

Fiscal Year 2024 (ended March 31, 2025) Financial Results

May 9, 2025

Brother Industries, Ltd.

Akira Nakashima

Executive Officer, Responsible for Finance & Accounting Dept.

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.

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Highlights

Results for FY2024

Sales revenue **876.6 billion yen/ +6.5% (YoY)**

- Sales of both hardware and consumables were steady in the P&S business, and sales increased in the Machinery, P&H, Domino, and other businesses.
- In addition to these results, there were positive FX effects, and sales revenue reached a new record high.

Business segment profit **77.7 billion yen/ +2.8% (YoY)**

- Despite significantly higher SG&A costs, particularly personnel expenses, business segment profit increased as a result of effects from price adjustments in the P&S business as well as positive FX effects and other factors.

Operating profit **69.9 billion yen/ +40.4% (YoY)**

- Operating profit increased substantially due to the absence of impairment loss on a part of goodwill in the Domino business, which was recorded in the previous fiscal year, and other factors.

Net income* **54.8 billion yen/ +73.1% (YoY)**

* Net income attributable to owners of the parent company

Forecast for FY2025

Sales revenue **875.0 billion yen/ -0.2% (YoY)**

Business segment profit **75.0 billion yen/ -3.5% (YoY)**

- Negative effects of setting a stronger yen compared to FY2024 as well as impacts from the U.S. tariff policy have been factored in, but we will maintain sales revenue and each profit metric at the previous year's levels.
- Steadily implement growth investment as outlined in the Medium-Term Business Strategy, "CS B2027," pursue growth in the industrial area, mainly in the Machinery business, and maintain profitability in the P&S business.

Shareholder returns

- Annual dividend for FY2024 of 100 yen per share (planned) (16 yen increase from the previous fiscal year)
- Annual dividend for FY2025 of 100 yen per share (planned)
- The Company will conduct share repurchases up to 20 billion yen

Results for FY2024

Consolidated Results for FY2024

Sales revenue reached a record high due to higher sales, mainly in the P&S business, and positive FX effects, and all profit metrics increased. Operating profit and subsequent items increased substantially due mainly to the absence of impairment loss on a part of goodwill in the Domino business, which was recorded in the previous fiscal year.

(100 Millions of Yen)

	FY23 Actual	FY24 Actual	Change (w/o FX)	Rate of Change (w/o FX)	Previous Forecast	Change (w/o FX)	Rate of Change (w/o FX)
Sales revenue	8,229	8,766	536 (300)	6.5% (3.6%)	8,750	15 (-27)	0.2% (-0.3%)
Business segment profit	756	777	21 (-46)	2.8% (-6.0%)	800	-23 (-24)	-2.9% (-3.0%)
Business segment profit ratio	9.2%	8.9%			9.1%		
Other income/expense	-258	-78	180		-40	-38	
Operating profit	498	699	201	40.4%	760	-61	-8.0%
Operating profit ratio	6.1%	8.0%			8.7%		
Income before tax	525	747	222	42.2%	800	-53	-6.6%
Net income							
attribute to parent company	316	548	231	73.1%	570	-22	-3.9%
USD	144.40	152.48	8.08		152.06	0.42	
EUR	156.80	163.62	6.82		163.38	0.24	

■ FX sensitivity

(Impact on annual results from a one-yen depreciation of the yen) (Billions of yen)

(FY24 results)	Sales revenue	Business Segment Profit
USD	1.5	-0.2
EUR	1.1	1.0

Results for FY2024 by Business Segment

Old Segment



(100 Millions of Yen)

	Sales revenue				Business segment profit				Operating profit		
	FY23 Actual	FY24 Actual	Change		FY23 Actual	FY24 Actual	Change		FY23 Actual	FY24 Actual	Change
P&S	5,149	5,448	299		625	610	-15		610	589	-21
Machinery	774	852	78		22	9	-14		23	8	-15
Domino	1,096	1,194	98		51	54	4		-241	36	276
Nissei	208	200	-8		10	5	-5		10	0	-10
P&H	505	572	67		25	73	48		25	67	42
N&C	381	388	7		16	19	3		17	20	3
Other	116	111	-4		6	7	1		54	-20	-74
Total	8,229	8,766	536		756	777	21		498	699	201

* "Other" includes elimination amounts from inter-segment transactions.

Review of FY2024 by Business Segment (on a results basis excluding FX effects)

(Blue indicates positive change from the previous year; red indicates negative change.)

P&S	[Communications & Printing Equipment] For hardware, inkjet sales increased while laser sales decreased due to sluggish market conditions, mainly in Europe, and effects from supply constraints in the first half. Sales of consumables overall were firm due to effects from price adjustments and other factors. [Labeling] Although sales of Home & Office labeling were down, sales of Commercial & Industrial labeling hardware and consumables were firm. - There were effects from price adjustments for consumables, but profit decreased due to substantially higher SG&A costs, mainly personnel expenses.
Machinery	[Machine Tools] Demand for capital investment recovered moderately, mainly in China and Asia, and revenue increased. [Industrial Sewing Machines] Sales of garment printers decreased, mainly in the U.S. and Europe, but demand for capital investment in industrial sewing machines for apparel use recovered, and revenue increased. - Despite the increase in revenue, profit decreased sharply due to higher SG&A costs, change of the product mix, and other factors.
Domino	- Although demand for capital investment was soft and hardware sales declined, consumables sales were firm and revenue increased. - Business segment profit was flat year-on-year despite higher SG&A costs including personnel expenses and expenses for renewal of core business systems. - Operating profit returned to a positive value due to the absence of impairment loss on a part of goodwill in the Domino business, which was recorded in the previous fiscal year.
Nissei	Revenue and profit decreased due to sluggish sales, mainly of gearmotors, caused by weak demand for capital investment.
P&H	Revenue and profit increased due to firm sales of middle- and low-end models and effects from the introduction of new high-end model.
N&C	Revenue and profit increased due to firm sales of karaoke systems and other factors.

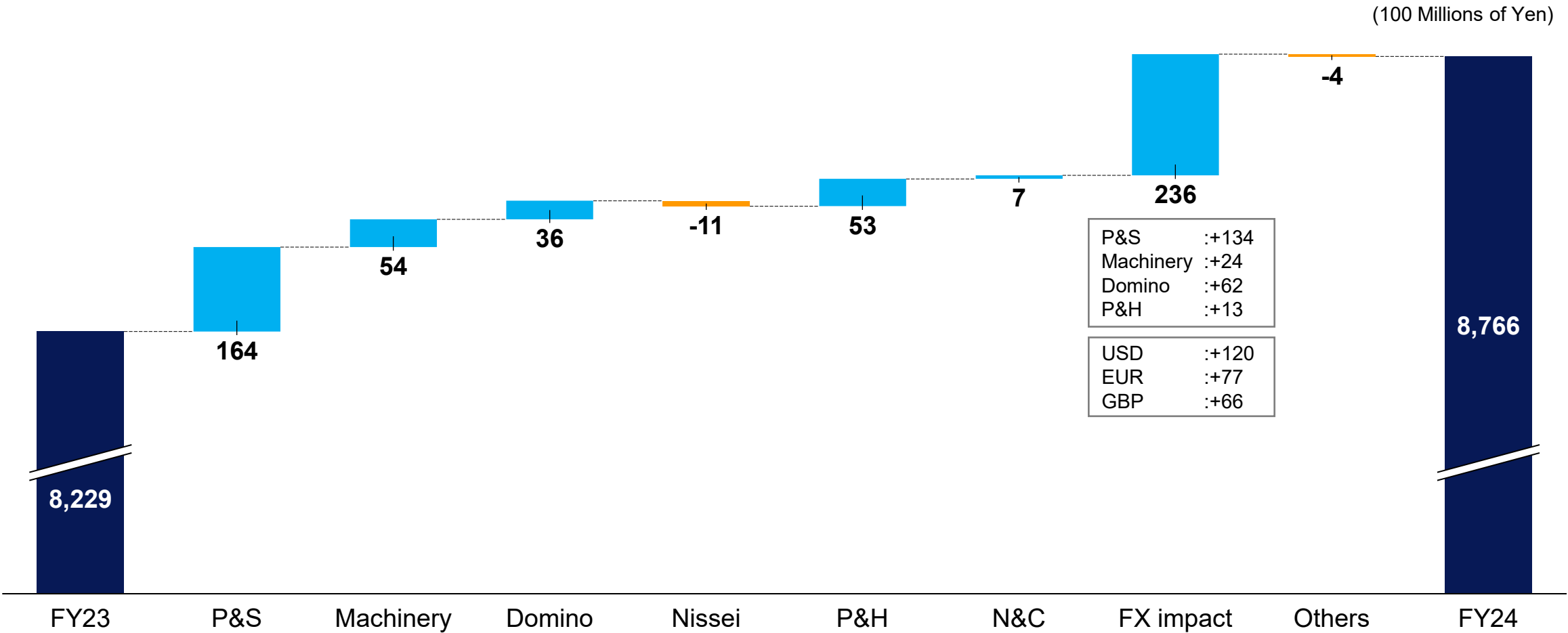
FY2024

Main Factors for Changes in Sales Revenue

Old Segment



Sales revenue increased due to steady sales of both hardware and consumables in the P&S business, higher sales in the Machinery, P&H, Domino, and other businesses, and positive FX effects.



* Amounts of change are on a results basis excluding foreign exchange effects

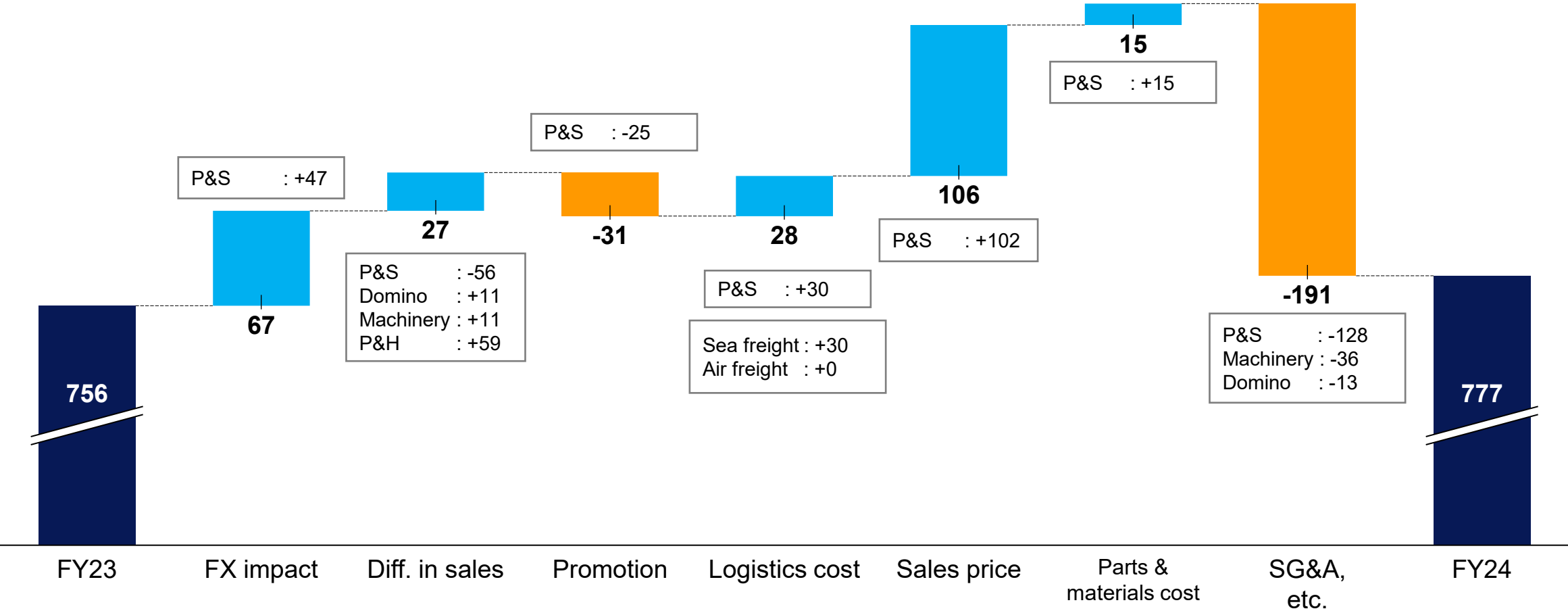
FY2024
Main Factors for Changes in Business Segment Profit

Old Segment



Despite substantially higher SG&A costs, mainly personnel expenses, business segment profit increased due to effects of price adjustments in the P&S business and positive FX effects.

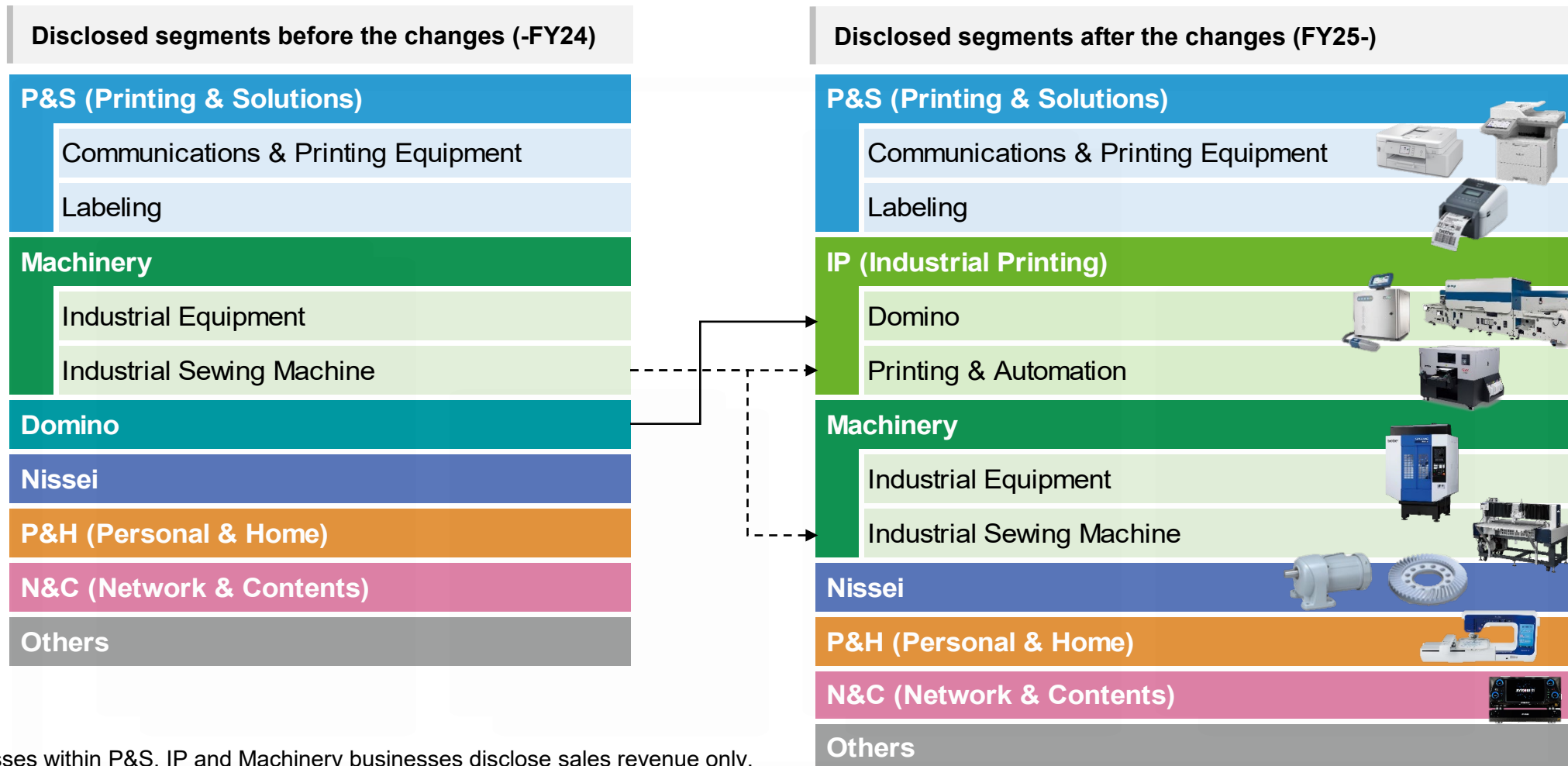
(100 Millions of Yen)



Forecast for FY2025

Changes in Disclosed Segments

As of FY2025, the Domino business and Printing & Automation included in the Machinery business (industrial sewing machines) were consolidated and will be disclosed as the Industrial Printing business (IP business).



*Sub-businesses within P&S, IP and Machinery businesses disclose sales revenue only.

The effects of the U.S. tariff policy have been factored into results forecasts for FY2025 based on the following assumptions. We plan to continue closely monitoring the situation regarding tariff policy, assessing impacts, and will update the forecasts for the year as necessary.

Exchange rate assumptions	1USD = 140 yen, 1EUR = 160 yen
Impacts of and countermeasures against the U.S. tariff policy	The following conditions were factored into forecasts with the assumption that tariffs of 10% (145% on China) will remain in place until the end of the fiscal year. ✗ Increased tariff burdens from the above ✓ Sales price increases in the U.S. market, control of sales promotion and other expenses, cost-cutting measures, and production adjustments ✗ Declines in sales volume in conjunction with higher prices in the U.S. market ✗ Risk of market deterioration in the Machinery and other businesses, which are expected to see a decline in demand for capital investment due to the high proportion of business with China

Negative FX effects of setting a stronger yen compared to FY2024 and effects from the U.S. tariff policy have been factored in, but we will maintain sales revenue and each profit metric at the previous year's levels.

(100 Millions of Yen)

	FY24 Actual	FY25 Forecast	Change (w/o FX)	Rate of Change (w/o FX)	Reference: Original forecast (excluding effects of tariffs)
Sales revenue	8,766	8,750	-15 (500)	-0.2% (5.7%)	8,760
Business Segment Profit	777	750	-27 (4)	-3.5% (0.5%)	800
Business Segment Profit Ratio	8.9%	8.6%			9.1%
Other income/expense	-78	-20	58		0
Operating Profit	699	730	31	4.5%	800
Operating Profit Ratio	8.0%	8.3%			9.1%
Income before Tax	747	750	3	0.4%	820
Net Income					
attribute to owners of the parent company	548	550	2	0.4%	590
USD	152.48	140.00	-12.48		140.00
EUR	163.62	160.00	-3.62		160.00

*The FY24 actual sales revenue has been revised from 8,776 to 8,766. (The error was only on this page.)

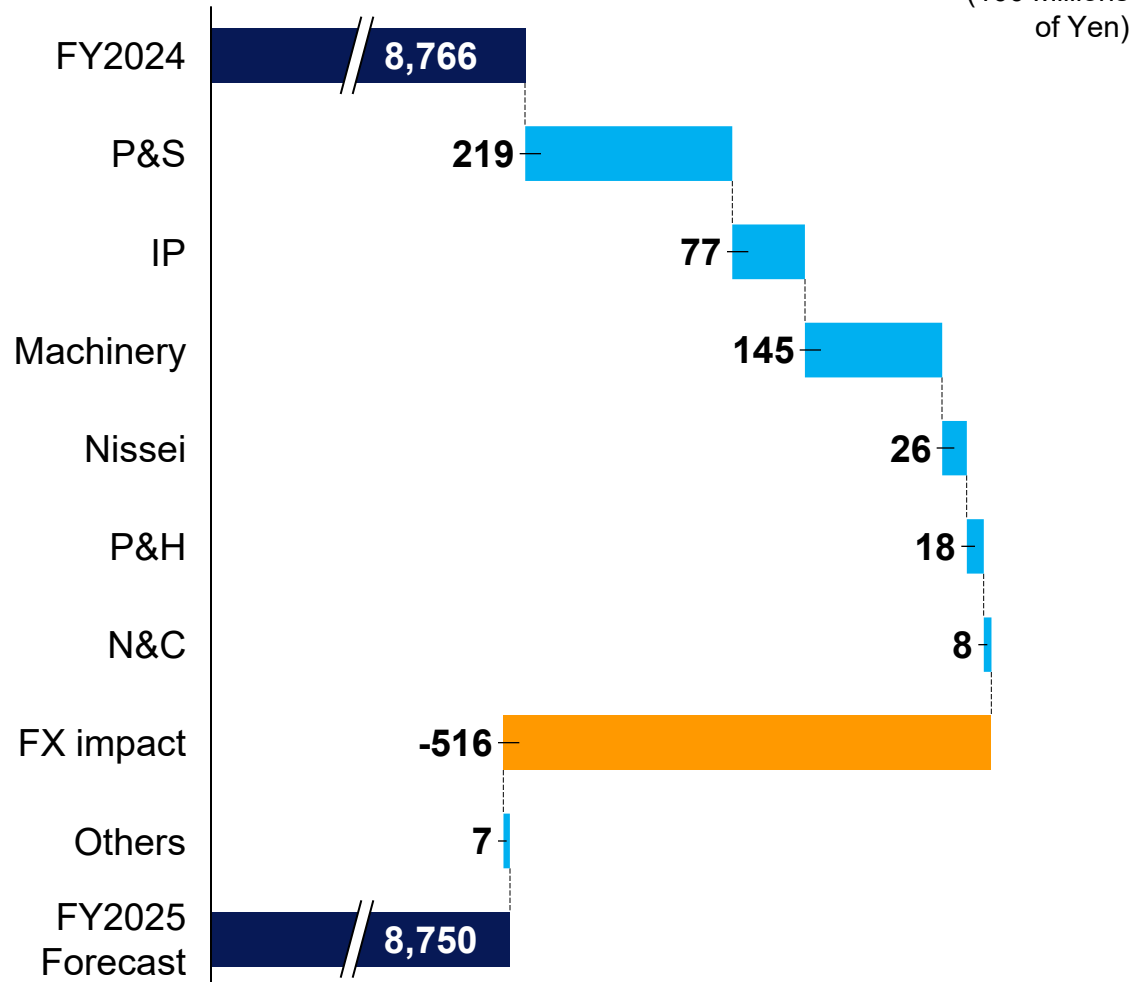
Pursue growth in the industrial area, mainly in the Machinery business, and maintain profitability in the P&S business

(100 Millions of Yen)

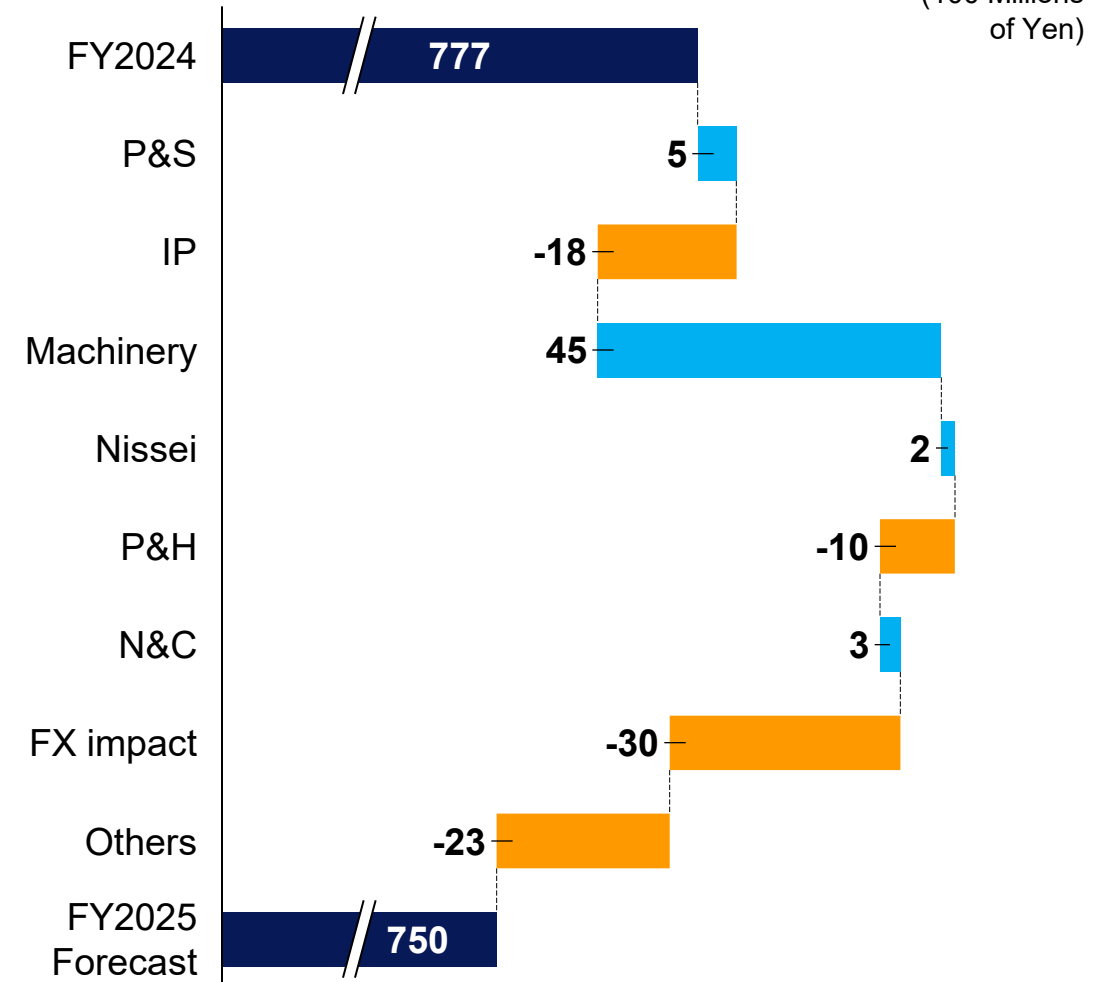
	Sales revenue				Business segment profit				Operating profit		
	FY24 Actual	FY25 Forecast	Change		FY24 Actual	FY25 Forecast	Change		FY24 Actual	FY25 Forecast	Change
P&S (Printing & Solutions)	5,448	5,327	-121		610	612	2		589	615	26
IP (Industrial Printing)	1,373	1,345	-28		52	24	-28		32	23	-9
Machinery	673	791	118		11	46	35		12	46	34
Nissei	200	220	20		5	5	0		0	5	5
P&H (Personal & Home)	572	552	-20		73	58	-15		67	58	-9
N&C (Network & Contents)	388	396	8		19	22	3		20	22	2
Other	111	119	7		7	-16	-23		-19	-38	-18
Total	8,766	8,750	-15		777	750	-27		699	730	31

* "Other" includes elimination amounts from inter-segment transactions.

Changes in Sales Revenue

(100 Millions
of Yen)

Changes in Business Segment Profit

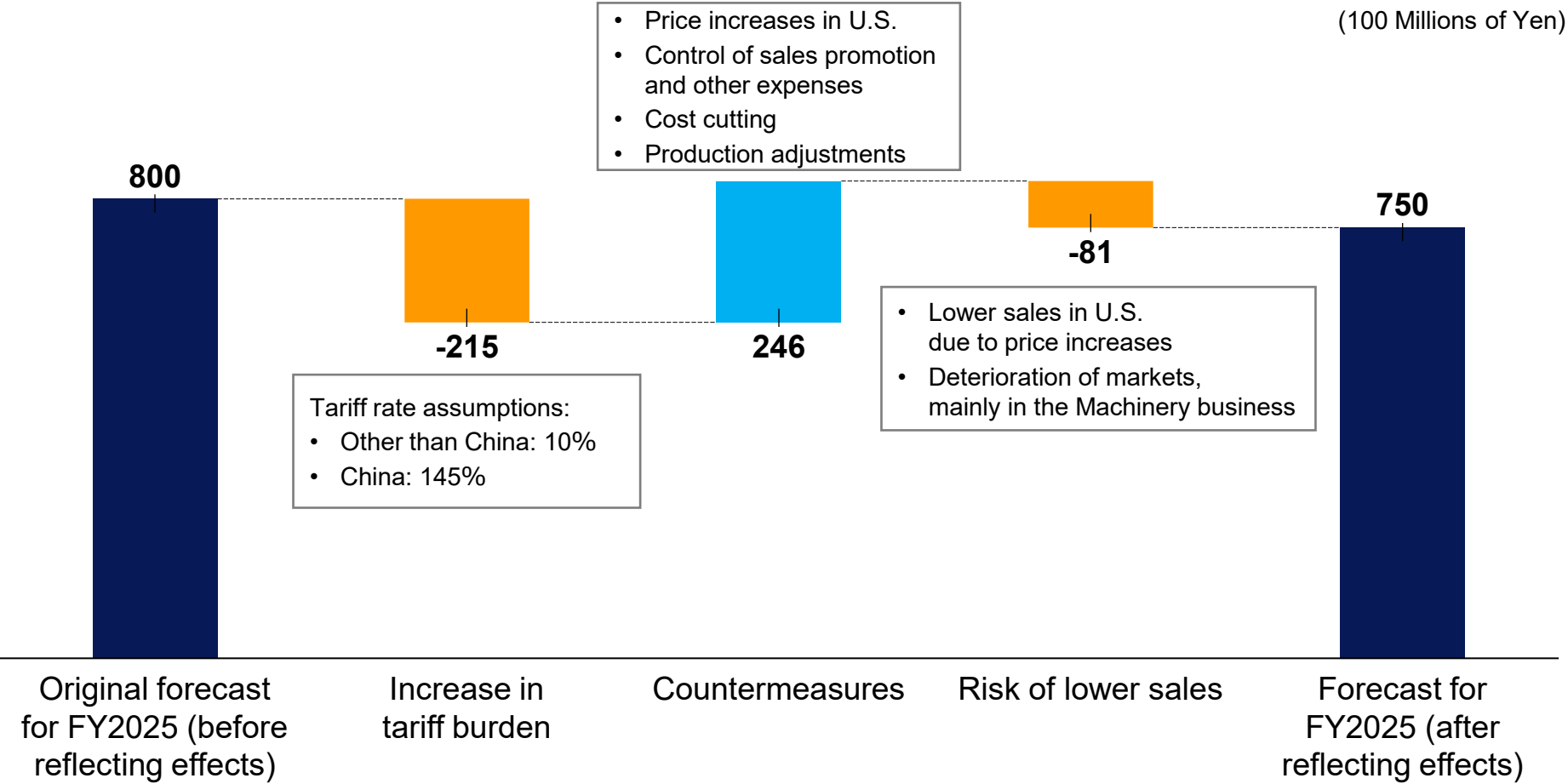
(100 Millions
of Yen)

* Amounts of change are on a results basis excluding foreign exchange effects

Reference: Forecast for FY2025:
Change in Business Segment Profit and Effects of the U.S. Tariff Policy

By implementing countermeasures company-wide, the negative impact of U.S. tariff policy on business segment profit will be limited to 5 billion yen.

Change in business segment profit (before and after reflecting effects from U.S. tariffs)



Financial Position/ Cash Flows/ Capital Expenditure, Depreciation & Amortization/ R&D Expenses

Statements of Financial Position: Main Items

(100 Millions of Yen)

	End of Mar 24	End of Mar 25	Change
Current assets	5,419	5,741	322
Cash&Cash equivalents	1,661	1,728	66
Inventories	2,080	2,268	189
Non-current assets	3,542	3,586	44
Total liabilities	2,280	2,412	132
Interest-bearing debt	6	6	0
Shareholders' equity*	6,680	6,914	233
Total assets	8,961	9,327	365

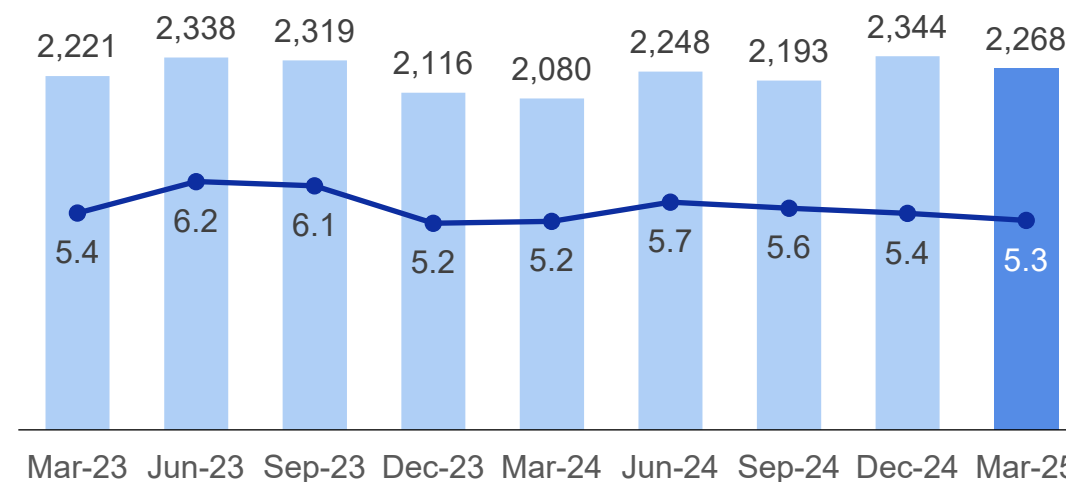
	End of Mar 24	End of Mar 25	Change
Net cash	1,655	1,722	66
Shareholders' equity ratio	74.5%	74.1%	-
ROE	5.0%	8.1%	-
PBR	1.08	1.00	-

*Equity attributable to owners of the parent company

Inventory

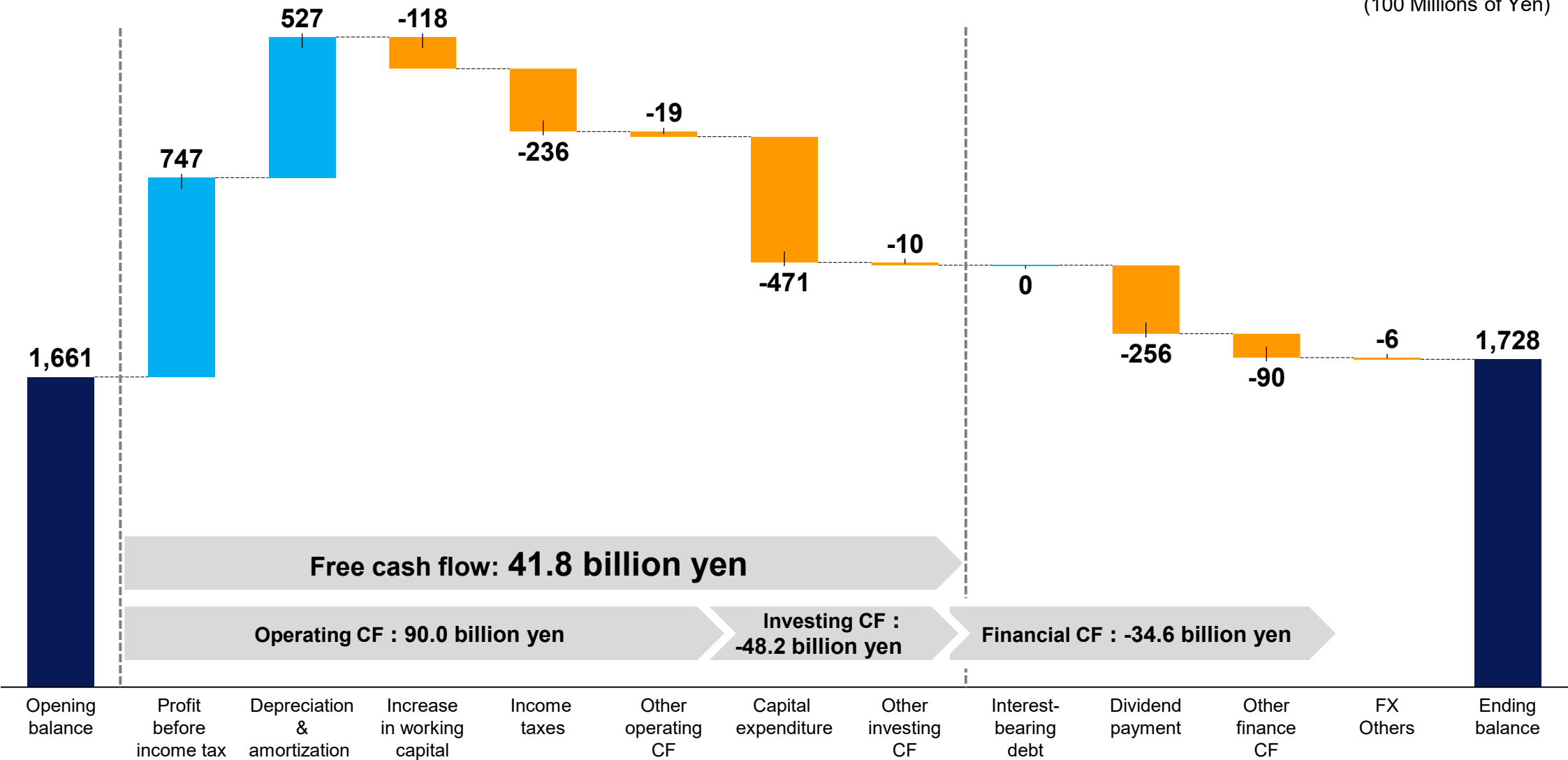
■ Inventories (100 millions of Yen)

● Inventories / Cash of sales (Number of months)



FY2024 Cash Flow Analysis

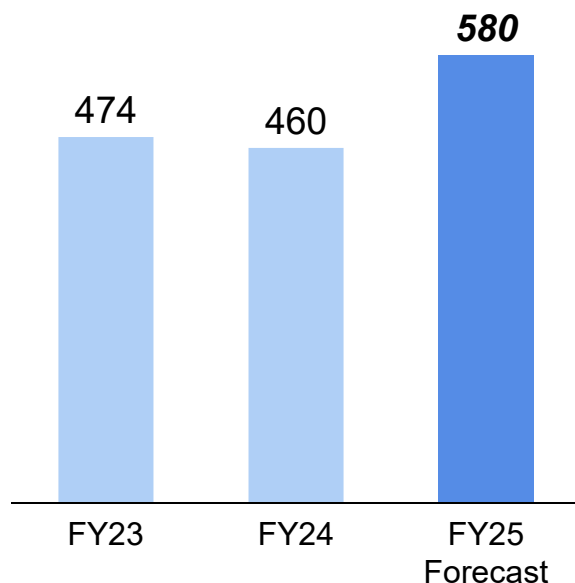
(100 Millions of Yen)



Capital Expenditure, Depreciation and Amortization/ R&D Expenses

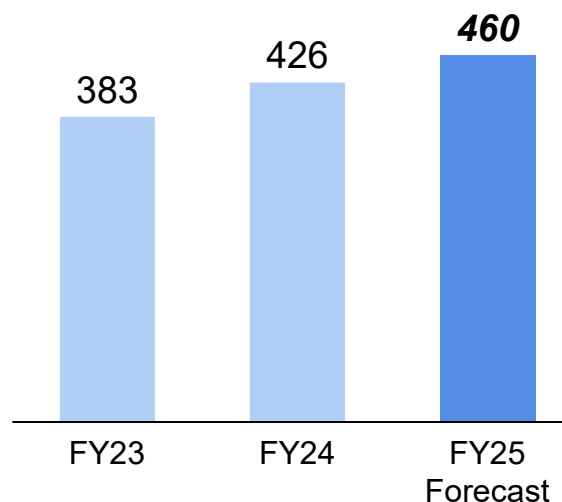
Capital Expenditure

(100 Millions of Yen)



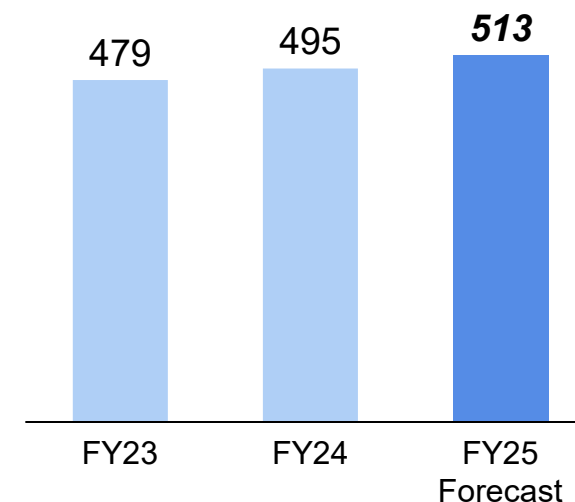
Depreciation & Amortization

(100 Millions of Yen)



R&D Expenses

(100 Millions of Yen)



Breakdown by business (CapEx) (100 Millions of Yen)

	FY23	FY24	FY25 Fct
Industrial area	100	83	113
Consumer area & Others	375	376	467
Total	474	460	580

Breakdown by business (R&D) (100 Millions of Yen)

	FY23	FY24	FY25 Fct
Industrial area	134	148	177
Consumer area & Others	346	347	336
Total	479	495	513

* The industrial area combines the Machinery, Domino (Industrial Printing for FY25), and Nissei businesses

Shareholder Returns

An annual dividend for FY2024 of 100 yen per share (16 yen increase from the previous year) and an annual dividend for FY2025 of 100 yen per share are planned.

CS B2027 Shareholder return policy



Implement stable and continuous shareholder returns

Dividend

- Minimum annual dividend of 100 yen per share.
- Target dividend payout ratio of 40%.

Repurchase of our own shares

- Plan to repurchase a total of 60 billion yen (3-year total) of our own shares during the CS B2027 period.

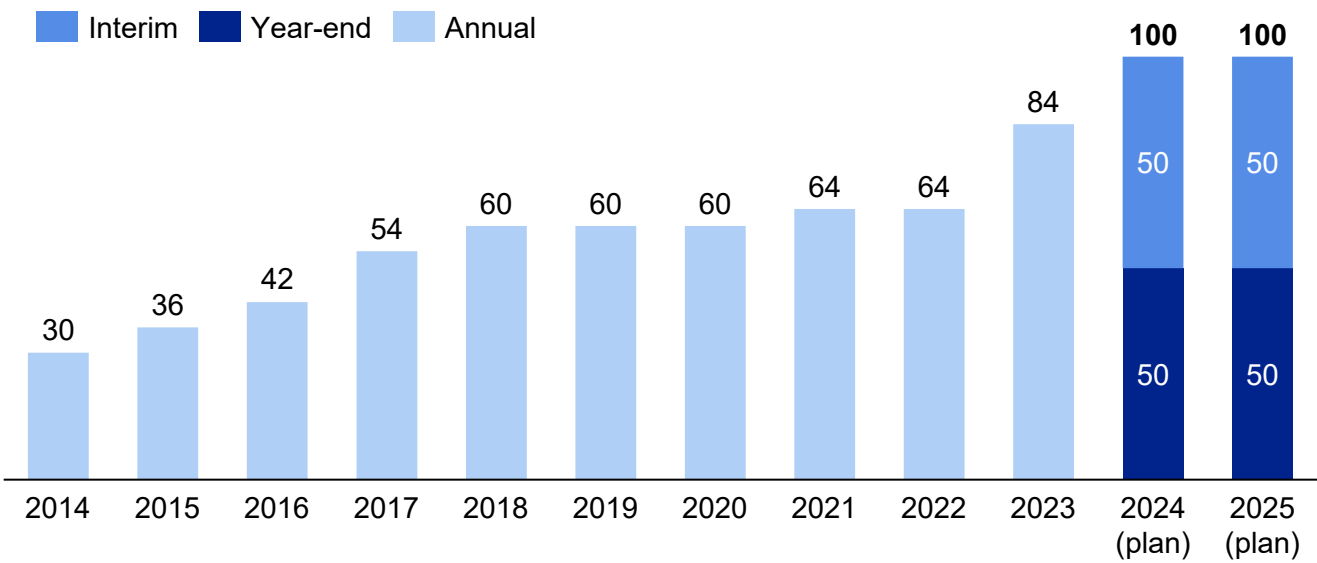
Additional shareholder returns

- Consider additional shareholder returns depending on factors such as business performance.
(increase in dividend level and flexible repurchase of our own shares additionally.)

Dividend

- Annual dividend for FY2024 of 100 yen per share planned (a 16 yen increase from the previous fiscal year)
- Annual dividend for FY2025 of 100 yen per share planned

Dividend per share (yen)



Repurchase our own shares up to 20 billion yen in order to improve shareholder return, capital efficiency and to implement flexible capital policies.

Total purchase price	Up to 20 billion yen
Number of shares	Up to 11 million shares (% to total number of shares issued excluding treasury stock: 4.29%)
Period of repurchase	From May 12, 2025 to April 30, 2026
Treatment of shares after the share repurchase	Cancel the shares after the share repurchase in order to eliminate concerns over dilution

Message from the President

CS B2027

The Brother Group
Medium-Term Business Strategy

Creating our Future. Boldly.

Medium-Term Business Strategy CS B2027 (FY2025-FY2027) Launched

Accelerate business portfolio transformation to enhance corporate value over the long term, improving profit generating capabilities

- Set the 3-year of implementation to carry out reforms without changing the policies and direction of the medium-term business strategy
- The impacts of tariffs are expected to be considerable, but we will implement countermeasures in all businesses to minimize the impact on results.
- Steadily make growth investments and strengthen technological and talent foundations to drive growth in the industrial area.
- Implement management with an awareness of capital costs and share prices and reinforce shareholder returns.

Appendix

Results for FY2024 Q4 (Jan.-Mar., 2025)

Although revenue increased, business segment profit decreased due to higher SG&A costs, changes in the product mix including a decline in consumables sales in the P&S business, and other factors. Operating profit and subsequent items returned to positive values due mainly to the absence of impairment loss on a part of goodwill in the Domino business, which was recorded in the previous fiscal year.

(100 Millions of Yen)

	23Q4	24Q4	Change (w/o FX)	Rate of Change (w/o FX)
Sales revenue	2,102	2,178	76	3.6%
			(66)	(3.1%)
Business segment profit	140	85	-54	-38.9%
			(-50)	(-35.8%)
Business segment profit ratio	6.6%	3.9%		
Other income/expense	-253	-27	225	
Operating profit	-113	58	171	-
Operating profit ratio	-5.4%	2.7%		
Income before tax	-108	66	174	-
Net income				
attribute to parent company	-150	44	193	-
USD	147.87	152.95	5.08	
EUR	160.90	160.74	-0.16	

Results for FY2024 Q4 by Business Segment

Old Segment



(100 Millions of Yen)

	Sales revenue			Business segment profit			Operating profit		
	23Q4	24Q4	Change	23Q4	24Q4	Change	23Q4	24Q4	Change
P&S	1,315	1,323	8	126	43	-82	120	42	-78
Machinery	195	227	32	-3	-4	-1	-3	-5	-1
Domino	292	311	19	6	13	7	-279	0	279
Nissei	50	51	1	1	1	1	1	-4	-5
P&H	127	141	14	11	28	16	12	22	10
N&C	96	98	1	1	5	4	-1	4	4
Other	26	27	1	-1	-1	1	37	-1	-38
Total	2,102	2,178	76	140	85	-54	-113	58	171

* "Other" includes elimination amounts from inter-segment transactions.

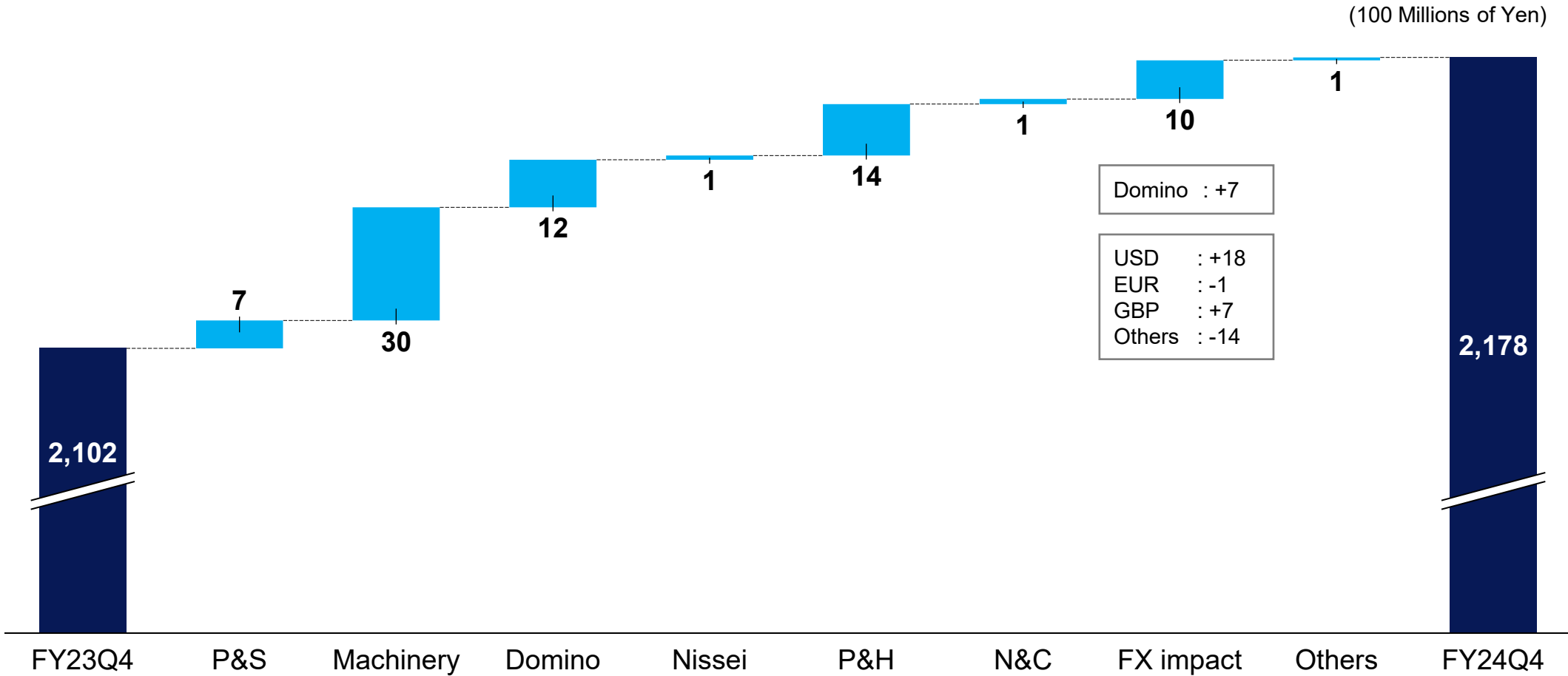
FY2024 Q4

Main Factors for Changes in Sales Revenue

Old Segment



Sales revenue increased due to sales growth in all businesses, particularly the Machinery, P&H, and Domino businesses, as well as positive FX effects.



* Amounts of change are on a results basis excluding foreign exchange effects

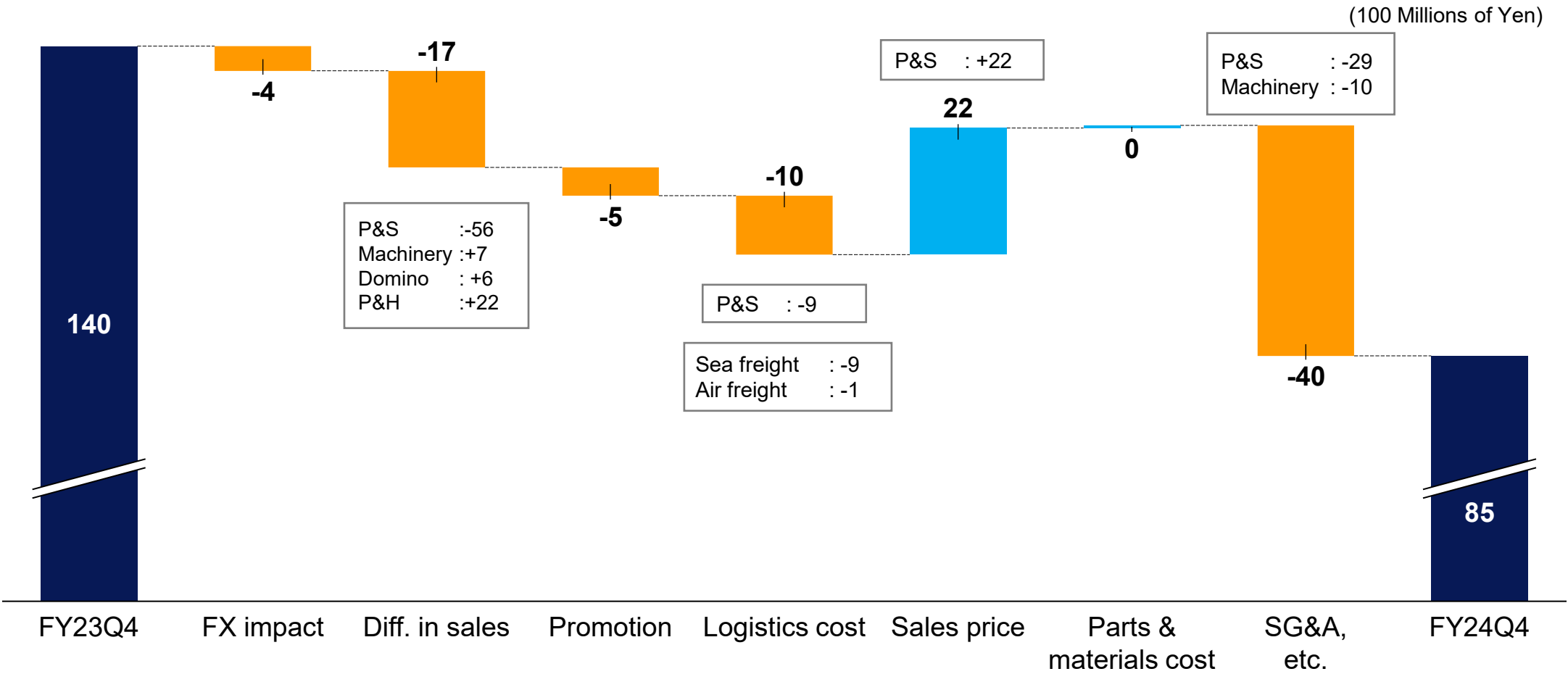
FY2024 Q4

Main Factors for Changes in Business Segment Profit

Old Segment



Despite effects from price adjustments for consumables in the P&S business and effects from the introduction of new high-end products in the P&H business, business segment profit decreased due to changes in the product mix, including a decline in consumables sales, higher SG&A costs, and other factors.



Business Segment Information (Results for FY2024)

Printing & Solutions Sales Revenue & Profit

Old Segment

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	23Q4	24Q4	Change	Change w/o FX
Sales revenue	1,315	1,323	0.6%	0.6%
Communications & printing equipment	1,142	1,154	1.1%	1.1%
Americas	456	484	6.2%	6.9%
Europe	383	352	-7.9%	-7.9%
Asia & others	199	212	6.8%	5.9%
Japan (incl. OEM)	105	106	0.9%	-0.6%
Labeling	173	169	-2.4%	-3.1%
Americas	81	77	-4.2%	-5.4%
Europe	57	55	-3.7%	-3.7%
Asia & others	22	23	5.4%	4.6%
Japan	14	14	1.5%	-
Business segment profit	126	43	-65.4%	-
Operating profit	120	42	-65.0%	-

(100 Millions of Yen)

	FY23	FY24 Prev. Fct.	FY24	Change vs LY	Change w/o FX
Sales revenue	5,149	5,446	5,448	5.8%	3.2%
Communications & printing equipment	4,486	4,748	4,755	6.0%	3.5%
Americas	1,742	1,835	1,850	6.2%	6.4%
Europe	1,449	1,525	1,501	3.6%	-0.8%
Asia & others	866	937	952	9.9%	5.1%
Japan (incl. OEM)	429	450	452	5.3%	2.9%
Labeling	664	698	693	4.5%	1.2%
Americas	304	319	318	4.7%	2.5%
Europe	208	220	217	4.3%	-0.3%
Asia & others	104	109	109	4.6%	0.0%
Japan	48	50	49	3.2%	-
Business segment profit	625	652	610	-2.5%	-
Operating profit	610	645	589	-3.5%	-

Industrial/Consumer

Communications & Printing Equipment, Home & Office labeling **Consumer**

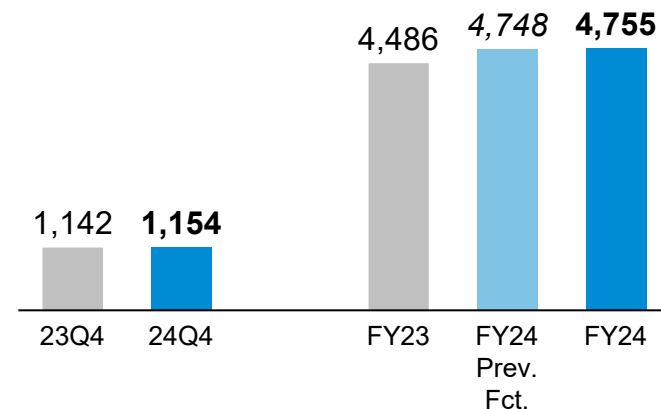
Commercial & Industrial Labeling **Industrial**

Main Products and Services

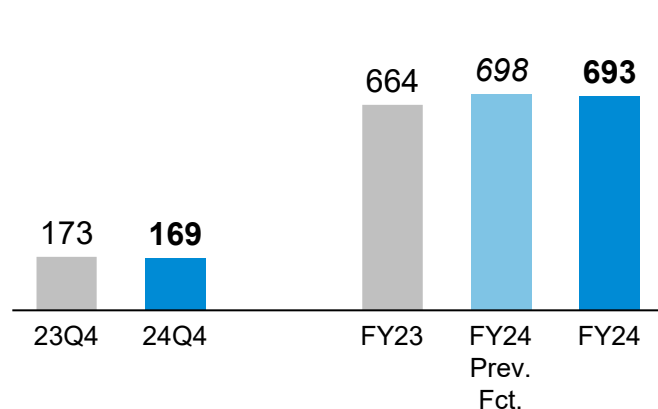
Laser All-in-One Inkjet All-in-One Labeler Label printer

Sales Revenue

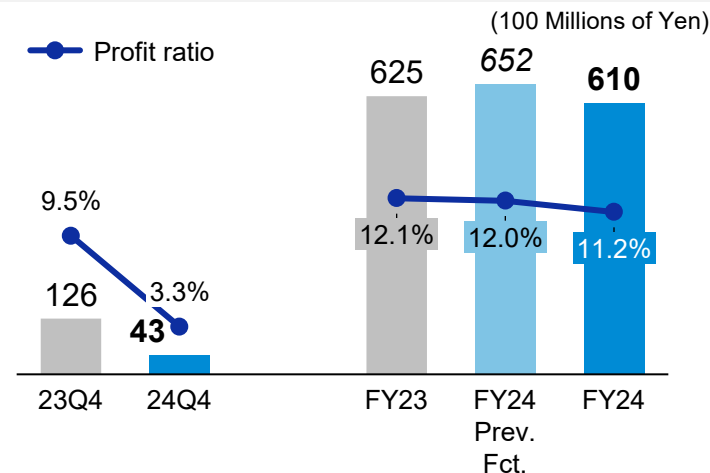
Communications & Printing Equipment



Labeling



Business Segment Profit



Sales Revenue Growth Rate / Consumable Ratio / Growth Rate of Hardware

		22Q1	22Q2	22Q3	22Q4	23Q1	23Q2	23Q3	23Q4	24Q1	24Q2	24Q3	24Q4	FY22	FY23	FY24
Sales revenue growth rate (YoY)																
Laser																
JPY	Hardware	41%	45%	42%	36%	4%	-17%	-13%	-1%	-5%	2%	-1%	1%	41%	-8%	-1%
	Consumable	18%	-8%	0%	4%	3%	15%	11%	18%	11%	14%	14%	-2%	3%	11%	9%
LC	Hardware	25%	23%	21%	23%	-1%	-21%	-16%	-9%	-12%	2%	0%	1%	23%	-13%	-2%
	Consumable	7%	-20%	-13%	-6%	-3%	7%	5%	7%	0%	12%	12%	-2%	-8%	4%	5%
Inkjet																
JPY	Hardware	18%	32%	46%	39%	5%	3%	-5%	-1%	18%	12%	17%	14%	33%	0%	15%
	Consumable	19%	-2%	8%	13%	15%	16%	0%	5%	-1%	6%	11%	-2%	9%	8%	3%
LC	Hardware	8%	16%	30%	27%	2%	-2%	-8%	-7%	10%	14%	18%	16%	20%	-4%	15%
	Consumable	11%	-12%	-2%	4%	9%	9%	-4%	-3%	-9%	4%	10%	-2%	0%	2%	1%
Consumable ratio														51%	54%	55%
Growth rate of hardware (Units/YoY)																
Laser		14%	9%	3%	8%	-1%	-21%	-8%	-6%	-13%	-2%	-6%	1%	8%	-10%	-5%
Inkjet		8%	16%	42%	43%	4%	0%	-3%	-9%	13%	14%	17%	11%	26%	-2%	14%

* Regarding the growth rate of hardware, we have revised the figure for inkjet printers in 23Q4 from -8% to -9%, and for laser printers for FY23 from -9% to -10%, compared to the previous announcement on February 9, 2025.

Machinery Sales Revenue & Profit

Old Segment

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(100 Millions of Yen)

	23Q4	24Q4	Change	Change w/o FX
Sales revenue	195	227	16.3%	15.2%
Machine tools	120	145	20.6%	20.2%
Americas	12	8	-33.9%	-
Europe	8	10	13.1%	-
Asia & others	67	104	55.5%	-
Japan	32	23	-29.3%	-
Industrial sewing machines	75	82	9.4%	7.3%
Americas	20	21	4.8%	2.1%
Europe	15	14	-6.3%	-6.3%
Asia & others	36	42	17.2%	14.2%
Japan	4	5	19.7%	-
Business segment profit	-3	-4	-	-
Operating profit	-3	-5	-	-

	FY23	FY24 Prev. Fct.	FY24	Change vs LY	Change w/o FX
Sales revenue	774	860	852	10.1%	7.0%
Machine tools	431	471	473	9.8%	8.3%
Americas	36	34	33	-8.5%	-
Europe	32	26	26	-18.5%	-
Asia & others	244	314	319	30.7%	-
Japan	119	97	96	-19.7%	-
Industrial sewing machines	343	389	379	10.5%	5.4%
Americas	114	117	109	-4.7%	-8.5%
Europe	74	70	65	-11.8%	-15.9%
Asia & others	134	186	187	39.3%	31.7%
Japan	20	16	18	-13.1%	-
Business segment profit	22	13	9	-61.4%	-
Operating profit	23	12	8	-65.1%	-

Industrial/Consumer

Industrial

Main Products and Services



Machine tool



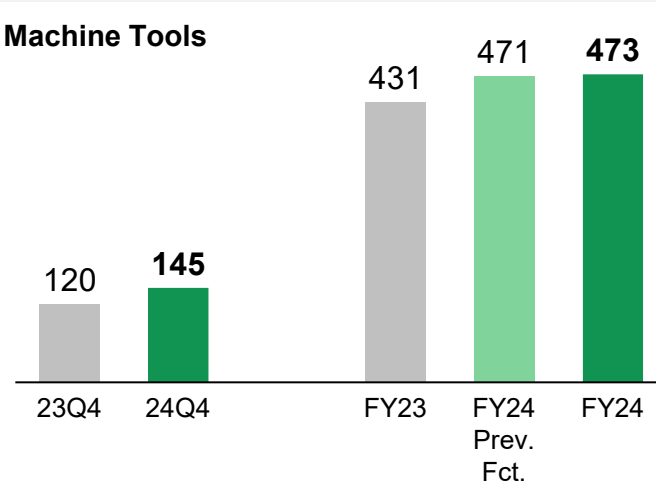
Industrial Sewing
Machines



Garment
printer

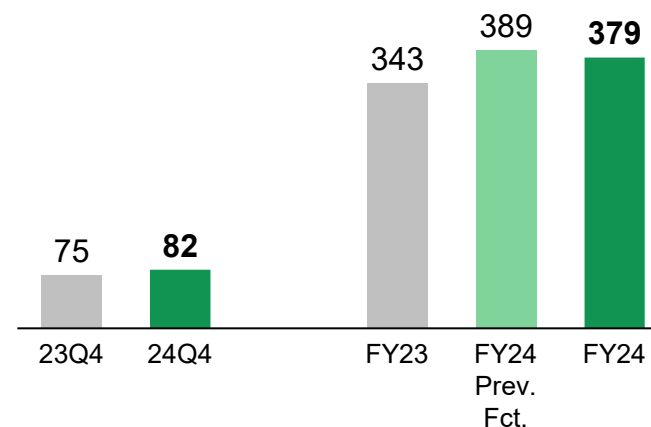
Sales Revenue

Machine Tools



Industrial Sewing Machines

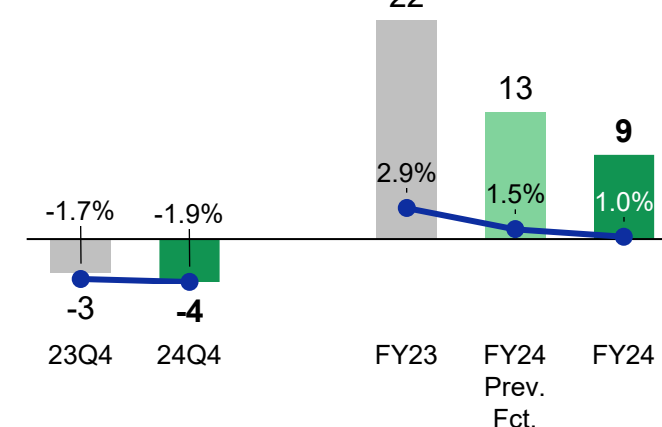
(100 Millions of Yen)



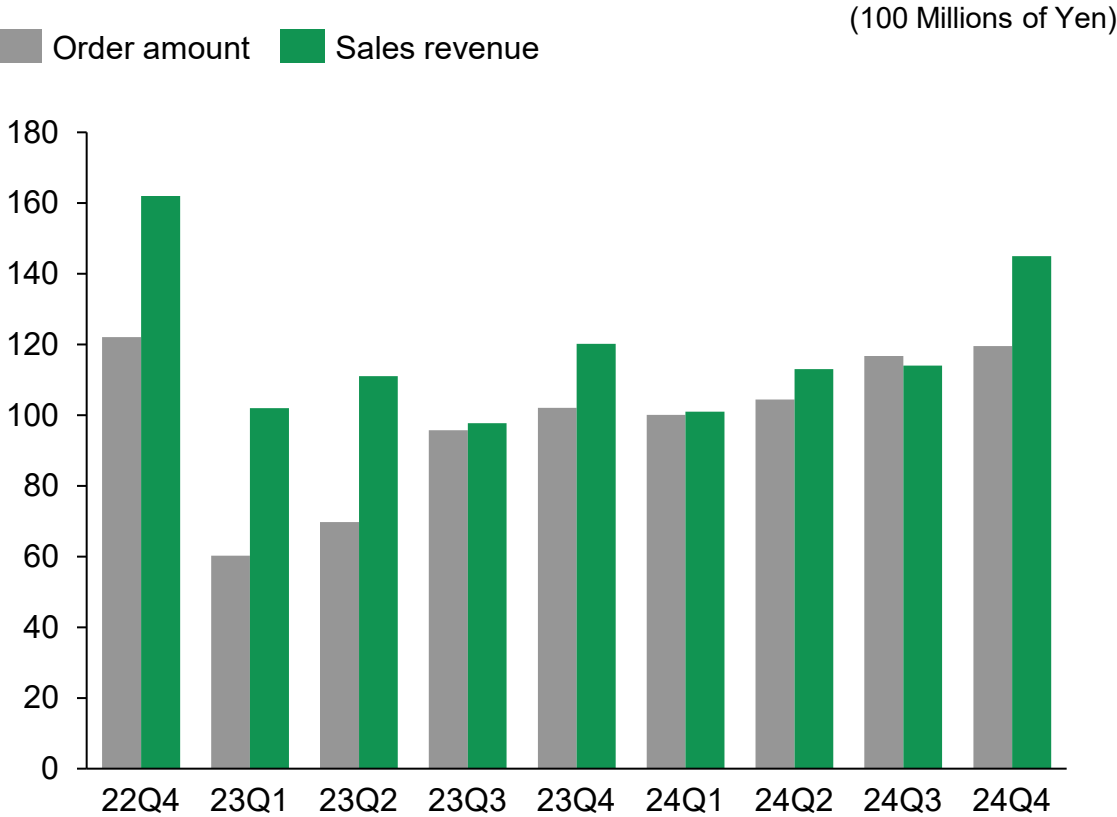
Business Segment Profit

Profit ratio

(100 Millions of Yen)

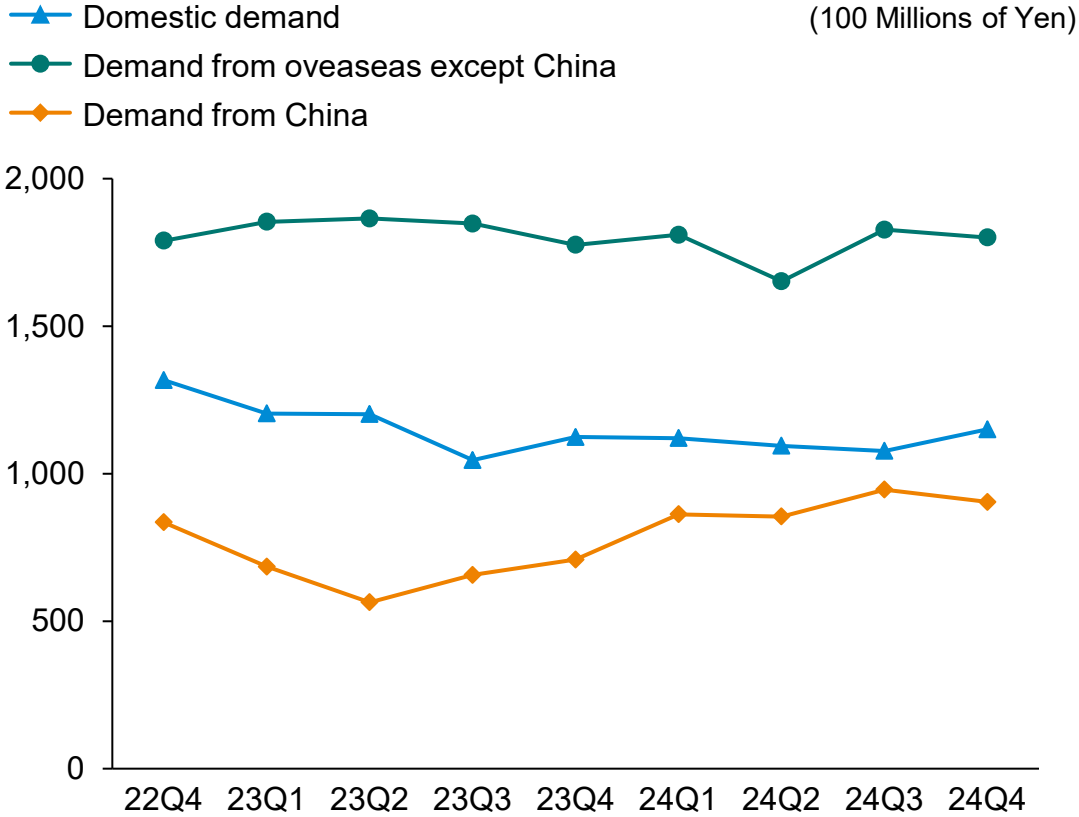


Trends in order amount and sales revenue



* Total amount of domestic and overseas orders for hardware products
Overseas orders are converted into yen using the exchange rate for each quarter

(Reference) Machine tool statistics of
the Japan Machine Tool Builders' Association



* Source: Major machine tool statistics of the Japan Machine Tool Builders' Association

Domino Sales Revenue & Profit

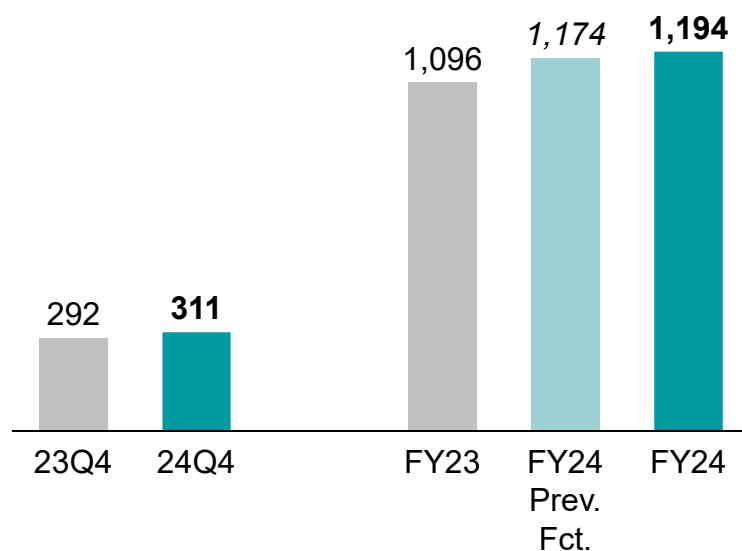
Old Segment

brother
at your side

	23Q4	24Q4	Change	Change w/o FX
Sales revenue	292	311	6.5%	4.3%
Americas	75	81	8.7%	8.7%
Europe	124	138	11.8%	2.9%
Asia & others	85	80	-6.6%	-1.6%
Japan	8	12	45.1%	-
Business segment profit	6	13	118.6%	-
Operating profit	-279	0	-	-

Sales Revenue

(100 Millions of Yen)



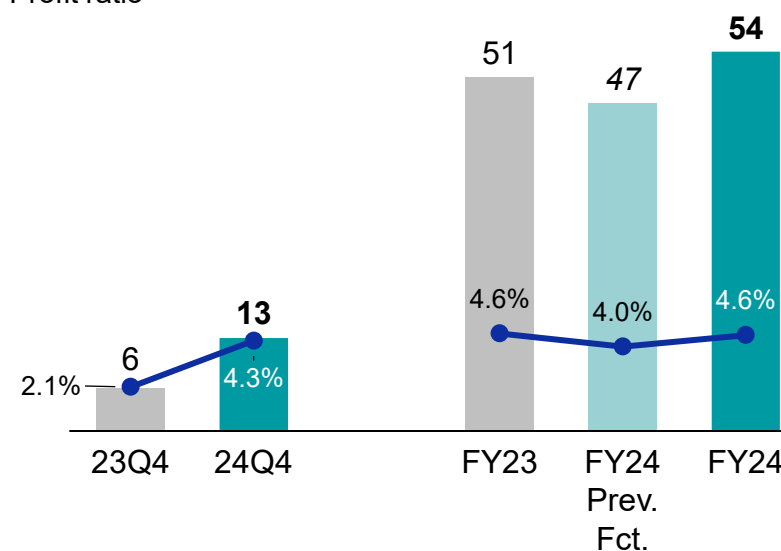
(100 Millions of Yen)

	FY23	FY24 Prev. Fct.	FY24	Change vs LY	Change w/o FX
Sales revenue	1,096	1,174	1,194	8.9%	3.3%
Americas	281	308	313	11.4%	8.3%
Europe	469	507	516	10.1%	-0.3%
Asia & others	310	317	322	3.9%	2.6%
Japan	36	41	42	17.3%	-
Business segment profit	51	47	54	7.2%	-
Operating profit	-241	41	36	-	-

Business Segment Profit

(100 Millions of Yen)

Profit ratio



Industrial/Consumer

Industrial

Main Products and Services



Coding and marking equipment



Digital printing equipment

Nissei

Sales Revenue & Profit

Old Segment



	23Q4	24Q4	Change	Change w/o FX
Sales revenue	50	51	2.4%	2.2%
Americas	9	9	-3.9%	-6.7%
Europe	-	-	-	-
Asia & others	7	6	-13.1%	-10.9%
Japan	33	36	7.5%	-
Business segment profit	1	1	78.4%	-
Operating profit	1	-4	-	-

(100 Millions of Yen)

FY23	FY24 Prev. Fct.	FY24	Change vs LY	Change w/o FX
208	202	200	-3.9%	-5.1%
33	31	31	-5.7%	-10.5%
-	-	-	-	-
35	30	29	-15.2%	-17.6%
141	141	140	-0.7%	-
10	3	5	-53.5%	-
10	3	0	-	-

Industrial/Consumer

Industrial

Main Products and Services



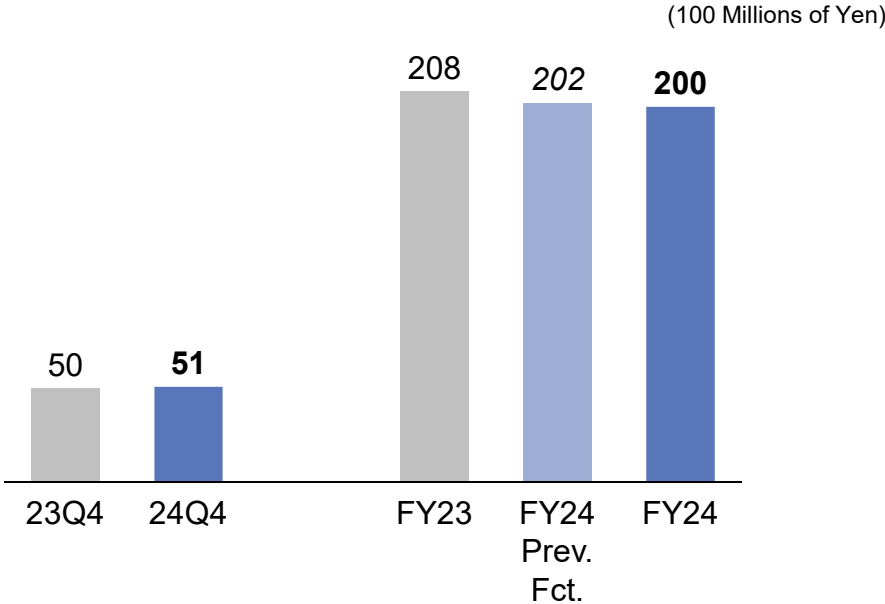


Gearmotor

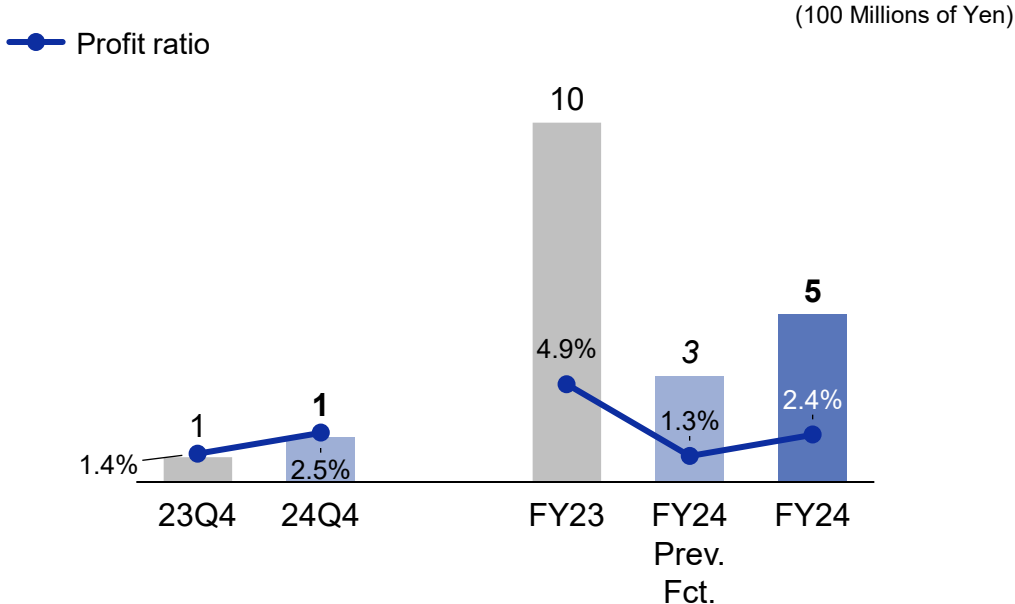
High stiffness reducer

Gear

Sales Revenue



Business Segment Profit



Personal & Home Sales Revenue & Profit

Old Segment



	23Q4	24Q4	Change	Change w/o FX
Sales revenue	127	141	11.0%	10.6%
Americas	75	87	16.7%	16.2%
Europe	30	32	4.4%	4.5%
Asia & others	12	14	16.4%	15.4%
Japan	11	9	-15.4%	-
Business segment profit	11	28	141.3%	-
Operating profit	12	22	85.4%	-

(100 Millions of Yen)

FY23	FY24 Prev. Fct.	FY24	Change vs LY	Change w/o FX
505	571	572	13.2%	10.6%
300	345	346	15.5%	13.8%
126	139	139	10.6%	6.1%
51	57	57	12.2%	7.5%
28	29	28	2.6%	-
25	57	73	190.7%	-
25	57	67	168.7%	-

Industrial/Consumer

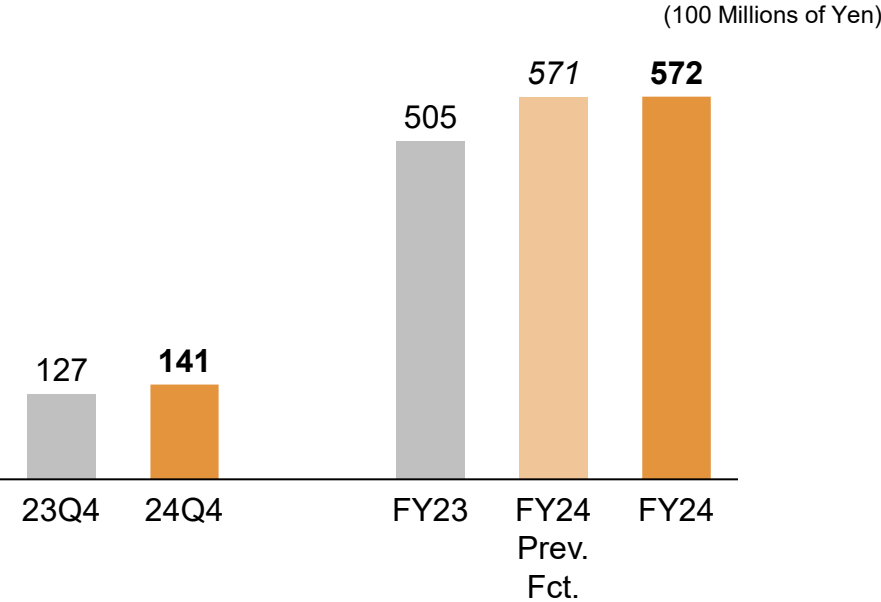
Consumer

Main Products and Services

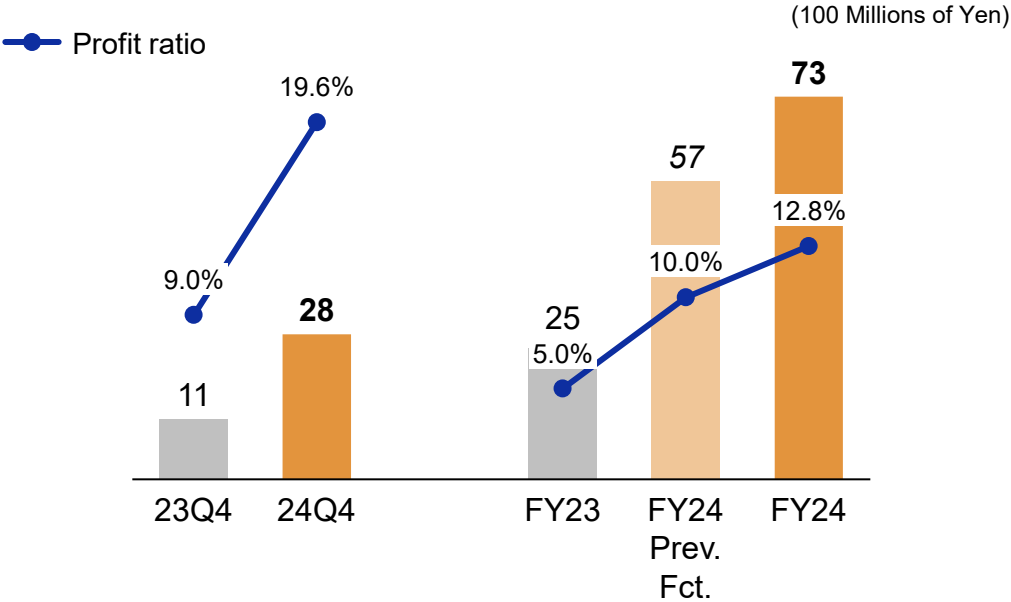

©Disney Home sewing machine


Home cutting machine

Sales Revenue



Business Segment Profit



Network & Contents Sales Revenue & Profit

Old Segment



	23Q4	24Q4	Change
Sales revenue	96	98	1.4%
Business segment profit	1	5	728.5%
Operating profit	-1	4	-

(100 Millions of Yen)

	FY23	FY24 Prev. Fct.	FY24	Change vs LY
Sales revenue	381	388	388	1.9%
Business segment profit	16	20	19	18.6%
Operating profit	17	21	20	18.3%

Industrial/Consumer

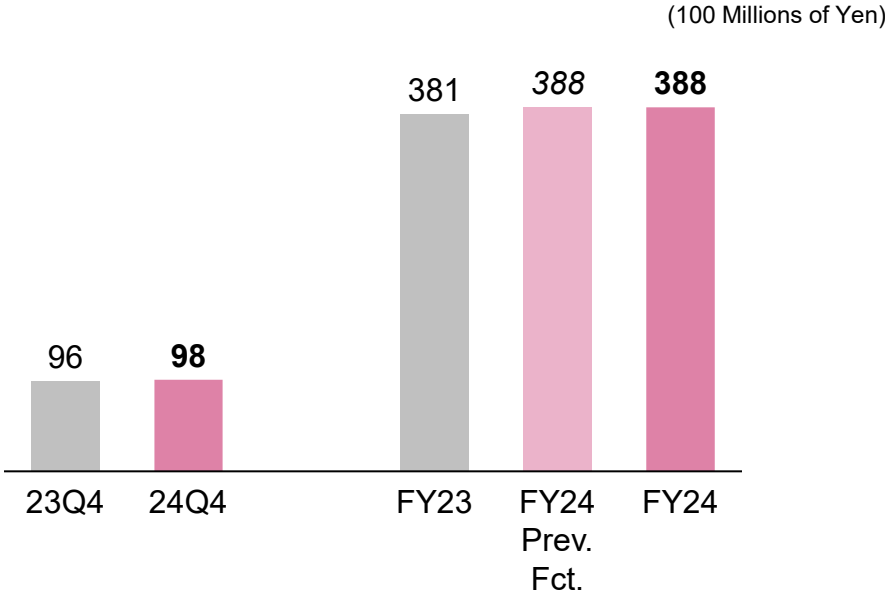
Consumer

Main Products and Services

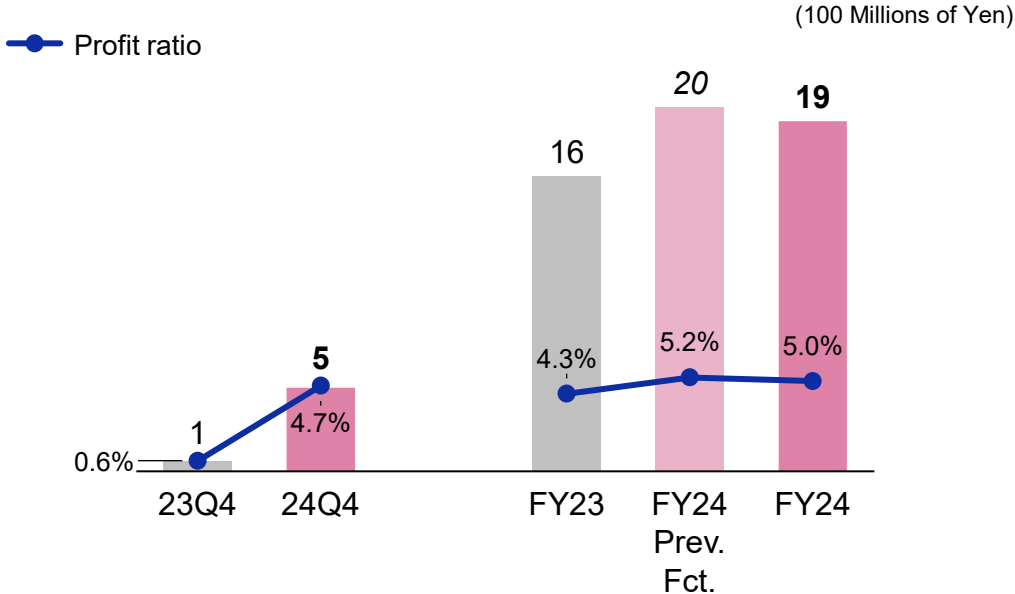
Online karaoke system

Entertainment platform

Sales Revenue



Business Segment Profit



Business Segment Information (Forecast for FY2025)

Regarding regional forecasts that take into account the impact of U.S. tariff policies, we are not disclosing this information at present, but plan to provide an update at the time of the first quarter financial results announcement.

Printing & Solutions / Industrial Printing

Sales Revenue & Profit

New Segment

brother
at your side

Printing & Solutions

(100 Millions of Yen)

	FY24	FY25 Forecast	Change vs LY	Change w/o FX
Sales revenue	5,448	5,327	-2.2%	4.0%
Communications & printing equipment	4,755	4,647	-2.3%	4.0%
Americas	1,850	-	-	-
Europe	1,501	-	-	-
Asia & others	952	-	-	-
Japan (incl. OEM)	452	-	-	-
Labeling	693	680	-1.9%	4.3%
Americas	318	-	-	-
Europe	217	-	-	-
Asia & others	109	-	-	-
Japan	49	-	-	-
Business segment profit	610	612	0.3%	-
Operating profit	589	615	4.4%	-

Sales Revenue

Communications & Printing Equipment

4,755 4,647

FY24 FY25
Forecast

Labeling

693 680

FY24 FY25
Forecast

Business Segment Profit

Profit ratio

610 612

11.2% 11.5%
FY24 FY25
Forecast

Industrial Printing

(100 Millions of Yen)

	FY24	FY25 Forecast	Change vs LY	Change w/o FX
Sales revenue	1,373	1,345	-2.0%	5.6%
Domino	1,194	1,155	-3.3%	4.5%
Americas	313	-	-	-
Europe	516	-	-	-
Asia & others	322	-	-	-
Japan	42	-	-	-
Printing & automation	179	190	6.3%	13.0%
Americas	98	-	-	-
Europe	38	-	-	-
Asia & others	28	-	-	-
Japan	14	-	-	-
Business segment profit	52	24	-54.3%	-
Operating profit	32	23	-28.3%	-

Sales Revenue

Domino

1,194 1,155

FY24 FY25
Forecast

Printing & Automation

179 190

FY24 FY25
Forecast

Business Segment Profit

Profit ratio

52

3.8% 1.8%
FY24 FY25
Forecast

Machinery / Nissei

Sales Revenue & Profit

New Segment

brother
at your side

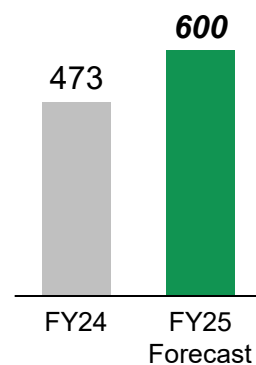
Machinery

(100 Millions of Yen)

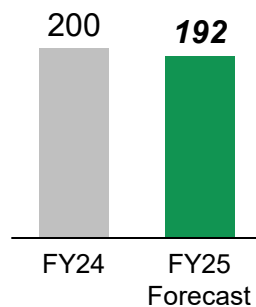
	FY24	FY25 Forecast	Change vs LY	Change w/o FX
Sales revenue	673	791	17.6%	21.5%
Machine tools	473	600	26.7%	29.4%
Americas	33	-	-	-
Europe	26	-	-	-
Asia & others	319	-	-	-
Japan	96	-	-	-
Industrial sewing machines	200	192	-4.1%	2.7%
Americas	11	-	-	-
Europe	27	-	-	-
Asia & others	159	-	-	-
Japan	4	-	-	-
Business segment profit	11	46	327.7%	-
Operating profit	12	46	288.6%	-

Sales Revenue

Machine Tools

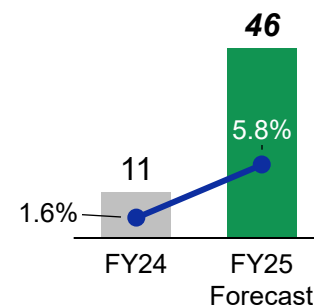


Industrial Sewing Machines



Business Segment Profit

Profit ratio

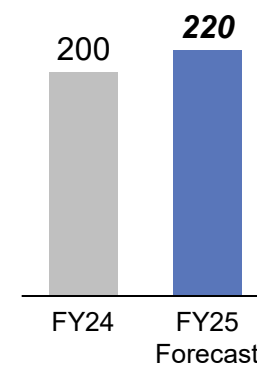


Nissei

(100 Millions of Yen)

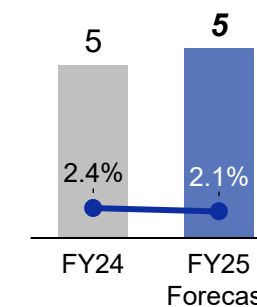
	FY24	FY25 Forecast	Change vs LY	Change w/o FX
Sales revenue	200	220	10.0%	13.1%
Americas	31	-	-	-
Europe	-	-	-	-
Asia & others	29	-	-	-
Japan	140	-	-	-
Business segment profit	5	5	-3.9%	-
Operating profit	0	5	-	-

Sales Revenue



Business Segment Profit

Profit ratio

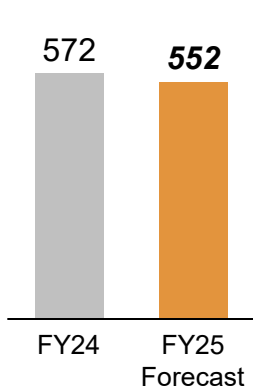


Personal & Home

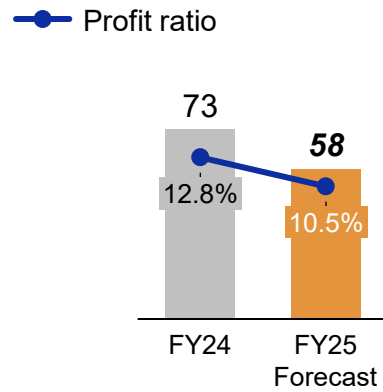
(100 Millions of Yen)

	FY24	FY25 Forecast	Change vs LY	Change w/o FX
Sales revenue	572	552	-3.5%	3.2%
Americas	346	-	-	-
Europe	139	-	-	-
Asia & others	57	-	-	-
Japan	28	-	-	-
Business segment profit	73	58	-20.8%	-
Operating profit	67	58	-13.0%	-

Sales Revenue



Business Segment Profit

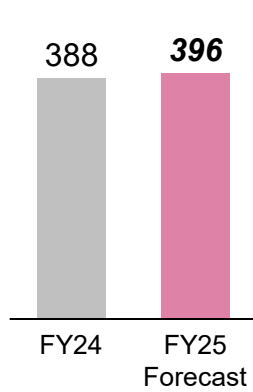


Network & Contents

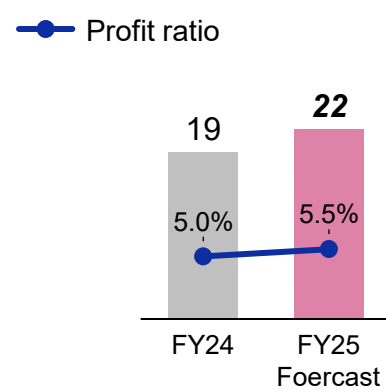
(100 Millions of Yen)

	FY24	FY25 Forecast	Change vs LY
Sales revenue	388	396	2.1%
Business segment profit	19	22	13.8%
Operating profit	20	22	9.7%

Sales Revenue



Business Segment Profit



Reference

Many of the production sites are located in Southeast Asia. The U.S. accounts for just over 20% of the company's total sales. The P&S business accounts for the largest share of sales.

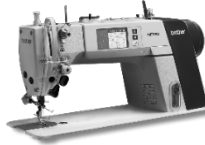
Business (New Segments)		Main Products	Main Production Sites	U.S. Sales Ratio (FY2024 Result)
P&S Printing & Solutions	Communications & Printing Equipment	Laser products	Vietnam, China (certain products only)	Slightly less than 30%
		Inkjet products	Philippines	
	Labeling	Labeling products	China, Philippines	
IP Industrial Printing	Domino	Coding & marking equipment Digital printing equipment	U.K. China	Slightly less than 20%
	Printing & Automation	Garment printer	Japan	Approx. 50%
Machinery	Industrial Equipment	Industrial equipment	Japan, China (for Chinese market) India (for Indian market)	Mid-single digits %
	Industrial Sewing Machine	Industrial Sewing Machine	China	
Nissei		Gearmotor & gear	Japan	Approx. 15%
P&H Personal & Home		Home sewing machine	Taiwan, Vietnam	Approx. 50%
N&C Network & Contents		Online Karaoke system	Japan	None
Company total		-	-	Slightly more than 20%

Reference: Brother Group’s business areas

Business areas

Business Name		Sub-segments	
Industrial area	Machinery	Industrial Equipment	
		Industrial Sewing Machines	
	Nissei		
	IP (Industrial Printing)	Domino	
		Printing & Automation	
	Consumer area	P&S (Printing & Solutions)	Commercial & Industrial Labeling
Home & Office Labeling			
Communications & Printing Equipment			
P&H (Personal & Home)			
N&C (Network & Contents)			
New businesses			

Product / Service portfolio

Industrial area			
	Machine tool		Industrial sewing machine
	Gearmotor		Gear
	Coding & marking equipment		Digital printing equipment
	Commercial & industrial use label printer		Mobile printer (P&S Commercial & Industrial Labeling)
	Garment printer (Printing & Automation)		
Consumer area			
	Labeling system		Printer/All-in-One (P&S Communications & Printing Equipment)
	Home sewing machine		Online karaoke system
New businesses			
	Spot coolers		Handwriting app that allows real-time sharing
	Fuel cell		

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