting Machines, etc.
- Machinery Business
  Industrial Sewing Machines, Garment Printers, Machine Tools, Reducers, Gears, etc.
- Network and Contents Business
  Online Karaoke Systems for business use, Management of Karaoke Clubs, Content Services, etc.
- Domino Business
  Coding and Marking Equipment, Digital Printing Equipment, etc.
- Others

60.9% 2.2% 4.9% 12.5% 11.1%
Besides printers that seek compactness, we also have products such as All-in-Ones that combine functions such as printer, fax machine, copier, and scanner into one machine, and labeling systems that focus on ease of use.

mobile devices and cloud networks. With this product approach, we meet customer needs consistently from input to output. Furthermore, we have increased our targeted customer base to the SMB* market and expanded our businesses and services, such as the solutions business that provides solutions to problems, a consultation service to suggest the best-suited products and the best office setups. We have also expanded our contract-type businesses, including print management and automated delivery of consumables. Through these businesses and services, we help our customers improve productivity and actualize cost optimization.

*: Stands for Small Medium Business. It includes small-sized offices, small- and medium-size businesses, and a business that has offices in multiple dispersed locations.

From household to manufacturing situations, a diverse lineup of high-quality products that meets a wide variety of needs

Electronic Stationery

Brother has been conducting the P-touch brand labeling system and label printer business for about 30 years. We have held the top market share in the field of business/professional use as a globally powerful brand which offers highly operable and functional products, an extensive and varied lineup of labels, and products that are equipped with software and corresponding interfaces to meet customer demand.

![Labeling System](image1)
![Label Printer](image2)
![Mobile Printer](image3)
![Scaner](image4)
We bring the joy of handicraft through products and services centered on home sewing machines and home cutting machines. Through fully-featured products and services utilizing information technologies, we expand new possibilities in handicraft.

Bringing the joy of handicraft with a wide-ranging lineup from high functionality to practical stitching

Brother has leading-edge development capabilities in the home sewing machine industry, which allows it to provide highly functional products with high added value. In particular, we have been leading the market by offering our customers state-of-the-art features that are also easy to operate, utilizing our forte of electronic technologies. As for production, we manufacture a wide-ranging lineup from high-end to everyday at our facilities in Taiwan and Vietnam. As for sales, we have established strong relationships of trust with retailers and prominent business partners, such as major sewing machine dealers handling high-end machines. Furthermore, our sales facilities around the world provide precise services and support along with superior products, enabling us to maintain and further enhance our strong brand.
We contribute to our customers’ productivity improvement and new value creations through machinery such as industrial sewing machines that offer ease of use, high-quality sewing, and energy saving, machine tools optimized for the processing of parts for automobiles, motorcycles, smartphones and others, as well as reducers and gears with a wide range of product variations.

Next-generation sewing for the IoT era that will completely change the world of sewing

**Industrial Sewing Machines**

Brother has been continuously leading the industrial sewing machine industry in fabric (cotton, linen, and so forth) sewing. In 2019, we launched the NEXIO BAS-370H and BAS-375H sewing machines employing Brother’s unique bridge type mechanism*. With their high-speed sewing capability and superior design accuracy, these machines have been receiving good reviews from companies manufacturing products like airbags and shoes. The GTX Pro, a new garment printer of Brother, achieves high printing speed and high-resolution printing quality by employing the inkjet technologies Brother has accumulated through the development of office printers.

* A mechanism for transverse movement of the needle (head unit), which enables a smaller footprint for installation.

Pursuing improved productivity through strong environmental performance and high processing capabilities

**Industrial Equipment**

Brother’s industrial equipment was developed through our manufacturing of machine tools needed to make key parts of sewing machines in-house. In 1985, Brother released the CNC Tapping Center. It has been well received by our customers because it is compact in size yet offers high productivity and environmental performance for processing parts needed by the automobile and IT industries. The CNC Tapping Center brand became SPEEDIO in 2013, and we significantly evolved our control function for in-house development. While also working to expand our product lineup, we have released models that can process bigger parts, and models that are capable of lathe turning processing, and peripheral devices around SPEEDIO machines, such as optional systems that can automatically transfer and deliver processed parts. In this way, we have been exploiting new markets.

Industrial parts that meet the trust of customers

**Industrial Parts**

Nissei Corporation, a consolidated subsidiary of Brother, is a leading maker of conduction equipment (reducers and gear motors) which has a high market share in Japan. As for reducers, we offer an extensive product lineup, and have the ability to respond to customer demands within a short period of time. As for gear motors, we possess ample manufacturing facilities, and by executing the entire process from product designing to manufacturing consistently within the company, we can provide high-precision and high-quality products. We have a high reputation in the market, especially for our cutting technology for bevel gears*. With our high-precision gears and newly-developed high-rigidity reducers, we deliver value to new customers, especially in the robot and machine tool markets.

* Cone-shaped gears that transmit motion between two intersecting axes.

We contribute to our customers’ productivity improvement and new value creations through machinery such as industrial sewing machines that offer ease of use, high-quality sewing, and energy saving, machine tools optimized for the processing of parts for automobiles, motorcycles, smartphones and others, as well as reducers and gears with a wide range of product variations.
Network and Contents Business

We pursue new customer value by developing and providing JOYSOUND online karaoke systems for business use, and by continuing to propose products, content and services that utilize distribution technologies cultivated through online karaoke systems.

Innovating in music entertainment by using the latest technologies and networking

Xing Inc., a consolidated subsidiary of Brother, provides the JOYSOUND MAX GO series and JOYSOUND HIBIKI series of online karaoke systems for business use which offer over 320,000 songs (the largest number in the industry*1) and are compatible with high-resolution audio*2. The company is also valued its JOYSOUND-linked membership karaoke social media service Utasuki, and for its original karaoke-related services linked to smartphones and video game consoles. Besides songs, the new video service Miruhaco with extensive visual content to enjoy was the first in the industry*1 to realize live broadcasts.

*1 As of March 2021 according to research by Xing Inc.
*2 Voice input from a microphone is sampled at 24 bit/192 kHz. As for music, a material’s waveform is converted from CD spec to high-resolution audio through sampling.

JOYSOUND MAX GO*3

JOYSOUND HIBIKI*3

JOYSOUND FESTA2

Primotone, luxury music boxes

Miruhaco, a video viewing service where a variety of videos can be enjoyed in nearby karaoke rooms

Kyokunavi, a mobile app that lets you enjoy karaoke and song lyrics from your own devices

*3 The Hi-Res Audio logo is used under license from Japan Audio Society.
**Domino Business**

*Domino*

We contribute to the improvement of productivity at plants by providing coding and marking equipment that prints information such as expiration dates and lot numbers on plastic bottles, cans, food packaging, and so forth, and digital printing equipment that meets the needs of product packaging that is becoming more varied in smaller lots and shorter delivery times.

**Responding swiftly to diverse needs through industrial printing equipment**

Domino Printing Sciences plc, a consolidated subsidiary of Brother, has been growing its business steadily for over 40 years as a UK-based industrial printing company. It boasts world-leading sales and service network in the coding and marking (printing expiration dates and so forth on plastic bottles and cans) business. Regarding the digital printing business, with its highly productive digital printing equipment, Domino has been providing business solutions to the challenges of the label printing industry, such as small-lot production, waste reduction, and working environment improvement.
New Businesses

Solving social issues through Brother’s unique technological development

Brother develops new businesses based on the desire to provide products and services that solve customers’ problems and contribute to society. The diverse technologies of the Brother Group cultivated over its long history are used to contribute toward solving social issues using new products and services. In addition, even in existing businesses, Brother provides new products and services that quickly respond to society’s changes, such as introducing subscription businesses that improve convenience for customers and responding to the needs for manpower saving and automation.

Loading system
Equipment installed on the compact machining center SPEEDIO series to allow automatic transfer and delivery of parts being processed

Fuel cell
A device with a small environmental burden and excellent power generation efficiency that produces electricity through the reaction of hydrogen and oxygen

Spot cooler for forklifts
A spot cooler with high cooling effect that does not use coolants or compressors and is made small for installation on forklifts

BuddyBoard
A note-taking app for iPad that allows notes to be shared in real time and contributes toward improving the efficiency of working remotely
The Whole Brother Group Pursues Social Value Creation through Business Activities

The Sustainable Development Goals (SDGs) for 2030 has set 17 goals to realize a sustainable world. To contribute toward achieving these goals, Brother focuses particularly on the following priorities selected from among many social issues to pursue social value creation through business activities.

- Seek to provide innovative products and services that make our customers happy
- Undertake continuous efforts in environmental conservation
- Continuously promote social contribution activities
- Enhance collaboration with business partners on ways to address social demands quickly

Initiatives in Business Activities

Contributing toward reduction of CO₂ emissions and resource circulation [Printing and Solutions Business]

Amid the requirement for all products to reduce CO₂ emissions and make effective use of resources so as to achieve a sustainable global environment, Brother reduces CO₂ emissions during the use of laser printers and All-in-Ones by employing toner fixing and other technologies. In addition, Brother promotes cartridge collection around the world and reuses cartridges by refilling them with toner in Europe, the United States, and Japan. In this way, Brother is making effective use of resources and at the same time helping to reduce CO₂ emissions from the recycling process. By providing environmentally friendly printers and All-in-Ones, we are contributing to Goal 12 “Ensure sustainable consumption and production patterns” and Goal 13 “Take urgent action to combat climate change and its impacts” of the SDGs.

Contributing toward traceability and food safety [Domino Business]

Food traceability* is extremely important for demonstrating food safety. Domino’s coding and marking equipment achieves high-speed printing of expiration dates, production plant identification codes, and other requirements of traceability on such things as cans, glass and plastic bottles, and other containers. Retort pouch foods require inks to be resistant to heat, water, and alcohol so that this printed information is not removed by high-temperature sterilization or alcohol disinfection processes. In this way, Brother’s consolidated subsidiary Domino Printing Sciences is providing a wide range of inks to meet the needs of customers and help ensure traceability. Domino’s coding and marking equipment is contributing to Goal 12 “Ensure sustainable consumption and production patterns” of the SDGs by helping to improve food safety.

* Ability to clarify and maintain records of all food processes, from cultivation and breeding through to processing, manufacturing, and distribution.
Sustainability

Environmental Activities

Brother Group Environmental Vision 2050

In March 2018, the Brother Group established the Brother Group Environmental Vision 2050 as its environmental targets and the medium-term targets for FY2030 as a milestone to fulfill the vision, aiming to contribute to resolving social environmental issues towards building a sustainable society.

Examples of Environmental Initiatives

- **Reduction of CO₂ emissions**
  - Solar power generation system installed next to car park
  - Brother International Corporation (U.S.A.)

- **Biodiversity Conservation**
  - Conduct of mangrove tree planting activity
  - Brother Commercial (Thailand) Ltd.

- **Resource Circulation**
  - Recycling of toner cartridges
  - Brother Industries (UK) Ltd.’s Recycling Technology Centre

- **Environmental Compliance**
  -Presentation for suppliers on laws and regulations (management of chemical substances contained in products)

To steadily work toward reducing environmental impact of the entire value chain toward fulfilling the Brother Group Environmental Vision 2050, we formulate our environmental action plan that incorporates specific themes to be undertaken and promote activities.
Social Contribution Activities

Brother Joins 2020 List of “World’s Best Employers”

Brother Industries, Ltd. (BIL) was selected for inclusion in the 2020 “World’s Best Employers” list through a survey conducted by U.S.-based Forbes Media LLC in partnership with German firm Statista. The ranking was based on survey results from about 160,000 employees across 58 countries working for global companies in 2020. Employees rated their willingness to recommend their own employers to family and friends in aspects such as talent development, gender equality and social responsibility. Based on the survey results, BIL was ranked 130 among the world’s best 750 employers in 45 countries and regions, and fifth among Japanese companies.

Golden Ring Project

The Brother Group has been promoting social contribution activities with employee participation and a sense of unity on a global scale. One such activity is the “Golden Ring Project (GRP)” that supports cancer patients. It was given this name because it connects the activities of respective facilities as if drawing a ring of support on a world map. Many of the facilities working on GRP have taken part in the charity event “Relay For Life (RFL).” In RFL, participants make donations and walk for 24 hours to encourage cancer patients—who are always fighting against cancer—and increase awareness about cancer.

<table>
<thead>
<tr>
<th>Year</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>Participation in RFL by a U.S. sales company for the first time</td>
</tr>
<tr>
<td>2006</td>
<td>Participation in RFL by a New Zealand sales company for the first time</td>
</tr>
<tr>
<td>2010</td>
<td>Participation in RFL by BIL in Japan for the first time</td>
</tr>
<tr>
<td>Since 2011</td>
<td>Growth in participating locations each year</td>
</tr>
<tr>
<td>2019</td>
<td>Participation in GRP by 23 facilities of the Brother Group</td>
</tr>
<tr>
<td>2020</td>
<td>Received Japan Cancer Society award (Organization Category)*</td>
</tr>
</tbody>
</table>

* Awarded to individuals and groups who have made outstanding achievements in anti-cancer activities. Established in 1968 by the Japan Cancer Society, the award aims to encourage the fight against cancer.

Response to COVID-19

Society has changed significantly due to the COVID-19 pandemic, concerns over health and awareness about achieving a sustainable society such as the SDGs has risen to another level in people around the world. At the Brother Group, we place top priority on maintaining the health of all stakeholders, including our employees and customers, and have undertaken various activities to prevent the spread of COVID-19.

- Started production of masks in Japan to solve the shortage of masks which saw a sudden increase in demand, and donated masks to Nagoya City and Kariya City.
- At the global level, provided mask patterns and sewing instructions on SNS while producing handmade masks created by employee volunteers.
- Donated sewing machines for making masks to companies at locations around the world.
- Amid restrictions such as lockdowns, continued business activities while taking measures to prevent the spread of COVID-19 so as to supply customers with products, etc.
- Contributed toward preventing the spread of COVID-19 at regions where facilities are located by globally sharing information about effective prevention measures and deploying them.
Brother in Figures

Consolidated Sales Revenue

631.8 billion JPY

ROE

5.4 %

R&D Expense

6.8 %

Number of Group Employees

38,741

Occupational Injury Rate Per 1,000 People Reported at Manufacturing Facilities

0.66

CO₂ emission in FY2030 (compared to FY2015)

−30 %

Percentage of female in senior management

4.57 %

Percentage of male employees on childcare leave

54.8 %

Voluntary turnover rates

1.0 %

Health & Productivity Stock Selection Program

Recognized for the fourth time and the third consecutive year

Sales Revenue

(Unit: billion JPY)

Business Segment Profit

(Unit: billion JPY)

Business Segment Profit Ratio

(Unit: %)

*1 FY2020  *2 As of March 31, 2021  *3 Brother Industries, Ltd.
*4 Calculated by subtracting cost of sales and selling, general and administrative expenses from sales revenue.
Corporate Information

Corporate Name: BROTHER INDUSTRIES, LTD.
Head Office: 15-1 Naeshi-ro, Mizuho-ku, Nagoya, Aichi 467-8561, Japan
Date of Incorporation: January 15, 1934
Paid-in Capital: 19,209 million yen
Number of Employees*: 38,741 (consolidated) 3,803 (non-consolidated)

*Number of permanent employees in the Brother Group

Brother Museum
The Brother Museum showcases Brother’s DNA of manufacturing fostered through its history of more than 100 years while allowing you to explore the present and future of Brother, a company that continues to take on challenges on the global stage.

Location: 5-15 Shiori-cho, Mizuho-ku, Nagoya 467-0851, Japan
Opening Hours: 10:00 a.m. to 5:00 p.m.
Closed Dates: Saturdays, Sundays, public holidays, Japanese Golden Week holidays, summer holidays, year-end and New Year holidays

* In addition to the above holidays the Brother Museum is closed to the public when it is reserved for private events or other purposes.

WEB: https://global.brother/en/corporate/museum/
Telephone: +81-52-824-2227

Brother Tokyo Showroom
The Brother Tokyo Showroom is a space where you can experience Brother’s business products and solutions. The first floor displays printing products while the second floor displays order goods business products (by reservation).

Location: 3-8 Kyobashi 3-chome, Chuo-ku, Tokyo 104-0031, Japan
Opening Hours: 10:00 a.m. to 6:00 p.m.
Closed Dates: Saturdays, Sundays, public holidays and Brother Sales designated holidays

* In addition to the above holidays the Brother Museum is closed to the public when it is reserved for private events or other purposes.

WEB: https://www.brother.co.jp/corporate/bsl/showroom/tokyo/(only available in Japanese)
Telephone: +81-3-3281-1125

Brother Technology Center
The Brother Technology Center (Kariya Showroom) holds real machine tool demonstrations and seminars, showcases for the best tools for SPEEDIO, and more.

Location: 1-5, Kitaizumi-cho, Noda-cho, Kariya, Aichi, Japan
Located within Brother Industries, Ltd.’s Kariya
Opening Hours: 10:00 a.m. to 5:00 p.m. (excluding company holidays)

WEB: https://www.brother.co.jp/product/machine/branch/kariya/(only available in Japanese)
Telephone: +81-566-95-0070

Brother Museum showcases Brother’s DNA of manufacturing fostered through its history of more than 100 years while allowing you to explore the present and future of Brother, a company that continues to take on challenges on the global stage.

Brother Museum
Location: 5-15 Shiori-cho, Mizuho-ku, Nagoya, Aichi 467-0851, Japan
Opening Hours: 10:00 a.m. to 5:00 p.m.
Closed Dates: Saturdays, Sundays, public holidays, Japanese Golden Week holidays, summer holidays, year-end and New Year holidays

* In addition to the above holidays the Brother Museum is closed to the public when it is reserved for private events or other purposes.

WEB: https://global.brother/en/corporate/museum/
Telephone: +81-52-824-2227

Brother Tokyo Showroom
Location: 3-8 Kyobashi 3-chome, Chuo-ku, Tokyo 104-0031, Japan
Opening Hours: 10:00 a.m. to 6:00 p.m.
Closed Dates: Saturdays, Sundays, public holidays and Brother Sales designated holidays

* In addition to the above holidays the Brother Museum is closed to the public when it is reserved for private events or other purposes.

WEB: https://www.brother.co.jp/corporate/bsl/showroom/tokyo/(only available in Japanese)
Telephone: +81-3-3281-1125

Brother Technology Center
Location: 1-5, Kitaizumi-cho, Noda-cho, Kariya, Aichi, Japan
Located within Brother Industries, Ltd.’s Kariya
Opening Hours: 10:00 a.m. to 5:00 p.m. (excluding company holidays)

WEB: https://www.brother.co.jp/product/machine/branch/kariya/(only available in Japanese)
Telephone: +81-566-95-0070

Brother Museum
The Brother Museum showcases Brother’s DNA of manufacturing fostered through its history of more than 100 years while allowing you to explore the present and future of Brother, a company that continues to take on challenges on the global stage.

Location: 5-15 Shiori-cho, Mizuho-ku, Nagoya, Aichi 467-0851, Japan
Opening Hours: 10:00 a.m. to 5:00 p.m.
Closed Dates: Saturdays, Sundays, public holidays, Japanese Golden Week holidays, summer holidays, year-end and New Year holidays

* In addition to the above holidays the Brother Museum is closed to the public when it is reserved for private events or other purposes.

WEB: https://global.brother/en/corporate/museum/
Telephone: +81-52-824-2227

Brother Tokyo Showroom
The Brother Tokyo Showroom is a space where you can experience Brother’s business products and solutions. The first floor displays printing products while the second floor displays order goods business products (by reservation).

Location: 3-8 Kyobashi 3-chome, Chuo-ku, Tokyo 104-0031, Japan
Opening Hours: 10:00 a.m. to 6:00 p.m.
Closed Dates: Saturdays, Sundays, public holidays and Brother Sales designated holidays

* In addition to the above holidays the Brother Museum is closed to the public when it is reserved for private events or other purposes.

WEB: https://www.brother.co.jp/corporate/bsl/showroom/tokyo/(only available in Japanese)
Telephone: +81-3-3281-1125

Brother Technology Center
The Brother Technology Center (Kariya Showroom) holds real machine tool demonstrations and seminars, showcases for the best tools for SPEEDIO, and more.

Location: 1-5, Kitaizumi-cho, Noda-cho, Kariya, Aichi, Japan
Located within Brother Industries, Ltd.’s Kariya
Opening Hours: 10:00 a.m. to 5:00 p.m. (excluding company holidays)

WEB: https://www.brother.co.jp/product/machine/branch/kariya/(only available in Japanese)
Telephone: +81-566-95-0070