

**Brother Group  
New Medium-Term Business Strategy**



**CS B2021  
TOWARDS  
THE NEXT LEVEL**

**February 28, 2019  
Brother Industries, Ltd.  
Representative Director & President  
Ichiro Sasaki**

The Brother Group positions CS B2021, its New Medium-Term Management Strategy, as a roadmap of medium-term action to build a growth platform for establishing a firm foothold for future growth.

## Brother's business areas



Business areas	Business segments	Main products & service portfolio						
Consumer area	<table border="1"> <tr> <td rowspan="2">Printing</td> <td rowspan="2">P &amp; S</td> <td>Communications &amp; Printing Equipment</td> </tr> <tr> <td>Electronic Stationery</td> </tr> </table>	Printing	P & S	Communications & Printing Equipment	Electronic Stationery	 Printer  All-in-One  Labeling system  Mobile printer		
	Printing			P & S	Communications & Printing Equipment			
Electronic Stationery								
<table border="1"> <tr> <td rowspan="2">Home &amp; Culture</td> <td>Personal &amp; Home</td> </tr> <tr> <td>Network &amp; Contents</td> </tr> </table>	Home & Culture	Personal & Home	Network & Contents	 Home sewing machine  Home cutting machine  Online Karaoke system/ Karaoke club  Music contents				
Home & Culture		Personal & Home						
	Network & Contents							
Industrial area	<table border="1"> <tr> <td rowspan="4">Machinery/FA</td> <td rowspan="4">Machinery</td> <td>Industrial Equipment</td> </tr> <tr> <td>Industrial Parts</td> </tr> <tr> <td>Industrial Sewing Machines</td> </tr> <tr> <td>Garment Printing</td> </tr> </table>	Machinery/FA	Machinery	Industrial Equipment	Industrial Parts	Industrial Sewing Machines	Garment Printing	 Machine tool  Programmable electronic pattern sewing machine  Reducer  Gear
	Machinery/FA			Machinery	Industrial Equipment			
					Industrial Parts			
					Industrial Sewing Machines			
Garment Printing								
<table border="1"> <tr> <td rowspan="2">Industrial Printing</td> <td>Domino</td> </tr> <tr> <td>Industrial Printing</td> </tr> </table>	Industrial Printing	Domino	Industrial Printing	 Coding and marking equipment  Digital printing equipment  Garment printer  Laser marker				
Industrial Printing		Domino						
	Industrial Printing							

P & S = Printing & Solutions

FA = Factory Automation: Automation of various factory work and processes by using machines and information systems

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Some of the business areas explained in CS B2021 are not included in the previously disclosed reported segments. Garment printers are included in Industrial Sewing Machines in the business segment disclosures. This time we will include them in the Industrial Printing area. Please note, however, that garment printers will continue to be included in the Industrial Sewing Machines in business segment information.

## **Review of CS B2018**

### Outline of CS B2021

### Management targets of CS B2021



**Our aspiration for Brother**

**A multi-business enterprise with resilient DNA and a track record of success that continually evolves to deliver profitable growth by meeting the challenges of changing times and environments**

**Business transformation**

Transition from a printing-focused business to a portfolio-based multi-business enterprise

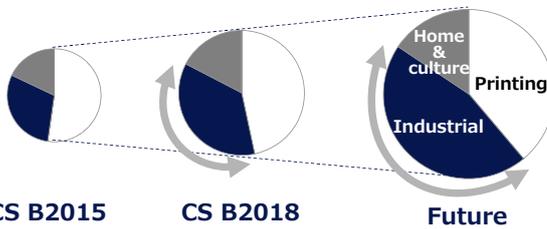
**Operational transformation**

Reinforce customer value creation capability for the future by optimizing use of limited resources and focusing on efficiency

**Talent transformation**

Cultivate the next generation of leadership talent in the context of Brother's unique DNA and optimize talent deployment across the group

[Image of transition in business areas;  
Expanding business in the industrial area]



CS B2015

CS B2018

Future

\*1:Original targets announced on March 2, 2016

**Financial targets\*1/plan**

Sales revenue	<b>750B yen</b>
Operating profit	<b>60B yen</b>
Operating profit ratio	<b>8.0%</b>
ROE (plan)	<b>9%+α</b>

Under CS B2018, the Brother Group set Our Aspiration for Brother, as described above, and worked on three transformations: “Business transformation,” “Operational transformation,” and “Talent transformation.” As financial targets, the Group strived to achieve sales revenue of 750 billion yen, operating profit of 60 billion yen, an operating margin of 8%, and ROE of at least 9%.



Made certain progress in business, operational, and talent transformation, but further transformation and optimization are critical

	Achievements of CS B2018	Challenges for CS B2021
<b>Business transformation</b>	<ul style="list-style-type: none"> <li>Significantly improved profitability of Communications &amp; Printing Equipment</li> <li>Achieved sales growth in the next core business areas, Industrial Equipment and Domino business</li> </ul>	<ul style="list-style-type: none"> <li>Accelerate growth in the industrial area</li> <li>Incubate and develop new businesses</li> <li>Enforce further discipline on selection and concentration</li> </ul>
<b>Operational transformation</b>	<ul style="list-style-type: none"> <li>Established functional center of excellence and began providing effective support to business units</li> <li>Initiated operational transformation by utilizing IT such as RPA, AI, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Establish speed and cost advantage by thorough operational transformation</li> <li>Drive a shift from back-office operations to value generating activities for customers</li> </ul>
<b>Talent transformation</b>	<ul style="list-style-type: none"> <li>Reallocated approx. 400 employees from Communications &amp; Printing Equipment/HQ</li> <li>Introduced deputy-manager system, succession plans, and next generation leader development programs</li> </ul>	<ul style="list-style-type: none"> <li>Further cultivate Brother group's talent pool by offering training and growth opportunities</li> <li>Accomplish optimal talent deployment across the board to expand the industrial area while promoting lean organization</li> </ul>

RPA=Robotic Process Automation: Automation of business operations by leveraging digital labor

Turning to our achievements on the three transformations, regarding “Business transformation,” the Group achieved significant improvements in the profitability of the Printing & Solutions business and sales growth in the Machine tools and Domino businesses. However, there are still outstanding challenges to be overcome, such as further acceleration of growth in the Industrial area and incubation and development of new businesses.

In terms of “Operational transformation,” we established functional center of excellence and began providing effective support to business units. In addition, we implemented operational reforms by utilizing IT such as RPA and AI. However, establishing competitive advantage in terms of speed and cost advantage by means of thorough operational reforms remains a challenge.

In terms of “Talent transformation,” we reallocated approximately 400 employees, introduced a deputy-manager system, formulated succession plans, and conducted next-generation leader development programs. Meanwhile, further cultivation of Brother Group’s talent pool by offering training and growth opportunities remains a challenge to be overcome.

As explained above, we made certain progress in business, operational, and talent transformations, while at the same time we are left with unaddressed challenges. In light of this, we recognized the need to implement more in-depth reforms under CS B2021.

Review of CS B2018

**Outline of CS B2021**

Management targets of CS B2021

Recognize business environment becoming increasingly severe

Printing area



Industrial area



Home & Culture area



- **Genuine consumables ratio** continues its **downward trend**, in addition to the **printing volume decrease** under digitalization
- **Service needs diversification** will keep **accelerating** amid **drastic customers' behavior changes** from ownership to usage
- **Stable growth** is to continue
  - Machinery market to expand with a surge in demand for labor-saving and automation as well as for automobile parts processing
  - Industrial printing market to grow with increased needs for traceability and customization
- Meanwhile, **macroeconomic environment** will **change** due to country policy revisions etc.
  - Recession risk owing to US-China trade friction, Brexit, and so forth
  - Tightening regulations in response to stricter security policies
- While the market is maturing, **customer needs are shifting** due to growing customization demand in embroidery and craft etc., and to diversified entertainments



**Further drastic transformation is essential in CS B2021**

When formulating CS B2021, we had an understanding that the business environment surrounding the Brother Group will become increasingly demanding.

In the Printing area, we expect that printing volumes will decrease due to digitization of documents, and the genuine consumables ratio will continue its downward trend. In addition, we need to change our business model from ownership to usage in order to accommodate drastic changes in customer behavior.

In the Industrial area, we expect that stable growth will continue. But in the short term, we will face some difficulties due to changes in the macroeconomic environment such as U.S.-China trade friction and Brexit.

In the Home & Culture area, although the market is maturing, customer needs are shifting due to growing demand for customization.

Under this severe business environment, the Brother Group believes that it is essential to implement even more in-depth reforms under the CS B2021 new Medium-Term Business Strategy.

Define Brother's unique strengths as flexibility, agility, and cost competitiveness based on "At your side." spirit

**Flexibility**



- Spirit that has continued to address challenges courageously and flexibly respond to changing times and technological innovation

**Agility**



- Ability to promptly deliver products and services that are fine-tuned to customer needs with their opinions positioned as the starting point of a series of actions
  - Quick iteration of Brother Value Chain Management (BVCM)\* system

**Cost competitiveness**



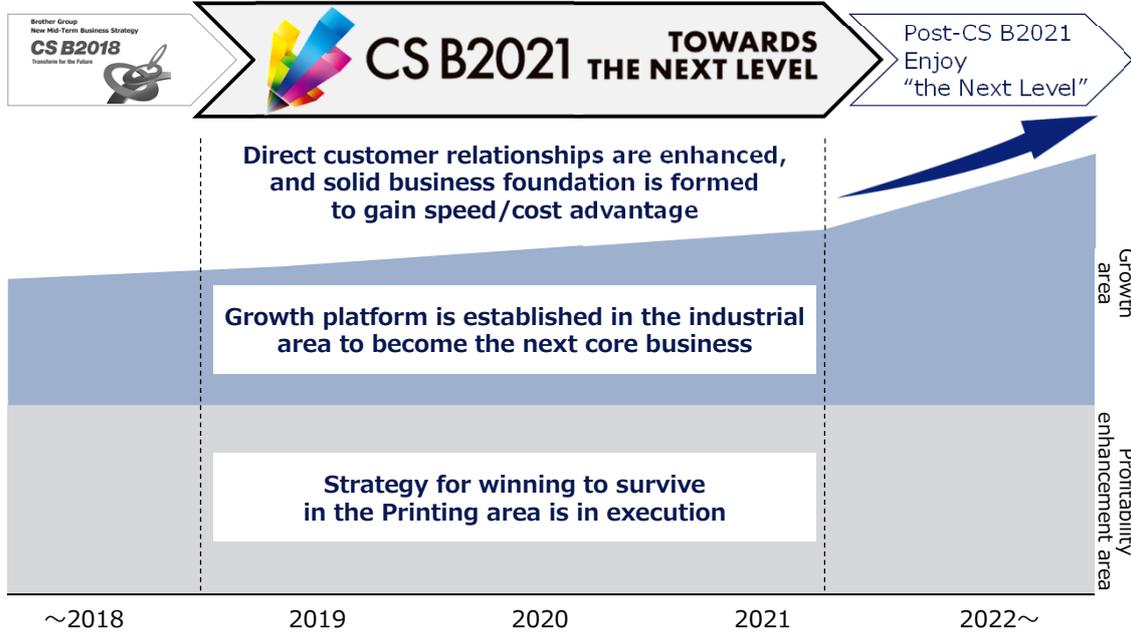
- Brother-style development of cost competitive products through unique value proposition and optimized integral architecture
- Efficient global network in development, manufacturing, sales, and service

\*Brother's unique management system that regards customer demands and expectations as our guide for all business operations including product planning, development, design, manufacturing, sales, and service to respond best to the needs

In order to overcome this demanding business environment, the Brother Group believed that it is necessary to redefine its unique strengths and go back to basics.

Through extensive internal discussion, the Brother Group redefined its unique strengths as flexibility that has allowed the Group to adapt to changing times and technological innovation; the agility of a small- and medium-sized enterprise; and cost competitiveness achieved through its efficient global network. Meanwhile, we have become less agile recently with the growth of company. But we understand that we need to regain the Group's unique strengths to overcome the difficult business environment, and we will work toward this purpose in the three-year period of CS B2021.

Establish a firm ground "TOWARDS THE NEXT LEVEL" to realize Global Vision 21, and carry out transformation by focusing on the critical few and utilizing unique strengths



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In light of this, we positioned the three-year period under CS B2021 as a period not to pursue short-term profits but to establish a firm foundation "TOWARDS THE NEXT LEVEL" from a medium- to long-term perspective.

Under CS B2021, the Brother Group will implement more in-depth reforms by focusing on the top management priorities of "implementing strategies to survive in the Printing area" and "developing a growth platform to serve as the next core business in the Industrial Printing area."

**CS B2021 "TOWARDS THE NEXT LEVEL"**  
~ Establish a firm foothold for the future~

**① Printing - win to survive**

- Maintain scale and raise profitability by acquiring high-PV users and improving hardware profitability
- Accelerate shift to new business models to secure stable profits and closer customer relations

**② Machinery/FA - accelerate growth**

- Achieve significant growth in Industrial Equipment with focus on auto/general machine market
- Increase FA business through capturing a surge in labor-saving/automation needs

**③ Industrial Printing - develop a growth platform**

- Re-accelerate Domino's growth with synergy realization/reinforcement
- Expand Industrial Printing area by inkjet-centered printing technologies

**④ Form a solid foundation to gain speed/cost advantage**

- Thorough operational transformation across the board by leveraging IT
- Maximize organizational performance by cultivating talent pool and optimizing talent deployment
- Revitalize unprofitable/low-profit businesses

PV = Print Volume

Now I will explain the outline of CS B2021.

We have set four top management priorities under CS B2021. The first priority is "win to survive in the Printing area."

The second priority is "accelerate growth in Machinery and FA."

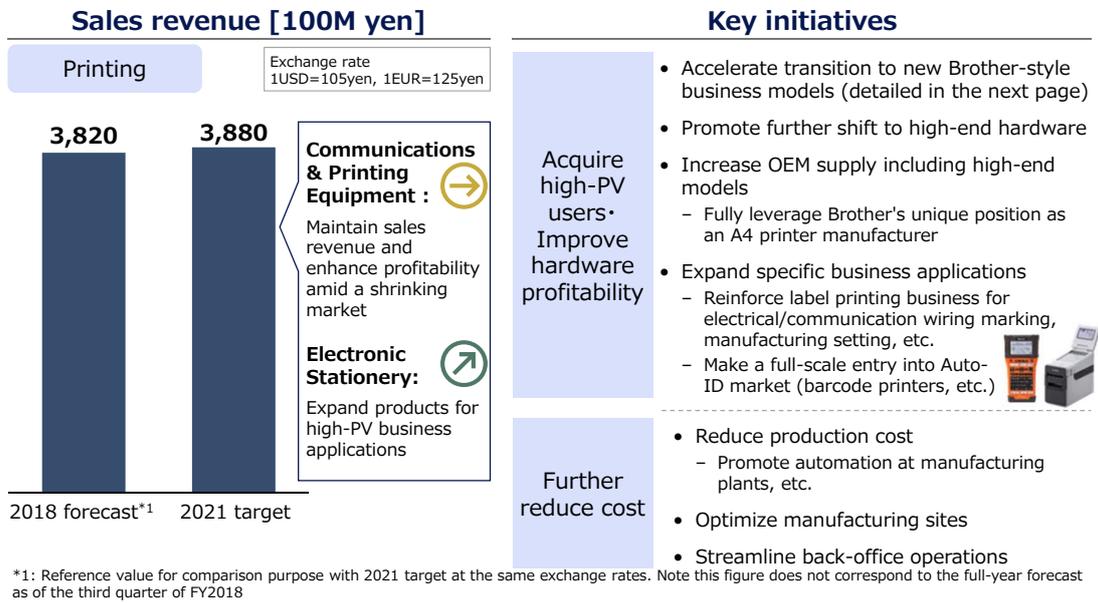
The third priority is "develop a growth platform in Industrial Printing."

The fourth priority is "form a solid foundation to gain competitive advantage in terms of speed and cost."

I will explain each priority item starting on the following page.

**1 Printing - win to survive: Keep scale and raise profitability by acquiring high-PV users and improving hardware profitability**

Win a leading place even under the challenging market, by maintaining scale with high-PV users acquisition etc. and enhancing profitability via further cost reduction



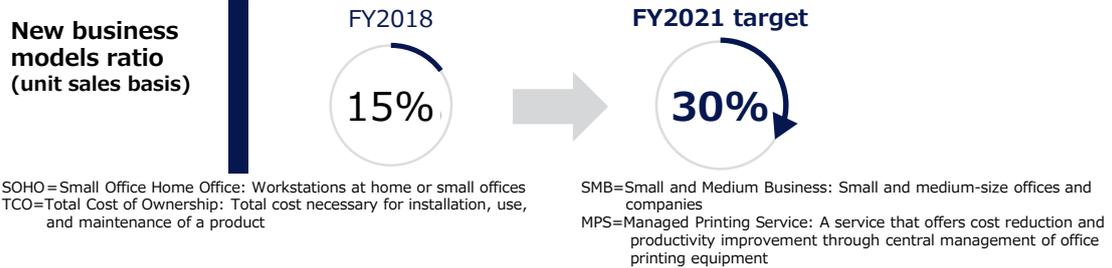
This slide explains the first priority, “win to survive in the Printing area.”

We have set a sales revenue target in the Printing area of 388 billion yen. Key initiatives for this area are acquisition of high-PV users, improving hardware profitability, and further cost reduction. As measures for acquiring high-PV users and improving hardware profitability, the Brother Group will accelerate the transition to new Brother-style business models, promote a further shift to high-end hardware, increase OEM supply, and expand specific business applications. In order to achieve further cost reduction, the Group will reduce production costs, optimize manufacturing sites, and streamline back-office operations.

**1 Printing - win to survive: Accelerate shift to new business models to secure stable profits and closer customer relations** **brother** at your side

Accelerate transition from box-moving business to new Brother-style business models that nurture customer relationships to provide unique values

For SOHO	For SMB
<ul style="list-style-type: none"> <li>• Improve hardware profitability by proposing superior TCO products                             <ul style="list-style-type: none"> <li>- High-capacity ink/toner models and consumables-bundled models</li> </ul> </li> <li>• Expand services that allow customers to easily purchase consumables                             <ul style="list-style-type: none"> <li>- Auto-fulfillment service, monthly subscription model</li> </ul> </li> <li>• Develop applications to enhance customer relations                             <ul style="list-style-type: none"> <li>- Improved printing/labeling user experience, new use cases suggestions</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Reinforce subscription business (MPS) that includes printers, service, and consumables by closely collaborating with channels</li> <li>• Enhance direct customer relationships by providing light solutions sought by SMB customers</li> </ul>
 	   

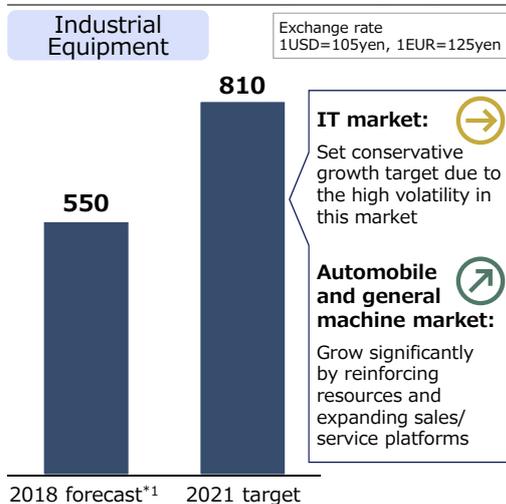


Let me explain the “new Brother-style business models.”  
 For SOHO customers, we will introduce superior TCO products and enhance detection of the remaining amount and auto-fulfillment services for consumables.  
 For SMB customers, we will work to reinforce the subscription business called Managed Print Services (MPS), which includes printers, service, and consumables, by closely collaborating with channels, and we will enhance direct customer relationships by providing truly useful solutions sought by SMB customers.  
 We started to offer these new business models few years ago, and the ratio of new business models on a unit sales basis has increased to about 15% in the current fiscal year. We aim to double the ratio in three year, by FY2021.

## 2 Machinery/FA - accelerate growth: Achieve significant growth in Industrial Equipment with focus on auto/general machine market **brother** at your side

Expect significant growth in the automobile and general machine market, while setting conservative growth target in the highly volatile IT market

### Sales revenue [100M yen]



### Key initiatives

- Enhance product lineups
  - Increase the lineup of SPEEDIO series, such as models with multiple processing functions or additional tools, for process integration needs
  - Enhance peripheral devices around machining centers to respond to automation needs (loading robots, etc.)
- Reinforce sales/service personnel and expand facilities in and outside Japan
  - Set up new platforms in Japan
  - Expand and set up overseas service platforms, mainly in Asia
- Allocate more resources to solution sales

\*1: Reference value for comparison purpose with 2021 target at the same exchange rates. Note this figure does not correspond to the full-year forecast as of the third quarter of FY2018

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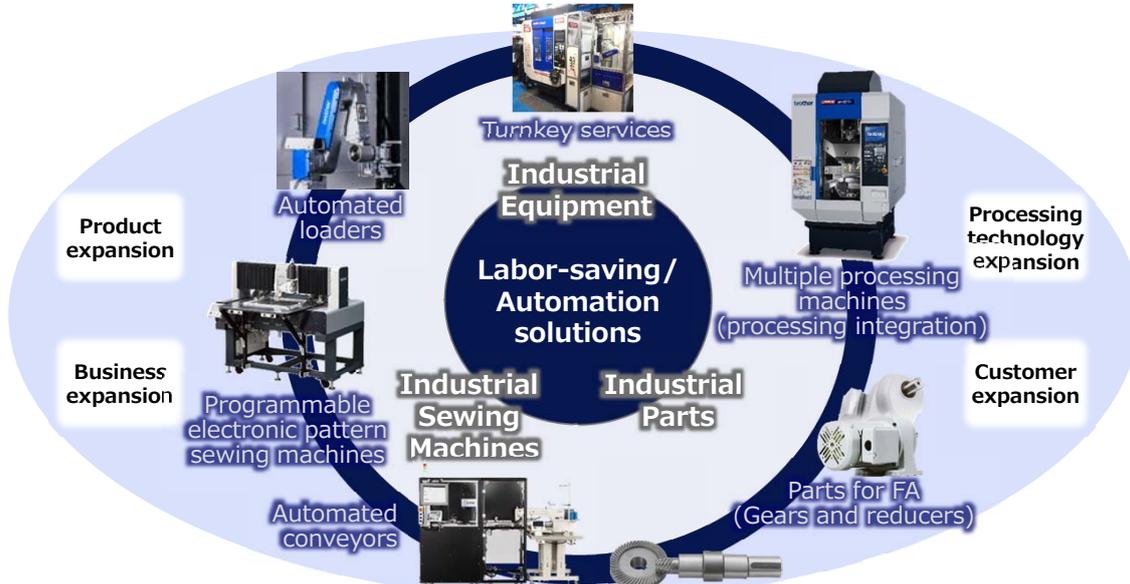
Next is the explanation of the second priority, “Accelerate growth in Machinery and FA.

The Brother Group has set a sales revenue target in the Machine tools area of 81 billion yen.

For the IT market, we have set conservative growth target due to extremely high volatility affected by sales of smartphones and market trends. Instead, we will aim to achieve significant growth in the stable automobile and general machinery markets. As specific measures, we will launch competitive products and peripheral devices and further reinforce sales and service platforms.

**2 Machinery/FA - accelerate growth: Increase FA business through capturing a surge in labor-saving/automation needs**

Develop FA business across the Machinery organization by offering labor-saving and automation solutions centered on process integration



Turnkey: A type of contract to deliver plug-and-play products by integrating Brother products with peripheral equipment and facilities/devices for preceding/following work processes

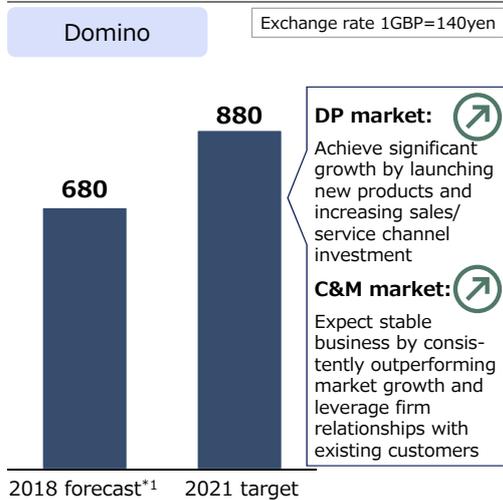
In the machinery industry, customer needs for labor-saving and automation solutions are growing fast.

The Brother Group will provide products and services in the Machine Tools, Industrial Sewing Machines, and Industrial Parts areas that meet these needs of customers.

### 3 Industrial Printing - develop a growth platform: Re-accelerate Domino's growth with synergy realization/reinforcement

Complete planned new products development by closely collaborating with Brother, and fully utilize Domino's competitive products/services to accelerate growth

#### Sales revenue [100M yen]



DP=Digital Printing  
C&M=Coding and Marking

\*1: Reference value for comparison purpose with 2021 target at the same exchange rates. Note this figure does not correspond to the full-year forecast as of the third quarter of FY2018

#### Key initiatives

Re-accelerate new products development by enhancing synergy

- Form a foundation for rapid development
  - Introduce and promote agile development processes and tools
  - Utilize Brother's development infrastructure
- Enhance product development capabilities
  - Increase developers' touch points with customers to captures and better respond to customer needs

Establish best-in-class "customer experience"

- Build a stronger sales and service platform
  - Continue investment on channels
  - Improve customer experience by providing highly professional specialized solutions
- Expand aftermarket products and services
  - Improve customers' productivity by promoting monitoring tool, remote service, etc.

Agile development: an approach to develop products that satisfy specifications and quality required by customers, through iteration of short-term development cycle (of development, implementation, testing and modification)

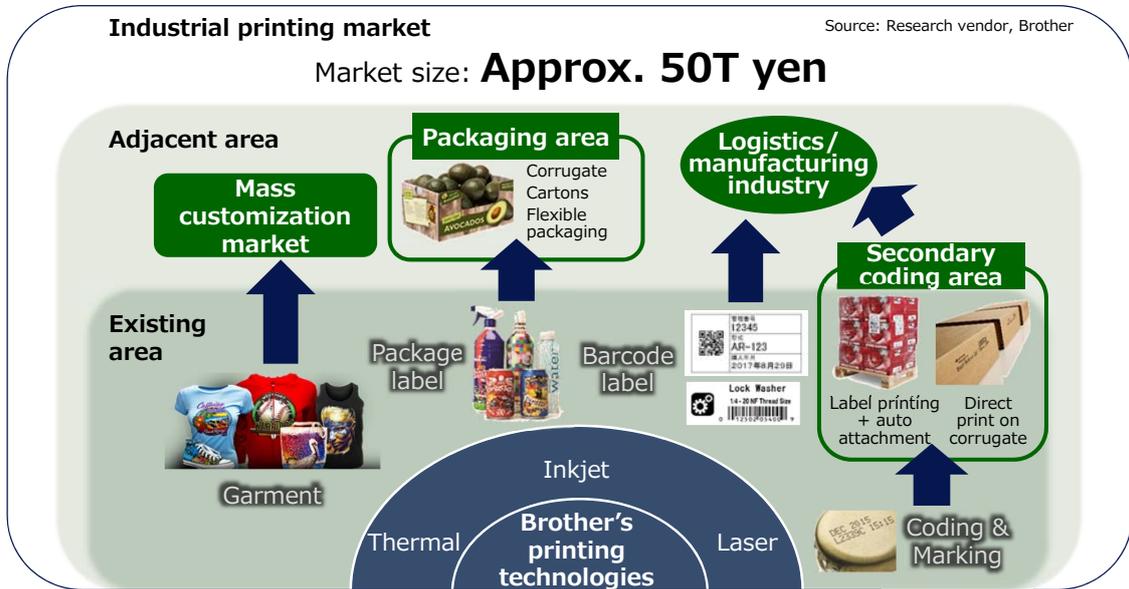
The next slide explains the third priority, "Develop a growth platform in Industrial Printing."

The Brother Group has set a sales revenue target for the Domino business at 88 billion yen. We will work to achieve growth in this business along with the digital printing and coding & marking areas.

As specific measures, the Brother Group will endeavor to reaccelerate new product development by enhancing synergy effects between Brother and Domino to make up for the delay in new product development. In particular, we will reinforce engineers' contact points with customers to identify and better respond to customer needs. In addition, we will promote reacceleration of growth by establishing a stronger sales and service platform that enhances the provision of "best-in-class" customer experience, which is the strength of Domino.

**3 Industrial Printing - develop a growth platform: Expand Industrial Printing area by inkjet-centered printing technologies**

Expand business in Industrial Printing, where digitalization has been prevailing, by leveraging Brother's printing technologies



Mass customization: Mass production of products/services that have been customized to respond to customers requests

In the Industrial Printing area, the Brother Group will expand business by leveraging its printing technologies centered on inkjets.

For garment printers that provide direct-to-garment printing on clothing and shoes, the Brother Group will launch high productivity products for higher speed printing to enter the mass customization market.

With regard to full-color label printers, the Brother Group will expand the scope of business beyond printing on labels to printing on packages. In coding & marking, we will expand the scope of business from marking on individual merchandise items to the secondary coding area of labeling master cartons and pallets and to the logistics and manufacturing industries.

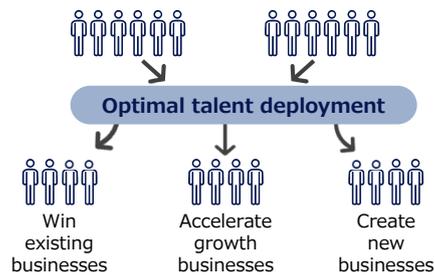
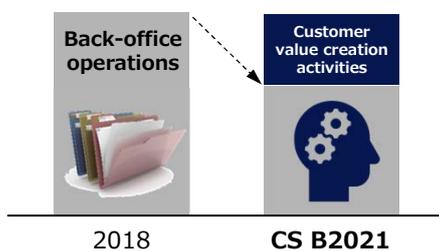
**4 Form a solid foundation to gain speed/cost advantage:  
Operational transformation by IT × talent cultivation/deployment** **brother** at your side

Reallocate resources to customer value creation activities and maximize organizational performance by operational process review and talent cultivation/optimal deployment

**Shift resources to customer value creation activities via operational transformation** × **Maximize organizational performance with talent cultivation and optimal deployment**

- Streamline business operation through fundamental review across Brother group
- Allow “individual” to focus on customer value creation activities by automating routine work with IT tools such as RPA, AI, etc.
- Cultivate talents across the organization
  - Prompt individuals’ growth and maximize the performance by providing challenging environments (accelerated promotion opportunities, etc.)
- Realize a lean and optimal talent deployment
  - Assign personnel based on individuals’ competency
  - Accelerate resource shift to growth and new business areas

**Workload image**



This slide explains “forming a solid foundation to gain competitive advantage in terms of speed and cost,” which is the core management foundation of the Group’s three businesses.

The basic idea is to generate resources through transformation of operational process and optimally reallocate resources generated thereby to maximize organizational performance. We will streamline business operations through a fundamental review of operational process across the Brother Group. In addition, we will automate routine work with IT tools such as RPA and AI to allow individuals to reallocate the time created through automation to customer value creation activities.

**4 Form a solid foundation to gain speed/cost advantage:  
"Strong and lean" global HQ**

Reinforce global HQ's (Brother Industries, Ltd.) function while accelerating the resource shift to customer value creation activities

Vision

**Realize "strong and lean" global HQ that generates larger outputs with smaller inputs by reinforcing capabilities to promote global strategies as well as driving resource shift from back-office operations to customer value creation activities**

Key initiatives

- Streamline operational processes by thorough review, and promote automation with digital tools
- Realize optimal talent deployment across the board

Target

- Improve operational productivity of Brother Industries, Ltd. by 10%
  - Generate approx. 700 thousand hours, equivalent to 10% of total operation hours

The Brother Group will promote operational transformation across the Group. Meanwhile, Brother Industries, Ltd. will aim to achieve a "strong and lean" Global HQ by streamlining operational processes by means of a thorough review, promoting automation with digital tools, and achieving optimal talent deployment across the board.

By implementing these measures, Brother Industries, Ltd. will improve operational productivity by 10%, generate approximately 700,000 hours, and reallocate the time created thereby to business activities with higher added value.

**4 Form a solid foundation to gain speed/cost advantage:  
Revitalize unprofitable/low-profit businesses**

Exercise tighter profit and loss management on a sub-business segment basis and revitalize unprofitable/low-profit businesses

Vision	<b>Reinvigorate unprofitable/low-profit businesses by enforcing tighter management of profitability on a sub-business segment basis while promptly implementing drastic turnaround measures</b>
Key initiatives	<ul style="list-style-type: none"><li>• Enforce stricter profitability management by sub-business segment</li><li>• Implement drastic transformation to improve profit margin<ul style="list-style-type: none"><li>– Consider withdrawal from the business if the chance of profitability improvement is remote from long-term time perspective</li></ul></li></ul>
Target	<ul style="list-style-type: none"><li>• Increase operating profit by more than 8B yen (vs. FY2018)</li></ul>

Sub-business segment = More granular business segment than that of publicly disclosed. Internal management is conducted on sub-business segment basis; e.g. Home Sewing Machines and Craft are the sub-business segments of Personal & Home

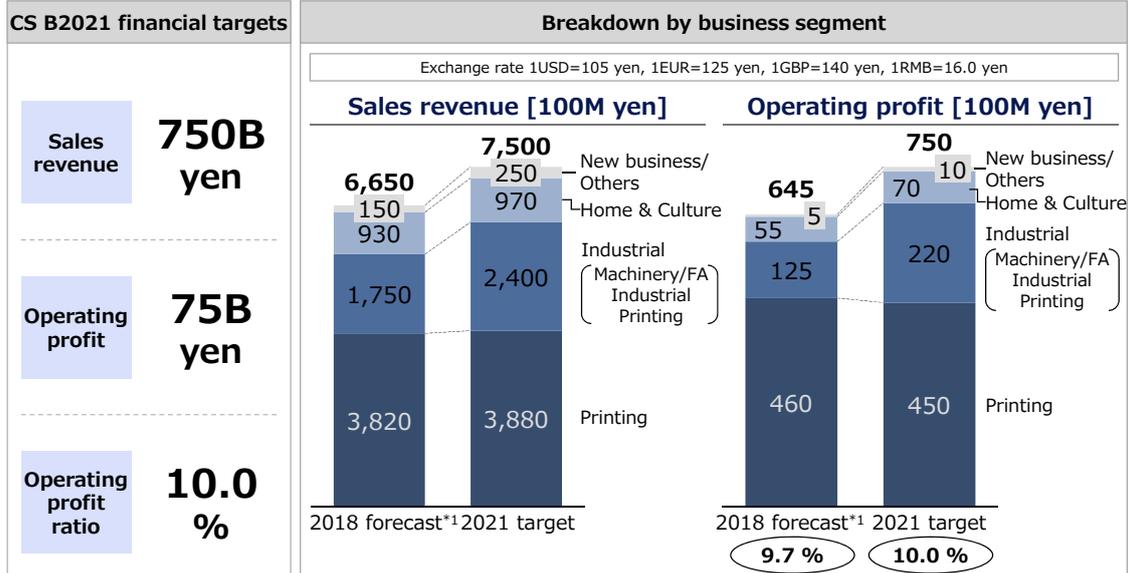
In order to shore up unprofitable and low-profit businesses, we recognize the need to enforce further discipline on selection and concentration amid an increasingly challenging business environment surrounding the Brother Group. As part of these efforts, we will enforce stricter profitability management on the sub-business level and implement drastic reforms to improve profit margins, with a target of increasing operating profit by more than 8 billion yen.

Review of CS B2018

Outline of CS B2021

**Management targets of CS B2021**

Target 750B yen sales revenue and 75B yen operating profit by expanding the industrial area and fostering speed/cost competitiveness



\*1: Reference values for comparison purpose with 2021 target at the same exchange rates. Note these figures do not correspond to the full-year forecast as of the third quarter of FY2018

As financial targets, the Brother Group aims to achieve sales revenue of 750 billion yen, operating profit of 75 billion yen, and an operating margin of 10%. In the Printing area, the business environment is expected to remain challenging, but we will aim to maintain the current business scale. In the Industrial area, the Group will seek to expand sales and profits.

Set up 50B yen growth investment fund to expand the industrial area, create/develop new businesses, etc.

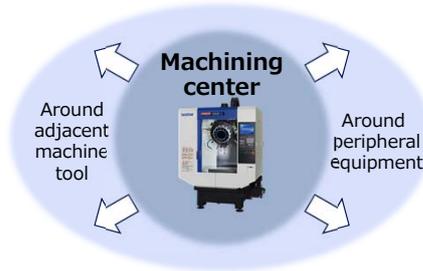
Investment policy

**Accelerate growth investment including M&A to further expand the industrial area, create/develop new businesses, and reinforce inkjet-related facilities**

Industrial area

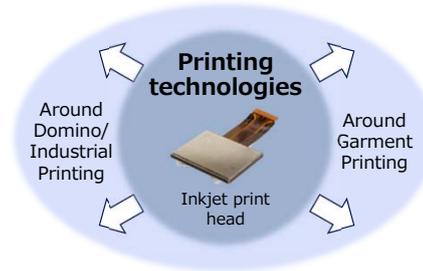
**Machinery/FA**

- Enter the market adjacent to machining center such as machine tools for preceding/following processes or peripheral equipment



**Industrial Printing**

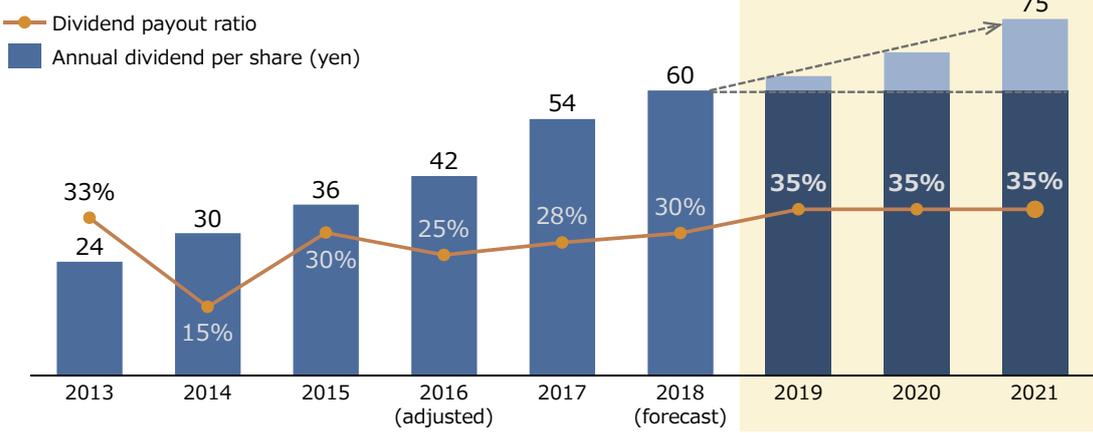
- Expand the adjoining area from the existing business by leveraging Brother's printing technologies featured by inkjet



We established a 50 billion yen growth investment fund under CS B2021. The main use of this investment fund will be to further expand the Industrial area, create and develop new businesses, reinforce inkjet-related facilities, and carry out M&A.

Maintain stable returns to shareholders aiming for a consolidated dividend payout ratio of 35% while making essential strategic investments

- |                    |  |
|--------------------|--|
| Shareholder return | <ul style="list-style-type: none"> <li>• Raise the target of consolidated dividend payout ratio to 35%</li> <li>• In principle, prioritize maintaining a constant dividend amount even under severe circumstances</li> </ul> |
| ROE                | <ul style="list-style-type: none"> <li>• Maintain around 12%</li> </ul>  |



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Regarding shareholder returns and ROE, we believe that strategic investment is necessary for growth. Therefore, we will maintain stable returns to shareholders and raise the target of consolidated dividend payout ratio from 30% to 35% while making essential strategic investments. We will aim to maintain ROE at about 12%.

Achieve social value creation through business activities, envisioning CS B2021 and beyond

<p><b>Seek to provide innovative products and services that make our customers happy</b></p>	<p><b>Continue to make efforts to help the global environment</b></p>
<p><b>Continuously promote social contribution activities</b></p>	<p><b>Enhance collaboration with business partners on ways to address social demands quickly</b></p>

Examples of social value creation linked to business activities in light of SDGs

- Fuel cell
- Total health care support device/contents
- "Environmental Vision 2050" initiatives
- Enhanced CSR at supply chain

Regarding CSR management policies, some of the Group’s previous CSR activities were not linked directly to its business activities. However, we will contribute to the achievement of the SDGs with a focus on social value creation through business activities.

**Brother Group  
New Medium-Term Business Strategy**



**CS B2021  
TOWARDS  
THE NEXT LEVEL**

This concludes my explanation of CS B2021, the Brother Group's New Medium-Term Business Strategy.

CS B2021 is the Group's medium-term strategy designed to establish a firm foothold for future growth.

In order to achieve growth in the medium- and long-term, we will implement further drastic reforms with a focus on top management priorities.

Although the business environment is severe, the Brother Group will make group-wide efforts to carry out reforms by leveraging its unique strengths.

**brother**  
at your side

## Glossary of terms (1/2)

Acronym	Official term	Explanation
<b>BVCM</b>	Brother Value Chain Management	Brother's unique management system that regards customer demands and expectations as our guide for all business operations including product planning, development, design, manufacturing, sales, and service to respond best to the needs
<b>C&amp;M</b>	Coding and Marking	Printing and marking of expiration dates, lot numbers and so forth on plastic bottles, cans, and food packaging materials, etc.
<b>DP</b>	Digital Printing	A printing method to print directly from digital-based typesetting data generated on a PC onto a substrate
<b>FA</b>	Factory Automation	Automation of various factory works and processes using machines and information systems
<b>MPS</b>	Managed Printing Services	A service that offers cost reduction and productivity improvement through central management of office printing equipment
<b>PV</b>	Print Volume	Printing volume
<b>RPA</b>	Robotic Process Automation	Automation of business operations by leveraging digital labor
<b>SDGs</b>	Sustainable Development Goals	Seventeen global environmental and development goals for the world to achieve between 2016 and 2030, which were unanimously adopted by 193 countries in the UN General Assembly in Sep 2015
<b>SMB</b>	Small and Medium Business	Companies or entities with 10 to 500 employees (Small and medium-sized offices and companies)
<b>SOHO</b>	Small Office Home Office	Companies or entities with 1 to 10 employees (Home or small offices)
<b>TCO</b>	Total Cost of Ownership	Total cost necessary for installation, use, and maintenance of a product

<b>Term</b>	<b>Explanation</b>
<b>Agile development</b>	An approach to develop products that satisfy specifications and quality required by customers, through iteration of short-term development cycle (of development, implementation, testing, and modification)
<b>Global Vision 21</b>	Medium to long-term vision of Brother Group's further growth
<b>Sub-business</b>	More granular business segment than the disclosed segment. Internal management is conducted on sub-business segment basis; e.g. Home Sewing Machines and Craft are the sub-business segments of Personal & Home
<b>Turnkey</b>	A type of contract to deliver plug-and-play products by integrating Brother products with peripheral equipment and facilities/devices for preceding/following work processes
<b>Mass customization</b>	Mass production of products/services that have been customized to respond to customers requests

Information on this report, other than historical facts, refers to future prospects and performance, and has been prepared by our Management on the basis of information available at the time of the announcement. This covers various risks, including, but not limited to, economic conditions, customer demand, foreign currency exchange rates, tax rules, regulation and other factors. As a result, actual future performance may differ from any forecasts contained on this report.