

Supplementary Materials Regarding Commencement of Tender Offer for Shares of MUTOH HOLDINGS CO., LTD.

**February 4, 2026
BROTHER INDUSTRIES, LTD.**

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The Medium-Term Business Strategy "CS B2027" has been developed to accelerate business portfolio transformation, thereby achieving the Brother Group Vision for FY2030.

Brother Group Vision

Brother Group Vision

At your side

2030

Our Purpose

By being "At your side," we enable people's productivity and creativity, contribute to society, and help protect the earth.

Our Approach

We identify and eliminate barriers to customers' success by utilizing our unique technologies and global network.

Our Focus Areas

- Industrial - Become a trusted, invaluable solutions partner.
- Printing - Continue leading print innovation and pioneering new offerings.

The Medium-Term Business Strategy "CS B2027" (FY2025 to FY2027)

Creating our Future.
Boldly.

The Brother Group
Medium-Term Business Strategy
CS B2027

Clarification of the role of each business and investment policies

- Clarify the role of each business and set key indicators.
- **Focus investments on growth business.**
- Secure management resources to continue the transformation of the printing business.

Solid execution of growth investments

- **Execute growth investments of approx. 200 billion yen.**
- **In particular, actively promote M&As and alliances, strengthening the foundation and organizational capabilities needed to achieve growth in the industrial area.**

Enhancement of the management foundation

- **Integrate and strengthen inkjet technology and expand its applications to diverse fields.**
- Strengthen talent in key areas.
- Strengthen the foundation that supports the Brother Group's sustainable future.

Financial strategy to support growth and transformation

- Implement management with a focus on capital cost and share prices to enhance TSR and PBR.
- Significantly increase shareholder returns, plan to implement 140 billion yen in returns.

Promoting the expansion of the sales revenue ratio in the Industrial area as a pillar of business portfolio transformation.

Financial targets

		<div>Medium-Term Business Strategy</div> CS B2027	<div>Vision</div> At your side 2030
	FY2024 results	FY2027 targets	FY2030 targets
Sales revenue	876.6 billion yen	1 trillion yen	at least 1 trillion yen
Operating profit	69.9 billion yen	100 billion yen	120 billion yen
ROE	8.1%	10%	at least 10%
Industrial area sales revenue ratio	30%	40%	at least 50%

Industrial area

Machinery

Industrial Equipment



Industrial Sewing Machines



Industrial Printing

Domino



Printing & Automation



Nissei



Commercial & Industrial Labeling (P&S)



Positioning of the Tender Offer in the Medium-Term Business Strategy

As we explored opportunities for discontinuous growth in the Industrial Printing business, we determined that the Tender Offer would contribute to expanding the product lineup and strengthening the business foundations of Printing & Automation.

Policy for the Industrial Printing Business under CS B2027

Role of the business

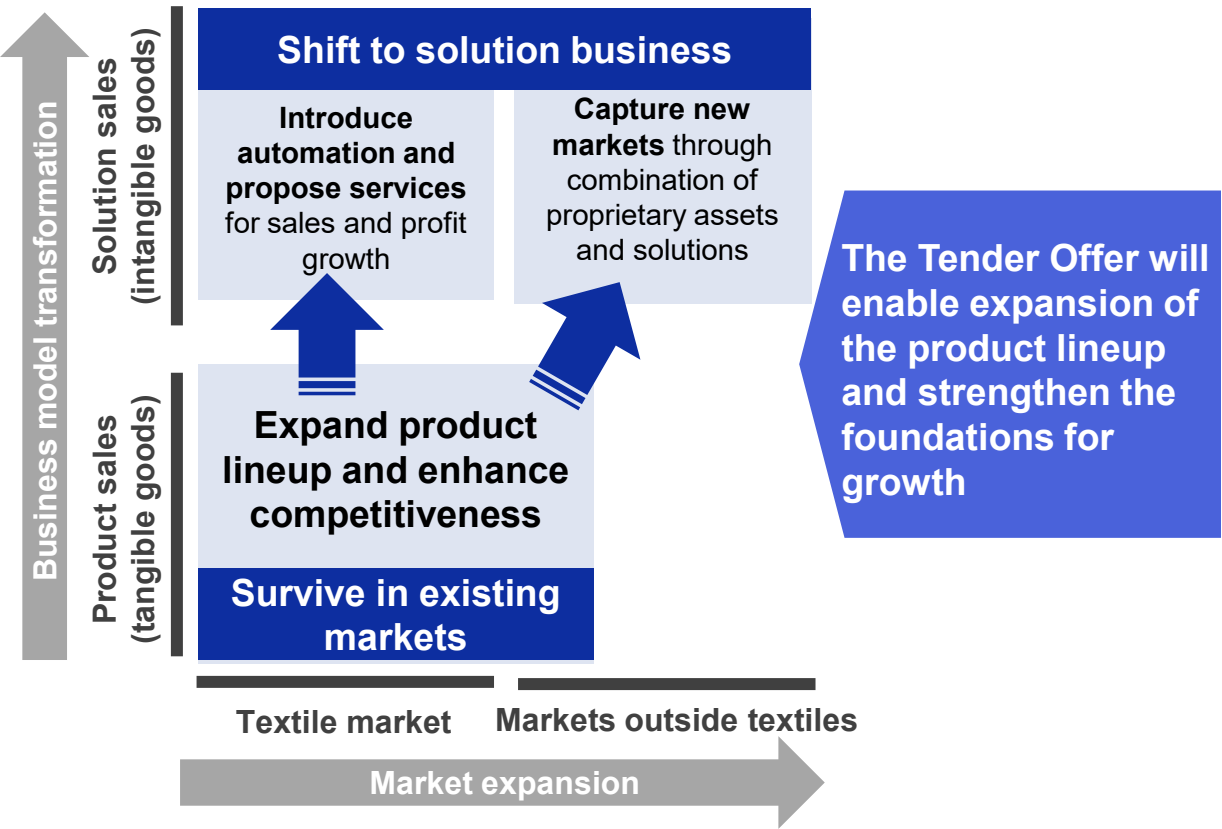
Growth business

Achieve discontinuous sales revenue growth through growth investments including M&A to establish future business pillars

Performance targets

	FY2024 results	FY2027 targets
<div>Key indicators</div> <div>Sales revenue</div>	<div>137.3 billion yen</div> <div>Of which, Printing & Automation: 17.9 billion yen</div>	<div>155 billion yen</div> <div>Of which, Printing & Automation: 25 billion yen</div>
Operating profit ratio	4%	8%

Growth strategy for Printing & Automation and positioning of the Tender Offer




Overview of the MUTOH Holdings Group (MUTOH)

Basic Information of the Target

Trade Name	MUTOH HOLDINGS CO., LTD. MUTOH
Founded	December 1942
Established	March 1952
Capital*	10,199 million yen
Net Sales (FY 2024)	18.1 billion yen (consolidated)
Number of Employees*	595 employees (consolidated)
Listed Stock Exchange	Standard Market (TSE)
President	President and Representative Director: Yasuhiko Isobe

*: as of March 31, 2025

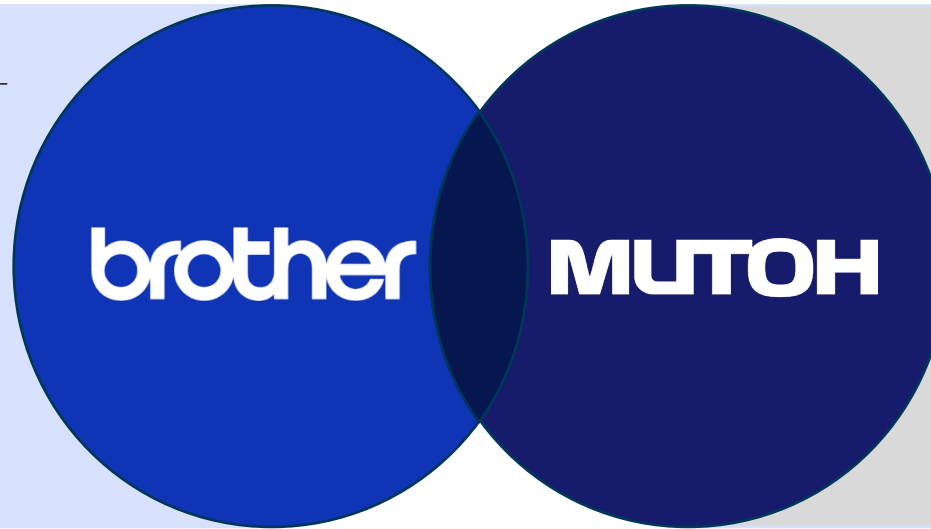
MUTOH's Main Business Activities

Business Segments	Main Products and Services
Information Imaging Equipment	<ul style="list-style-type: none">Large Format Printers for Graphic ArtsPlotters for CAD Drawing Output, etc. 
Information Service	<ul style="list-style-type: none">CAD and Related SoftwareSystem Integration, etc.
Design and measurement devices	<ul style="list-style-type: none">Drafting and Design Equipment and Optical Measuring InstrumentsOffice Equipment
Real Estate Leasing and Other Businesses	<ul style="list-style-type: none">Real Estate LeasingSports Care Products

Through the Tender Offer, we aim not only to secure a product lineup and market position in Printing & Automation area where we seek growth, but also to enhance corporate value by strengthening the business foundations of both companies.

Strengths of Brother

- Lineups of industrial printers such as Garment printers
- Inkjet technology and extensive development resources/financial resources
- Global sales and manufacturing bases and procurement network



Strengths of MUTOH

- Extensive lineup of large format printers and inks in the industrial area
- Business foundation for development, manufacturing, sales, and services in the industrial area
- Strong brand recognition

**We can achieve synergistic effects across the entire value chain
by leveraging both companies' strengths**














MUTOH has an extensive lineup and brand recognition in large format printers and inks. Although the product lineups of the two companies are in closely related domains, they do not overlap and are complementary.

Main Product Lineups of the Two Companies

Background Color : Brother products

Background Color : MUTOH products

Ink Type

Size/Type \ Usage		Textiles/Soft Signs	Goods/Multi-Purpose Printing	Sign & Graphics	
Roll to Roll Printers*		<div>Dye-Sublimation</div> 	<div>Multi-Purpose Ink</div>  <div>Solvent</div> 	<div>Water-based UV</div>  <div>Latex</div>  <div>Solvent</div>  <div>UV</div> 	
Flatbed Printers	Large	 <div>Pigment Garment printer</div>	<div>Multi-Purpose Ink</div>  <div>Hybrid printer</div>	<div>UV</div>  <div>Hybrid printer</div>	
	Desktop	 <div>Pigment Garment printer</div>	<div>Pigment Button badge maker</div>  <div>UV</div> 		

*Printers for printing on roll media.

Utilizing two companies' resources can create synergy - strengthen competitiveness of products/services, expand sales by cross-selling, and reduce cost.



Strengthen competitiveness of products/services through technical cooperation

Combining proprietary technologies of two companies will **enhance the development capabilities and competitiveness of their products/services**



Utilize sales/service channels, customer base

The overlap in product lineups and sales/service networks is extremely limited, making it possible to **achieve cross-selling** by mutually utilizing sales and service bases.



Reduce cost of manufacture, procurement, and logistics

By utilizing both companies' manufacturing bases and procurement scale, further **cost competitiveness can be achieved** through **joint purchasing, standardization of parts, and optimization of manufacturing bases**



Increase corporate value by utilizing human/financial resources

In addition to MUTOH's organizational capabilities and resources, **utilizing Brother Group's human/financial resources** can **support MUTOH's medium- to long-term growth** and **improve the two companies' corporate values**

A tender offer for the shares of MUTOH Holdings Co., Ltd. will be conducted for the purpose of making the company a wholly owned subsidiary.

Item	Overview
Target	MUTOH HOLDINGS CO., LTD.
Tender Offer Period	February 5, 2026 (Thu) to March 23, 2026 (Mon) (30 business days)
Tender Offer Price	7,626 yen per share
Number of Shares to be Purchased	4,589,644 shares (Min.: 3,042,700 shares, Max.: None)
Total Purchase Amount	Approximately 35.0 billion yen

- * The Tender Offer will be conducted using the Offeror's own funds.
- * The purchase price is calculated based on the business value, as well as the transfer price of the target company's head office building scheduled for transfer and other factors.
- * In the event that the minimum number of shares to be purchased is reached but not all of the shares are acquired, the Offeror intends to make the Target its wholly-owned subsidiary through what is known as a squeeze-out procedure.
- * The total purchase amount is the amount obtained by multiplying the number of shares to be purchased, 4,589,644 shares, by the tender offer price of 7,626 yen.

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