

# Financial Results for Fiscal Year 2017 (ended March 31, 2018)

# Brother Industries, Ltd. May 9, 2018

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.

## Agenda



P19-P26

◆ FY2017 Financial Results	P3-P8
<b>♦</b> Forecast for FY2018	P9-P11
◆ Details by Business	P12-P16
◆ Capex/Depreciation/	P17
R&D expenses	
◆ Dividend and Payout Ratio	P18

**Business Segment Information** 

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### **Highlights of Consolidated Results for FY2017**



(100 Millions of Yen)

## **♦** Sales Revenue 7,130 / +11.2%

The P&S Business and Machinery Business drove sales revenue to a record high

- ✓ Sales of printing products hardware were strong globally
- ✓ Sales of machine tools for automobiles, general machinery and IT were strong and reached record highs
- **♦** Business Segment Profit 772 / +27.1%
- **♦** Operating Profit 687 / +16.1%

Machine Tools profit was up sharply and exchange rates had a positive impact, resulting in a record high for profits

✓ The P&S Business segment profit ratio was 12.8% (up approx. 1%), and profitability is steadily improving

### ◆ Net income\* 500 / +5.9%

Net income reached a new record high, with the exception of FY2014 when gains were realized from the sale of assets

<sup>\*</sup> Net Income = Profit for the period attributable to owners of the parent company

## Highlights of Consolidated Results for FY2017



(100 Millions of Yen)

	FY16	FY17	change	Rate of Change (w/o FX)	Previous forecast	change
Sales Revenue	6,412	7,130	718	11.2% (+7.4%)	7,000	130
Business Segment Profit	608	772	165	27.1%	725	47
Business Segment Profit Ratio	9.5%	10.8%			10.4%	
Operating Profit	592	687	95	16.1%	660	27
Operating Profit Ratio	9.2%	9.6%			9.4%	
Income before Tax	613	697	84	13.7%	655	42
Net Income	472	500	28	5.9%	485	15
USD	109.03	110.81			110.97	
EUR	119.37	129.45			127.63	

#### **Main Factors for Changes in Business Segment Profit**



#### **ROE (%)**



## **Highlight by business segment**



Sales Revenue	FY16	FY17	Rate of Change	Rate of Change (w/o FX)	Previous forecast	Rate o
Total	6,412	7,130	11.2%	7.4%	7,000	
Printing & Solutions	3,836	4,122	7.4%	2.9%	4,059	
Personal & Home	444	445	0.1%	-4.1%	454	
Machinery	909	1,273	40.0%	37.8%	1,227	
Network & Contents	497	491	-1.4%	-1.4%	494	
Domino business	594	684	15.2%	10.0%	670	***************************************
Other	131	116	-11.4%	-11.4%	96	

`	
Previous forecast	Rate of Change
7,000	1.9%
4,059	1.5%
454	-2.1%
1,227	3.7%
494	-0.7%
670	2.1%
96	21.1%

Business Segment Profit	FY16	FY17	Rate of Change
Total	608	772	27.1%
Printing & Solutions	457	529	15.9%
Personal & Home	20	20	-2.8%
Machinery	62	144	133.5%
Network & Contents	22	27	20.3%
Domino business	42	46	11.1%
Other	7	7	5.6%
Adjustment	-2	-1	-

Previous forecast	Rate of Change		
725	6.5%		
497	6.4%		
22	-10.0%		
127	13.6%		
25	6.5%		
48	-3.3%		
6	22.7%		
-	-		

Operating Profit	FY16	FY17	Rate of Change
Total	592	687	16.1%
Printing & Solutions	455	474	4.0%
Personal & Home	19	11	-44.1%
Machinery	60	141	136.3%
Network & Contents	9	13	57.2%
Domino business	44	40	-8.4%
Other	7	9	20.2%
Adjustment	-2	-1	-

Previous	Rate of Change
forecast	Rate of Change
660	4.0%
455	4.1%
13	-19.2%
128	10.4%
20	-32.9%
42	-4.8%
2	350.5%
	-

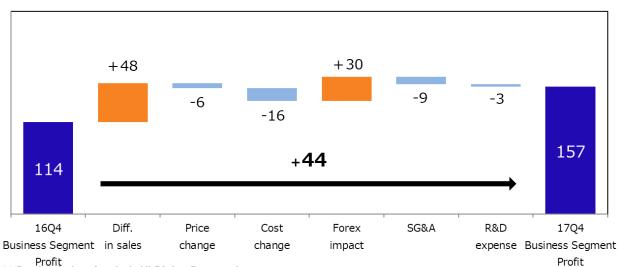
### Highlight for FY2017 Q4



(100 Millions of Yen)

	16Q4	17Q4	change	Rate of Change (w/o FX)
Sales Revenue	1,643	1,788	145	8.8% (+7.0%)
Business Segment Profit	114	157	44	38.3%
Business Segment Profit Ratio	6.9%	8.8%		
Operating Profit	118	156	38	31.8%
Operating Profit Ratio	7.2%	8.7%		
Income before Tax	124	159	36	28.7%
Net Income	86	112	26	30.4%
USD	113.76	108.85		-
EUR	120.81	132.96		

#### **Main Factors for Changes in Business Segment Profit**



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## **Highlight by business segment**



Sales Revenue	16Q4	17Q4	Rate of Change	Rate of Change (w/o FX)
Total	1,643	1,788	8.8%	7.0%
Printing & Solutions	985	1,023	3.9%	2.3%
Personal & Home	102	101	-1.2%	-1.3%
Machinery	246	332	35.1%	34.5%
Network & Contents	122	120	-2.0%	-2.0%
Domino business	157	183	16.8%	9.3%
Other	31	29	-6.6%	-6.6%

Business Segment Profit	16Q4	17Q4	Rate of Change
Total	114	157	38.3%
Printing & Solutions	77	104	34.5%
Personal & Home	4	4	-3.2%
Machinery	20	30	49.8%
Network & Contents	3	5	56.8%
Domino business	8	14	73.5%
Other	1	0	-88.3%
Adjustment	-0	-0	-

Operating Profit	16Q4	17Q4	Rate of Change
Total	118	156	31.8%
Printing & Solutions	95	120	26.9%
Personal & Home	3	1	-74.9%
Machinery	15	29	98.5%
Network & Contents	0	-6	-
Domino business	4	12	160.4%
Other	1	1	-17.4%
Adjustment	-0	-0	-

### **Balance Sheet**



(100 Millions of Yen)

	FY16	FY17	Change
Current assets	3,452	3,666	214
Cash&Cash equivalents	1,120	1,214	94
Inventories	1,124	1,170	45
Non-current assets	3,289	3,416	128
Total liabilities	3,124	2,958	-166
Interest-bearing debt	1,376	1,164	-211
Equity attributable to owners of the parent company	3,451	3,955	505
Total assets	6,741	7,083	342

#### **Net Cash**

End of FY2016: -¥25.6 billion

End of FY2017: +¥4.9 billion

#### Shareholders' Equity Ratio

End of FY2016: 51.2% End of FY2017: 55.8%



## Highlights of Consolidated forecast for FY2018



(100 Millions of Yen)

**♦** Sales Revenue 6,900 / -3.2%

IT-related orders are undetermined, and with the negative impact of exchange rates and the effects of application of IFRS 15, sales revenue is expected to decrease

**♦** Business Segment Profit 710 / -8.1%

Due to the effects of lower revenue from machine tools and the negative impact of exchange rates, business segment profit is expected to decrease

**♦** Operating Profit 700 / +1.9%

With a record high for profits, operating profit is expected to increase 1.9% YoY

**♦** Net income\* 520 / +4.0%

Due to the effects of lower corporate taxes in the U.S. and other factors, record high profits are forecast

<sup>\*</sup> Net Income = Profit for the period attributable to owners of the parent company

## Highlights of Consolidated forecast for FY2018



(100 Millions of Yen)

	FY17	FY18	change	Rate of Change (w/o FX)
Sales Revenue	7,130	6,900	-230	-3.2% (-1.6%)
Business Segment Profit	772	710	-62	-8.1%
Business Segment Profit Ratio	10.8%	10.3%		
Operating Profit	687	700	13	1.9%
Operating Profit Ratio	9.6%	10.1%		
Income before Tax	697	700	3	0.5%
Net Income	500	520	20	4.0%
USD	110.81	107.00		
EUR	129.45	128.00		

#### Effect of Application of IFRS 15 (Approx. ¥5.4 billion decrease in revenue)

Payments to customers that contribute to higher sales by customers (sales promotion expenses, etc.) will, in principle, be treated as "deductions from sales." Many expenses that in the past were reported as advertising and publicity expenses or sales promotion expenses will be **deducted from sales revenue**.

## **Highlight by business segment**



Sales Revenue	FY17	FY18	Rate of Change	Rate of Change (w/o FX)
Total	7,130	6,900	-3.2%	-1.6%
Printing & Solutions	4,122	3,935	-4.5%	-2.2%
Personal & Home	445	449	1.0%	4.4%
Machinery	1,273	1,153	-9.4%	-8.3%
Network & Contents	491	490	-0.1%	-0.1%
Domino business	684	735	7.5%	5.5%
Other	116	138	18.7%	18.6%

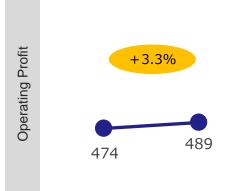
Business Segment Profit	FY17	FY18	Rate of Change
Total	772	710	-8.1%
Printing & Solutions	529	498	-5.8%
Personal & Home	20	30	51.4%
Machinery	144	116	-19.6%
Network & Contents	27	24	-9.9%
Domino business	46	40	-13.8%
Other	7	2	-72.8%
Adjustment	-1	_	_

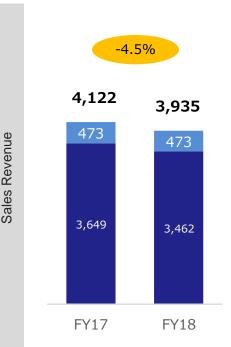
Operating Profit	FY17	FY18	Rate of Change
Total	687	700	1.9%
Printing & Solutions	474	489	3.3%
Personal & Home	11	30	185.3%
Machinery	141	117	-17.2%
Network & Contents	13	21	56.3%
Domino business	40	40	0.0%
Other	9	3	-66.7%
Adjustment	-1	-	-

## **Printing & Solutions**



#### Forecast ¥100 million, IFRS





#### **Main Management Issues and Measures**



- Maintain and expand share of the SOHO market
- ◆ Increase profitability by reinforcing the lineup of highcapacity consumable models

Expand Business with SMB

 Develop solutions business tailored to conditions in each region such as MPS and contract-type business

SMB

Expand

Business in

Emerging

Nations

ಶ

 Shift the lineup to high-profit products by increase sales of ink tank models



 Expand and enhance the product lineup to meet a variety of needs including offices, retail, and logistics



Black & White All-in-One MFC-L2750DW



Black & White All-in-One MFC-L6900DW



Inkjet All-in-One MFC-T810W

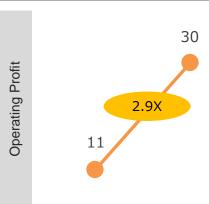


Mobile label printer RJ-3150Ai

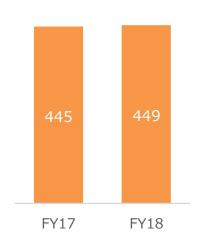
### **Personal & Home**



#### Forecast ¥100 million, IFRS







Sales Revenue

#### **Main Management Issues and Measures**



◆ Introduce new models for high-end machines

Growth in the Craft Business

- ◆ Introduce unique new models
- Expand sales for accessories and contents
- Expand sales routes by acquiring new channels



Sewing and Embroidery
Machine
Innovis VF1

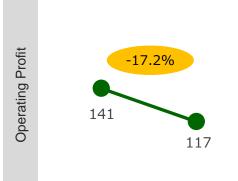


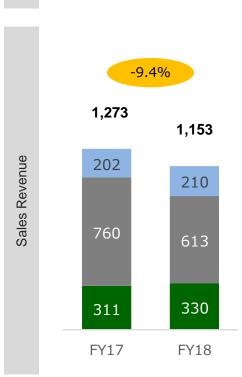
Cutting Machine CM650W

## **Machinery**

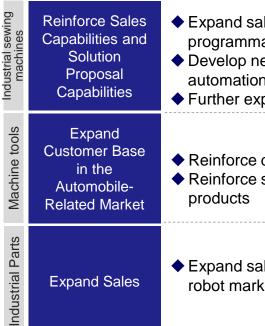


#### Forecast ¥100 million, IFRS





#### **Main Management Issues and Measures**



- Expand sales of specialty machines such as programmable electronic sewing machines
- ◆ Develop new products and services compatible with automation and IoT
- Further expand sales of garment printers
- Reinforce domestic and overseas bases
- ◆ Reinforce sales expansion activities for strategic

Expand sales by increasing sales of gears in the robot market, demand for which is expected to grow



**Garment Printer GTX** 



Multi-Tasking Machine SPEEDIO M140X2

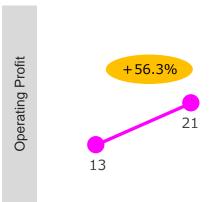


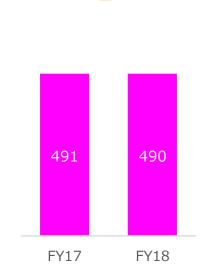
**Compact Machining Center** 

### **Network & Contents**





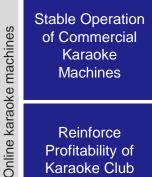




Sales Revenue

Flat

#### **Main Management Issues and Measures**



◆ Expand sales of highly competitive model such as JOYSOUND MAX2

Reinforce Profitability of Karaoke Club **Business** 

- Enhance Karaoke Club's capabilities through continued QSC and human resource development
- Expand profitability by opening new shops

Establish a Profit Teichiku Base for the Renewed **Growth Stage** 

- Endeavor to create hit songs
- Expand business fields including live concerts and events



**JOYSOUND MAX2** 

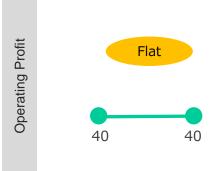


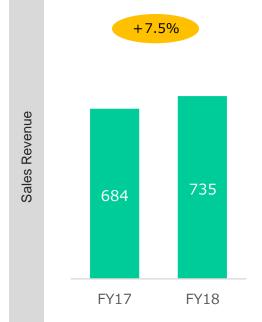
JOYSOUND HIBIKI

### **Domino**



#### Forecast ¥100 million, IFRS





#### **Main Management Issues and Measures**



 Continue investment in channels to maintain strong topline growth

Brother Development Support  Accelerate development taking the achievement of the five-year plan into account, and increase development efficiency by collaborating with Brother development resources

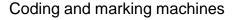
Digital printing equipment business Com

C&M

Reinforce Product Competitiveness

 Reinforce projects for the introduction of highlycompetitive products







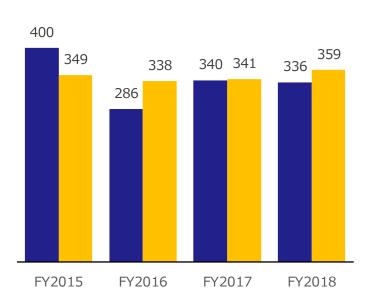
Digital printing equipment

## R&D expenses / Capital expenditure / Depreciation and amortization



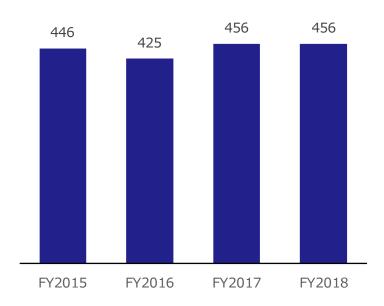
(100 Millions of Yen)

Capital expenditure / Depreciation & amortization



	FY16	FY17	FY18
P&S	108	152	126
P&H	9	9	16
Machinery	46	36	51
N&C	45	65	58
Domino	46	46	36
Others	33	33	48
Total	286	340	336

#### R&D expenses



	FY16	FY17	FY18
P&S	311	315	300
P&H	23	29	27
Machinery	42	48	56
N&C	7	9	6
Domino	23	35	42
Others	19	21	25
Total	425	456	456

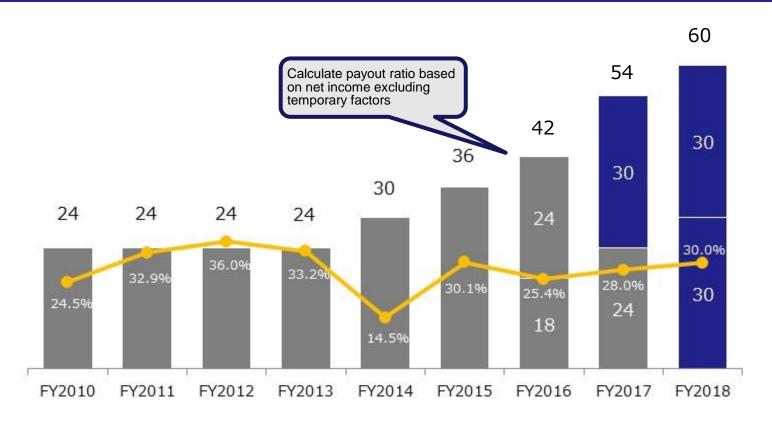
### **Dividend and Payout Ratio**



(Yen)

Stable increases in dividends over the long term with a dividend payout ratio target of 30%

The annual dividend per share for FY2017 increased by 6 yen to 54 yen per year. The annual dividend for FY2018 is expected to be 60 yen.



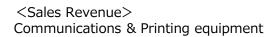


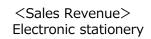
# **Appendix:**Business Segment Information

## Printing & Solutions Sales Revenue & Business Segment Profit

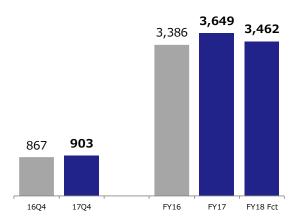


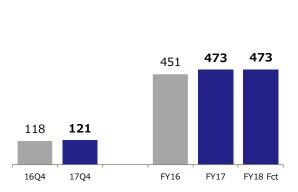
	16Q4	17Q4	Change	Change x FX	FY16	FY17	Change	Change x FX	FY18 Fct	Change v LY	Change x FX
Sales Revenue	985	1,023	3.9%	2.3%	3,836	4,122	7.4%	2.9%	3,935	-4.5%	-2.2%
Communications & Printing equipment	867	903	4.1%	2.4%	3,386	3,649	7.8%	3.2%	3,462	-5.1%	-2.8%
Americas	330	328	-0.5%	3.3%	1,283	1,335	4.1%	1.4%	1,263	-5.4%	-1.1%
Europe	286	319	11.9%	2.7%	1,076	1,192	10.8%	2.1%	1,155	-3.1%	-2.0%
Asia & Others	133	140	4.9%	4.3%	546	616	12.8%	8.2%	615	-0.1%	2.3%
Japan	118	115	-2.7%	-2.7%	480	505	5.2%	5.2%	428	-15.2%	-15.2%
	440	454			454	470			470		
Electronic stationery	118	121	2.2%	1.0%	451	473	4.9%	0.5%	473	0.1%	2.5%
Americas	57	52	-9.0%	-5.2%	214	212	-1.1%	-3.5%	209	-1.4%	2.8%
Europe	34	40	17.1%	7.4%	132	146	10.9%	2.3%	148	1.1%	2.2%
Asia & Others	16	17	9.0%	7.9%	66	76	14.9%	10.1%	75	-0.8%	1.6%
Japan	11	12	3.6%	3.6%	39	39	0.2%	0.2%	41	5.6%	4.4%
<b>Business Segment Profit</b>	77	104	34.5%	-	457	529	15.9%	-	498	-5.8%	-
Operating Profit	95	120	26.9%	-	455	474	4.0%	-	489	3.3%	-

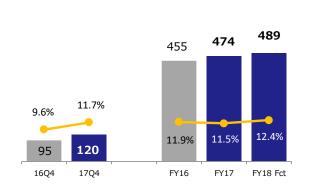












## Sales Revenue Growth Rate / Consumable Ratio / Growth Rate of hardware

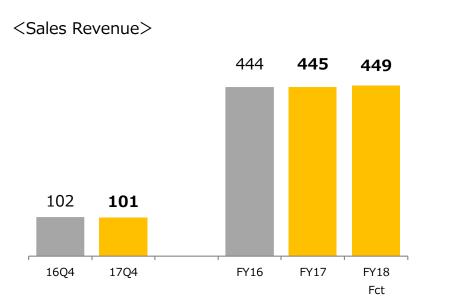


17Q1	17Q2	17Q3	17Q4	FY2017	FY2018
13%	24%	23%	11%	17%	-8%
-1%	2%	9%	1%	3%	-3%
12%	15%	15%	10%	13%	-6%
-2%	-8%	2%	-1%	-2%	0%
3%	15%	3%	-1%	4%	-1%
4%	3%	13%	3%	6%	-6%
3%	6%	-3%	-2%	1%	1%
4%	-5%	6%	1%	1%	-5%
57%	57%	56%	58%	57%	58%
13%	9%	10%	3%	9%	-
-7%	-5%	-9%	3%	-5%	_
	13% -1%  12% -2%  3% 4%  3% 4%  57%	13% 24% -1% 2%  12% 15% -2% -8%  3% 15% 4% 3%  4% -5%  57% 57%	13%       24%       23%         -1%       2%       9%         12%       15%       15%         -2%       -8%       2%         3%       15%       3%         4%       3%       13%         3%       6%       -3%         4%       -5%       6%         57%       57%       56%         13%       9%       10%	13%       24%       23%       11%         -1%       2%       9%       1%         12%       15%       15%       10%         -2%       -8%       2%       -1%         3%       15%       3%       -1%         4%       3%       13%       3%         3%       6%       -3%       -2%         4%       -5%       6%       1%         57%       56%       58%         13%       9%       10%       3%	13%       24%       23%       11%       17%         -1%       2%       9%       1%       3%         12%       15%       15%       10%       13%         -2%       -8%       2%       -1%       -2%         3%       15%       3%       -1%       4%         4%       3%       13%       3%       6%         3%       6%       -3%       -2%       1%         4%       -5%       6%       1%       1%         57%       56%       58%       57%         13%       9%       10%       3%       9%

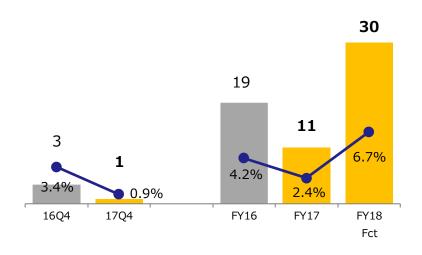
## Personal & Home Sales Revenue & Business Segment Profit



	16Q4	17Q4	Change	Change x FX	FY16	FY17	Change	Change x FX	FY18 Fct	Change v LY	Change x FX
Sales Revenue	102	101	-1.2%	-1.3%	444	445	0.1%	-4.1%	449	1.0%	4.4%
Americas	54	50	-6.9%	-2.5%	253	240	-5.0%	-7.6%	240	-0.2%	4.6%
Europe	23	26	10.9%	0.8%	96	113	17.8%	7.5%	115	2.0%	3.8%
Asia & Others	13	13	4.6%	3.6%	55	55	0.6%	-3.3%	58	5.4%	8.1%
Japan	13	12	-5.4%	-5.4%	41	36	-10.5%	-10.5%	36	-0.9%	-0.6%
<b>Business Segment Profit</b>	4	4	-3.2%	-	20	20	-2.8%	-	30	51.4%	-
Operating Profit	3	1	-74.9%	-	19	11	-44.1%	-	30	185.3%	-



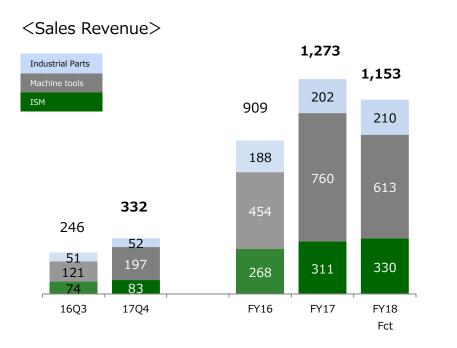


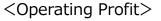


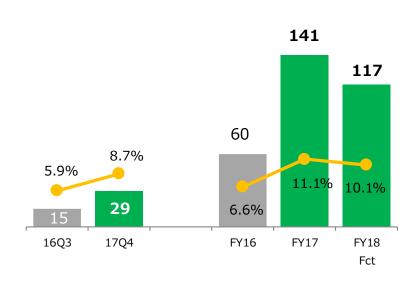
## Machinery Business Sales Revenue & Business Segment Profit



	16Q4	17Q4	Change	Change x FX	FY16	FY17	Change	Change x FX	FY18 Fct	Change v LY	Change x FX
Sales Revenue	246	332	35.1%	34.5%	909	1,273	40.0%	37.8%	1,153	-9.4%	-8.3%
Industrial sewing machines	74	83	11.8%	11.3%	268	311	16.0%	12.0%	330	6.1%	9.1%
Machine tools	121	197	63.4%	62.5%	454	760	67.6%	66.0%	613	-19.4%	-19.0%
Industrial Parts	51	52	2.0%	2.2%	188	202	7.4%	6.6%	210	4.0%	4.8%
<b>Business Segment Profit</b>	20	30	49.8%	-	62	144	133.5%	-	116	-19.6%	-
Operating Profit	15	29	98.5%	-	60	141	136.3%	-	117	-17.2%	-







## Machinery Business Sales Revenue & Business Segment Profit



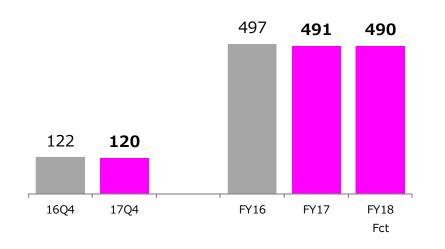
			1	Channa				Chanas	FY18	Change	Change
	16Q4	17Q4	Change	Change x FX	FY16	FY17	Change	Change x FX	Fct	v LY	Change x FX
Sales Revenue	246	332	35.1%	34.5%	909	1,273	40.0%	37.8%	1,153	-9.4%	-8.3%
Industrial sewing machines	74	83	11.8%	11.3%	268	311	16.0%	12.0%	330	6.1%	9.1%
Americas	13	15	15.2%	20.0%	54	64	17.5%	14.8%	68	6.8%	11.0%
Europe	10	17	80.3%	63.9%	41	63	51.1%	38.4%	64	2.8%	4.3%
Asia & Others	50	48	-3.4%	-2.2%	167	178	6.8%	4.3%	191	7.3%	10.5%
Japan	1	2	44.3%	44.3%	6	7	17.2%	17.2%	7	-0.6%	-1.4%
Machine tools	121	197	63.4%	62.5%	454	760	67.6%	66.0%	613	-19.4%	-19.0%
Americas	6	10	65.6%	-	27	33	21.2%	-	38	16.4%	-
Europe	6	10	63.1%	-	21	30	43.8%	-	33	9.1%	-
Asia & Others	90	152	69.2%	-	334	608	82.2%	-	442	-27.4%	-
Japan	19	25	35.1%	-	72	89	24.2%	-	100	12.5%	-
Industrial Parts	51	52	2.0%	2.2%	188	202	7.4%	6.6%	210	4.0%	4.8%
Americas	7	6	-17.8%	-14.2%	26	25	-5.5%	-7.6%	26	6.8%	10.6%
Europe	-	-	-	-	-	-	-	-	-	-	-
Asia & Others	5	5	5.9%	2.4%	17	20	18.9%	13.2%	23	13.6%	15.9%
Japan	39	41	5.2%	5.2%	145	157	8.4%	8.4%	160	2.3%	2.4%
<b>Business Segment Profit</b>	20	30	49.8%	-	62	144	133.5%	-	116	-19.6%	-
Operating Profit	15	29	98.5%	-	60	141	136.3%	-	117	-17.2%	-

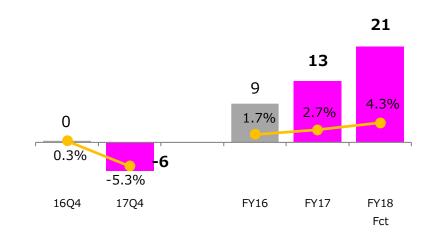
## Network & Contents Sales Revenue & Business Segment Profit



	16Q4	17Q4	Change	FY16	FY17	Change x FX	FY18 Fct	Change v LY
Sales Revenue	122	120	-2.0%	497	491	-1.4%	490	-0.1%
<b>Business Segment Profit</b>	3	5	56.8%	22	27	20.3%	24	-9.9%
Operating Profit	0	-6	_	9	13	57.2%	21	56.3%







## Domino Business Sales Revenue & Business Segment Profit



(100 Millions of Yen)

	16Q4	17Q4	Change	Change x FX	FY16	FY17	Change	Change x FX	FY18 Fct	
Sales Revenue	157	183	16.8%	9.3%	594	684	15.2%	10.0%	734	
Americas	41	38	-6.0%	-12.0%	150	159	6.0%	1.4%	176	
Europe	74	97	30.9%	22.5%	283	337	19.3%	14.2%	351	
Asia & Others	42	48	13.7%	6.4%	161	187	16.7%	11.9%	207	
<b>Business Segment Profit</b>	8	14	73.5%	-	42	46	11.1%	-	40	
Operating Profit	4	12	160.4%	-	44	40	-8.4%	-	40	

FY18 Fct	Change v LY	Change x FX
734	7.5%	5.5%
176	10.6%	8.9%
351	4.1%	2.8%
207	10.5%	9.2%
40	-13.8%	-
40	0.0%	-

<Sales Revenue>

<Operating Profit>

