# Financial Results for Fiscal Year 2015 (ended March 31, 2016) 

## Brother Industries, Ltd. May 9, 2016

> 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.
at your side

## Highlight for FY2015

## Highlight for FY2015

brother
at your side

|  | FY15 | FY14 | Rate of Change <br> w/o forex impact | 15Q4 | 14Q4 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Net Sales | 7,459 | 7,459 | $\begin{array}{r} 5.5 \% \\ (+4.0 \%) \end{array}$ | 1,762 | 1,858 | $\begin{array}{r} -5.2 \% \\ (-1.2 \%) \end{array}$ |
| Operating Income | 473 | 473 | -17.8\% | 77 | 117 | -34.1\% |
| Current Profits | 486 | 486 | -5.7\% | 73 | 92 | -20.2\% |
| Income before Tax | 493 | 654 | -24.5\% | 58 | 78 | -25.3\% |
| Net Income | 310 | 310 | -42.5\% | 57 | 59 | -4.1\% |
| Exchange Rates |  |  |  |  |  |  |
| USD | 120.16 | 110.03 |  | 116.95 | 119.56 |  |
| EUR | 132.36 | 138.68 |  | 128.94 | 136.10 |  |

$\checkmark$ Sales reached a record high primarily due to the new consolidated company Domino, despite negative factors, such as growing macroeconomic uncertainty and significantly decreased sales of machine tools.
$\checkmark$ Operating income decreased by $18 \%$. However, it maintained almost the same level of profit as last year's, excluding the impact from the consolidation of Domino and a negative impact from forex, mainly due to the yen's appreciation against the Euro.
$\checkmark$ Ordinary profit decreased by $6 \%$. However, it increased year-on-year in real terms, excluding the impact from the consolidation of Domino.

## Highlight by business segment

at your side
(100 Millions of Yen)

| Net Sales | FY15 | FY14 | Rate of Change | Rate of Change |
| :---: | :---: | :---: | :---: | :---: |
| Total | 7,459 | 7,072 | 5.5\% | 4.0\% |
| Printing \& Solutions | 4,768 | 4,743 | 0.5\% | -0.6\% |
| Personal \& Home | 528 | 514 | 2.6\% | 0.0\% |
| Machinery \& Solution | 814 | 1,006 | -19.1\% | -22.2\% |
| Network \& Contents | 537 | 490 | 9.7\% | 9.5\% |
| Industrial Parts | 183 | 174 | 5.0\% | 3.4\% |
| Domino business | 483 | - | - | - |
| Other | 146 | 145 | 0.5\% | 0.4\% |


| Operating Margin | FY15 | FY14 | Rate of Change |
| :--- | ---: | ---: | ---: |
| Total | 473 | 575 | $-17.8 \%$ |
| Printing \& Solutions | 342 | 357 | $-4.3 \%$ |
| Personal \& Home | 48 | 49 | $-\mathbf{1 . 7 \%}$ |
| Machinery \& Solution | 104 | 162 | $-\mathbf{3 6 . 1 \%}$ |
| Network \& Contents | -3 | -9 | - |
| Industrial Parts | 9 | 3 | $207.0 \%$ |
| Domino business | -20 | - | - |
| Other | 13 | 12 | $2.9 \%$ |
| Adjustment | -20 | - | - |

## Printing \& Solutions

Communications \& Printing equipment / Electronic stationery

|  | (100 Millions of Yen) |  |  |
| :--- | ---: | ---: | ---: |
|  | FY14 | FY15 | Change |
| Net Sales |  |  |  |
| Printing \& Solutions | 4,743 | $\mathbf{4 , 7 6 8}$ | $\mathbf{0 . 5 \%}$ |
| Communication \& Printing <br> equipment | 4,218 | $\mathbf{4 , 2 1 5}$ | $\mathbf{- 0 . 1 \%}$ |
| Electronic stationery | 525 | $\mathbf{5 5 3}$ | $\mathbf{5 . 4 \%}$ |
| Operating Income |  |  |  |
| Printing \& Solutions | 357 | $\mathbf{3 4 2}$ | $\mathbf{- 4 . 3 \%}$ |



Inkjet MFC DCP-T700W


Black \& White All-in-One MFC-L5800DW

## <Net sales>

(Communications \& Printing equipment )
Sales remained at almost the same level as last year due to steady sales of color laser MFC and the launch of inkjet MFC with high-yield ink tanks, despite the severe business environment due to maturity of the printing market and the economic slowdown in emerging markets.
(Electronic stationery)
Sales steadily increased in the labeling business and solution business as well, despite the economic slowdown in China and other emerging markets.

## <Operating income>

Operating income remained at the same level as last year, excluding a negative impact from a stronger Yen against the Euro.

## Highlight by business segment



## Personal \& Home

Home sewing machines

|  | (100 Millions of Yen) |  |  |
| :--- | ---: | ---: | :---: |
|  | FY14 | FY15 | Change |
| Net Sales | 514 | $\mathbf{5 2 8}$ | $\mathbf{2 . 6 \%}$ |
| Operating Income | 49 | $\mathbf{4 8}$ | $\mathbf{- 1 . 7 \%}$ |

## <Net sales>

Sales of mid-range/high-end models steadily increased globally, despite the economic slowdown in Russia. Especially in Western Europe, sales for the year were strong with record high sales achieved in many countries.


Embroidery machine VR100


Cutting machine
ScanNCut 650W

## <Operating income>

Operating income margin retained a high profitability of approximately 9\%, although operating income decreased due to the economic slowdown in Russia and a change in the product mix.

## Highlight by business segment

## Machinery \& Solution

## Industrial sewing machines/Machine tools

|  | (100 Millions of Yen) |  |  |
| :--- | :---: | :---: | :---: |
|  | FY14 | FY15 | Change |
| Net Sales |  |  |  |
| Machinery \& Solution | 1,006 | $\mathbf{8 1 4}$ | $\mathbf{- 1 9 . 1 \%}$ |
| Industrial sewing machi | 273 | $\mathbf{3 0 8}$ | $\mathbf{1 2 . 7 \%}$ |
| Machine tools | 733 | $\mathbf{5 0 6}$ | $\mathbf{- 3 0 . 9 \%}$ |
| Operating Income |  |  |  |
| Machinery \& Solution | 162 | $\mathbf{1 0 4}$ | $\mathbf{- 3 6 . 1 \%}$ |

## <Net sales> <br> (Industrial sewing machines ) <br> Strategic lock stich model S7300A enjoyed a good reputation. Sales increased even though China experienced economic slowdown. <br> (Machine tools) <br> Demand from IT customers peaked in the first half of the year. Sales to the automobile and motorcycle industries steadily increased with the strengthened product lineup.



## <Operating income>

In industrial machines, operating income rose due to an improvement in profit margin because sales of new lock stich S7300A were robust, and owing to steady sales of garment printers. However, operating income in the entire business decreased because operating income in machine tools significantly dropped due to shrinking demand from the IT industry.

## Network \& Contents

## Online karaoke machines

|  | (100 Millions of Yen) |  |  |
| :--- | ---: | ---: | ---: |
|  | FY14 | FY15 | Change |
| Net Sales | 490 | $\mathbf{5 3 7}$ | $\mathbf{9 . 7 \%}$ |
| Operating Income | -9 | -3 | - |



## JOYSOUnD MAX



## <Net sales>

Amid slowdown in the karaoke market, sales increased due to the launch of new models, Joysound Max and Joysound Hibiki, and new consolidated subsidiary Teichiku Entertainment, Inc.

## <Operating income>

Operating losses were recorded for two consecutive years due to increases in sales promotion and music production costs associated with the launch of the new models and owing to deferred income resulting from an increase in rental transaction volume.

## *Impairment loss on subsidiary shares

We calculated an impairment loss for the shares of consolidated subsidiary Xing Inc. under "Accounting Standard for Financial Instruments" because the actual value of the shares significantly fell due to deterioration in Xing's financial position, and recorded approximately 10.2 billion yen as a loss on valuation of shares of affiliates in the extraordinary loss items of our non-consolidated financial statements for the year ended March 31, 2016. (There was no impact on our consolidated financial statements because the amount was eliminated on consolidation.)

New models, Joysound Max and Joysound Hibiki, were launched for the first time in approximately three years. With all music played by using musical instruments, which is the industry's first, as well as the industry's largest number of songs available, these models provide overwhelming performance.

## Highlight by business segment

\section*{$\rightarrow i \rightarrow 2$ <br> Industrial parts <br> Reducer•Gear <br> (100 Millions of Yen) <br> |  | (100 Millions of Yen) |  |  |
| :--- | ---: | ---: | ---: |
|  | FY14 | FY15 | Change |
| Net Sales | 174 | $\mathbf{1 8 3}$ | $\mathbf{5 . 0 \%}$ |
| Operating Income | 3 | $\mathbf{9}$ | $\mathbf{2 0 7 . 0 \%}$ |}

## <Net sales>

Despite a decrease in sales of reducers in Japan, the entire sales increased by approximately $5 \%$ due to steadily growing sales in the Americas.
<Operating income>
Profitability improved due to increased sales.


GTR F Series

Helical gear


Hypoid gear


## *Change of business segments

To accelerate synergies between businesses, industrial parts will be integrated into the Machinery and Solution business in FY 2016. (Machinery and Solution business will be renamed Machinery business in FY 2016.)

## DOMINO Domino Business

<(Ref.) sales comparison by region>

|  | FY15 | Change <br> x FX |
| :--- | ---: | :--- |
| Net Sales | $\mathbf{4 8 3}$ | $\mathbf{3 . 2 \%}$ |
| Americas | 112 | $2.8 \%$ |
| Europe | 239 | $5.6 \%$ |
| Asia \& Others | 133 | $2.0 \%$ |

*FY2015 is 9 month figures after newly consolidation with Brother group
< Sales breakdown by region >


## <Net sales>

In the cording business, sales as a whole increased steadily and maintained single digit year-on-year growth. In the digital printing business, sales rose with an annual growth rate of over $15 \%$ due to growing needs for digital printing.

## <Operating income>

Domino group maintained a profit margin of approximately $15 \%$.
However, operating loss was recorded in Brother consolidation due to the amortization of goodwill.
(With Brother's adoption of IFRS, goodwill will not be amortized from FY 2016.)

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## Forecast for FY2016

| 2018 Performance <br> goal (IFRS) |  |
| :---: | :---: |
| Sales <br> revenue | $\mathbf{7 5 0}$ <br> B.JPY |
|  |  |
| Operatin <br> g income | B.JPY |
|  | $\mathbf{8 . 0 \%}$ |
| Operatin <br> gincome <br> rate | $\mathbf{8 0}$ |

## 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"


*1: "Industrial area" includes solution. "Home/culture" means P\&H and N\&C.

## Policy to strengthen our businesses in CS B2018

## Concept of strengthen our businesses in CS B2015

Promote growth strategies across all businesses

| Communications |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| E- <br> stationery | P\&H | M\&S | N\&C | New <br> Business |
|  |  |  |  |  |

Placed the printing related business as the primary axis inside the head office, and growth strategies promoted across all businesses

## Concept of strengthen our businesses in CS B2018

## Businesses for profitability

 enhancementExpected to contribute to overall group profit as future cash cow groups
Communications
$\&$
Printing equipment

N\&C


Growth businesses and new businesses
Expected to be growth drivers of the entire group

Growth business

New business

- Industrial printing
- Factory automation
- Solution

Clearly differentiate between "businesses for profitability enhancement" and "businesses for growth" and reallocate our resources to strengthen the portfolio

## Change of business segments

Changes to business segments have resulted from the organizational change to promote CS B2018.

- Current



## Main measures in FY2016

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## $\checkmark$ Communications \& Printing equipment

-Establish a new marketing strategy to survive in the SOHO market

- Shift to a proposal-based business to establish a presence in the SMB area
-Change into a highly profitable product mix, aiming to enhance profitability in emerging markets
-Promote approaches to increase sales of genuine consumables


## $\checkmark$ Electronic stationery

-Maintain the overwhelming position of No. 1 in the labeling market -Increase sales in the solution business area

## $\checkmark$ Home sewing machines

- Maintain global No. 1 market share
- Strengthen sales activities to expand share in the mid-range/high-end markets
-Enhance development of sales channels towards growth in the craft area


## Main measures in FY2016

at your side


## Domino

## $\checkmark$ Industrial sewing machines

- Enhance structure to support sales growth in the expanding Asian markets.
- Strengthen R\&D and sales to evolve the garment printer business


## $\checkmark$ Machine tools

-Strengthen sales and service capabilities to increase sales to the automobile and motorcycle industries

- Optimize production structure with an eye to a recovery in demand from IT related customers


## $\checkmark$ Industrial parts

- In the reducers business, aim to increase sales of gear motors mainly in the USA
-Transform into a highly profitable product mix by focusing on gears for robots
- Dispose of underperforming businesses, such as the content business, and restrain new business plans/investments
- Improve profitability in existing stores by closing underperforming stores
-Invest in sales/service network to strengthen sales
- Realize synergies with Brother (in R\&D and production)
- Increase production facilities (in U.K. and China)


## Forecast for FY2016

## IFRS

|  | FY16 |
| :--- | :--- |
| Sales Revenue | $\mathbf{6 , 5 7 5}$ |
| Business Segment Profit | $\mathbf{4 6 0}$ |
| Operating Profit | $\mathbf{4 5 0}$ |
| Income before Tax | $\mathbf{4 5 0}$ |
| Net Income | $\mathbf{3 1 5}$ |

Exchange Rates

| USD | 110.00 |
| :--- | :--- |
| EUR | 125.00 |

(Ref.) J-GAAP

| FY16 | FY15 | Rate of crange <br> (we forex mpoast) |  |
| :--- | :---: | :---: | ---: |
| Net Sales | $\mathbf{7 , 1 5 0}$ | $\mathbf{7 , 4 5 9}$ | $-4.1 \%$ <br> $(+3.3 \%)$ |
| Operating Income | $\mathbf{4 0 0}$ | 473 | $-15.4 \%$ |
| Current Profits | $\mathbf{3 8 0}$ | 486 | $-21.8 \%$ |
| Income before Tax | $\mathbf{3 6 5}$ | 493 | $-26.0 \%$ |
| Net Income | $\mathbf{2 5 5}$ | $\mathbf{3 1 0}$ | $-17.8 \%$ |

Exchange Rates

| USD | 110.00 | 120.16 |
| :--- | :--- | :--- |
| EUR | 125.00 | 132.36 |

[^0]
## Forecast for 2016 by business segment

at your side

## Sales Revenue ( IFRS )

|  | FY16 Fct |
| :--- | ---: |
| Total | $\mathbf{6 , 5 7 5}$ |
| Printing \& Solutions | 3,845 |
| Personal \& Home | 488 |
| Machinery | 959 |
| Network \& Contents | 525 |
| Domino business | 614 |
| Others | 144 |

## Business Segment Profit ( IFRS )

|  | FY16 Fct |
| :--- | ---: |
| Total | $\mathbf{4 6 0}$ |
| Printing \& Solutions | 300 |
| Personal \& Home | 38 |
| Machinery | 57 |
| Network \& Contents | 20 |
| Domino business | 40 |
| Others | 5 |

## Operating Income ( IFRS )

|  | FY16 Fct |
| :--- | ---: |
| Total | $\mathbf{4 5 0}$ |
| Printing \& Solutions | 294 |
| Personal \& Home | 37 |
| Machinery | 56 |
| Network \& Contents | 18 |
| Domino business | 40 |
| Others | 5 |

(Ref)Net Sales ( J-GAAP )

| Total | FY16 Fct | FY15 Act | Rate of Change | Rate of Change <br> $\times$ FX |
| ---: | ---: | ---: | ---: | :---: |
| Printing \& Solutions | $\mathbf{7 , 1 5 0}$ | $\mathbf{7 , 4 5 9}$ | $\mathbf{- 4 . 1 \%}$ | $\mathbf{3 . 3 \%}$ |
| Personal \& Home | $\mathbf{4 , 4 0 4}$ | 4,768 | $\mathbf{- 7 . 6 \%}$ | $0.5 \%$ |
| Machinery | 503 | 528 | $\mathbf{- 4 . 7 \%}$ | $3.9 \%$ |
| Network \& Contents | 962 | 997 | $-3.6 \%$ | $0.3 \%$ |
| Domino business | 525 | 537 | $-2.3 \%$ | $-2.0 \%$ |
| Others | 614 | 483 | $27.1 \%$ | $43.9 \%$ |

(Ref)Operating Income (J-GAAP)

|  | FY16 Fct | FY15 Act | Rate of Change |
| :--- | ---: | ---: | ---: |
| Total | $\mathbf{4 0 0}$ | $\mathbf{4 7 3}$ | $\mathbf{- 1 5 . 4 \%}$ |
| Printing \& Solutions | 321 | 342 | $-6.2 \%$ |
| Personal \& Home | 39 | 48 | $-18.9 \%$ |
| Machinery | 55 | 112 | $-51.1 \%$ |
| Network \& Contents | 9 | -3 | - |
| Domino business | -31 | -20 | - |
| Others | 7 | 13 | $-41.9 \%$ |
| Adjustment | - | -20 | - |

## Dividend and Payout ratio

$\checkmark$ Basic policy remains unchanged with consolidated payout ratio of about 30\% $\checkmark$ Stable return to shareholders
<Dividend record>

<Total return ratio>


## ROE for FY 2016 is forecasted to be 9\%+



Appendix

## Printing \& Solutions Sales \& Operating Income

< Results for FY2015 ( ended March 31, 2016 ) >

|  | 14Q4 | 15Q4 | Change | $\begin{aligned} & \text { Change } \\ & \times F X X \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: |
| Net Sales | 1,238 | 1,135 | -8.4\% | -3.2\% |
| Communications \& Printing equipme | 1,099 | 997 | -9.3\% | -4.1\% |
| Americas | 446 | 399 | -10.4\% | -5.1\% |
| Europe | 376 | 355 | -5.6\% | -0.2\% |
| Asia \& Others | 167 | 133 | -20.0\% | -11.6\% |
| Japan | 111 | 109 | -1.7\% | -1.7\% |
| Electronic stationery | 139 | 138 | -0.6\% | 4.3\% |
| Americas | 68 | 67 | -1.6\% | 2.8\% |
| Europe | 42 | 42 | 1.2\% | 6.6\% |
| Asia \& Others | 18 | 16 | -9.0\% | -0.1\% |
| Japan | 11 | 12 | 12.0\% | 12.0\% |
| Operating Income | 54 | 68 |  |  |
| <Net Sales> Communications \& Printing equipment | <Net Sales> Electronic stationery |  |  |  |


| 14TY | 15TY | Change | $\begin{gathered} \text { Change } \\ \times F X \end{gathered}$ |
| :---: | :---: | :---: | :---: |
| 4,743 | 4,768 | 0.5\% | -0.6\% |
| 4,218 | 4,215 | -0.1\% | -1.0\% |
| 1,680 | 1,733 | 3.2\% | -2.1\% |
| 1,417 | 1,367 | -3.5\% | 0.2\% |
| 694 | 645 | -7.1\% | -7.9\% |
| 427 | 470 | 10.1\% | 10.1\% |
| 525 | 553 | 5.4\% | 2.9\% |
| 253 | 278 | 9.6\% | 3.0\% |
| 158 | 158 | 0.3\% | 3.7\% |
| 78 | 77 | -1.9\% | -3.7\% |
| 35 | 40 | 13.5\% | 13.5\% |
| 357 | 342 |  |  |

<Operating Income>

Personal \& Home Sales \& Operating Income
< Results for FY2015 ( ended March 31, 2016 ) >
at your side
(100 Millions of Yen)

|  | 14Q4 | 15Q4 | Change |  | 14TY | 15TY | Change | $\underset{\substack{\text { Change } \\ \times \text { PX }}}{ }$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Net Sales | 130 | 113 | -12.6\% | -8.3\% | 514 | 528 | 2.6\% | 0.0\% |
| Americas | 70 | 58 | -16.7\% | -12.0\% | 296 | 313 | 5.7\% | -0.5\% |
| Europe | 28 | 25 | -11.1\% | -6.7\% | 111 | 105 | -5.9\% | -1.3\% |
| Asia \& Others | 14 | 14 | -4.0\% | 3.2\% | 60 | 63 | 6.1\% | 5.5\% |
| Japan | 17 | 16 | -5.1\% | -5.1\% | 48 | 47 | -0.6\% | -0.6\% |
| Operating Income | 7 | 5 |  |  | 49 | 48 |  |  |

<Net Sales>
<Operating Income>



## Machinery \& Solution Sales \& Operating Income < Results for FY2015 ( ended March 31, 2016 ) > <br> at your side

(100 Millions of Yen)

|  | 14Q4 | 15Q4 | Change | $\begin{gathered} \text { Change } \\ \text { x FX } \end{gathered}$ | 14TY | 15TY | Change | $\begin{aligned} & \text { Change } \\ & \times F F X \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Net Sales | 273 | 157 | -42.6\% | -41.2\% | 1,006 | 814 | -19.1\% | -22.2\% |
| Industrial sewing machines | 73 | 71 | -2.3\% | 1.4\% | 273 | 308 | 12.7\% | 6.3\% |
| Americas | 14 | 13 | -2.1\% | 2.0\% | 54 | 63 | 16.8\% | 7.5\% |
| Europe | 11 | 10 | -4.2\% | 0.2\% | 43 | 46 | 7.5\% | 12.6\% |
| Asia \& Others | 46 | 46 | -0.6\% | 3.0\% | 169 | 192 | 13.5\% | 4.9\% |
| Japan | 2 | 1 | -34.9\% | -34.9\% | 7 | 6 | -7.8\% | -7.8\% |
|  |  |  |  |  |  |  |  |  |
| Machine tools | 200 | 85 | -57.3\% | -56.7\% | 733 | 506 | -30.9\% | -32.8\% |
| Americas | 7 | 6 | -7.3\% | - | 29 | 25 | -12.8\% | - |
| Europe | 5 | 3 | -47.3\% | - | 23 | 19 | -16.9\% | - |
| Asia \& Others | 171 | 58 | -66.2\% | - | 622 | 392 | -37.0\% | - |
| Japan | 17 | 19 | 10.3\% | - | 59 | 71 | 18.8\% | - |
|  |  |  |  |  |  |  |  |  |
| Operating Income | 45 | 7 |  |  | 162 | 104 |  |  |

<Net Sales>
Industrial sewing machines

<Operating Income>
<Net Sales>
Machine tools

|  | 14Q4 | 15Q4 | Change | 14TY | 15TY | Change |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Net Sales | 138 | 129 | -6.7\% | 490 | 537 | 9.7\% |
| Operating Income | 10 | 3 |  | -9 | -3 |  |

<Operating Income>



Industrial Part Sales \& Operating Income < Results for FY2015 ( ended March 31, 2016 ) >
at your side
(100 Millions of Yen)

|  | 14Q4 | 15Q4 | Change | $\begin{aligned} & \text { Change } \\ & \text { XFF } \end{aligned}$ | 14TY | 15TY | Change | $\begin{aligned} & \text { Change } \\ & \text { xFX } \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Net Sales | 45 | 47 | 3.3\% | 4.3\% | 174 | 183 | 5.0\% | 3.4\% |
| Americas | 5 | 7 | 28.3\% | 31.0\% | 23 | 28 | 23.1\% | 12.6\% |
| Asia \& Others | 1 | 4 | 182.7\% | 208.5\% | 5 | 15 | 217.3\% | 209.3\% |
| Japan | 39 | 36 | -6.0\% | -6.0\% | 147 | 140 | -4.5\% | -4.5\% |
| Operating Income | 1 | 3 |  |  | 3 | 9 |  |  |

<Net Sales>
<Operating Income>

174183


## Domino Business Sales \& Operating Income < Results for FY2015 ( ended March 31, 2016 ) > <br> at your side

(100 Millions of Yen)
<Sales by Regions>

*Ref: Year-on-year growth rate by geography (local currency basis)

|  | FY15 | Change <br> x FX |
| :--- | :--- | :---: |
| Net Sales | 483 | $\mathbf{3 . 2 \%}$ |
| Americas | 112 | $2.8 \%$ |
| Europe | 239 | $5.6 \%$ |
| Asia \& Others | 133 | $2.0 \%$ |

<Breakdown of operating income of Domino business>


| Domino's <br> OP income | Amortiza <br> tion of <br> goodwill | Amortization <br> of intangible <br> assets | Other |
| :---: | :---: | :---: | :---: | | Domino |
| :---: |
| business OP |
| income |


| Domino's OP income | 67 |
| :--- | ---: |
| Amortization of goodwill | $\mathbf{\Delta 5 0}$ |
| Amortization of intangible assets | $\mathbf{\Delta 2 5}$ |
| Other* | $\mathbf{\Delta 1 2}$ |
| Domino business OP income | $\mathbf{\Delta 2 0}$ |

*Other mainly represents an adjustment from
IFRS to J-GAAP.

## Printing \& Solutions Sales \& Operating Income < Forecast for FY2016 ( ending March 31, 2017 ) > <br> at your side

(100 Millions of Yen)

|  | 15TY ACT <br> (J-GAAP) | 16TY FCT <br> (J-GAAP) | Change | Change <br> x FX |
| :--- | ---: | ---: | ---: | ---: |
| Net Sales | $\mathbf{4 , 7 6 8}$ | $\mathbf{4 , 4 0 4}$ | $\mathbf{- 7 . 6 \%}$ | $\mathbf{0 . 5 \%}$ |
| Communications \& Printing eq | $\mathbf{4 , 2 1 5}$ | $\mathbf{3 , 8 7 8}$ | $\mathbf{- 8 . 0 \%}$ | $\mathbf{0 . 1 \%}$ |
| Americas | 1,733 | 1,542 | $-11.0 \%$ | $-0.6 \%$ |
| Europe | 1,367 | 1,262 | $-7.7 \%$ | $-1.1 \%$ |
| Asia \& Others | 645 | 600 | $-7.0 \%$ | $3.7 \%$ |
| Japan | 470 | 475 | $1.1 \%$ | $1.1 \%$ |
| Electronic stationery | $\mathbf{5 5 3}$ | $\mathbf{5 2 5}$ | $\mathbf{- 4 . 9 \%}$ | $\mathbf{3 . 5 \%}$ |
| Americas | 278 | 259 | $-6.5 \%$ | $3.6 \%$ |
| Europe | 158 | 150 | $-5.3 \%$ | $1.4 \%$ |
| Asia \& Others | 77 | 73 | $-5.2 \%$ | $5.3 \%$ |
| Japan | 40 | 43 | $7.8 \%$ | $7.8 \%$ |
| Operating Income | $\mathbf{3 4 2}$ | $\mathbf{3 2 1}$ |  |  |

<Sales>
Communications \& Printing equipment

<Sales>
Electronic stationery

| 553 | 525 | 456 |
| :---: | :---: | :---: |
| 15ACT <br> (J-GAAP) | 16FCT <br> (J-GAAP) | 16FCT <br> (IFRS) |


|  | $16 T Y$ <br> (IFRS) |
| :--- | ---: |
| Sales Revenue | $\mathbf{3 , 8 4 5}$ |
| Communications \& Printing eq | $\mathbf{3 , 3 8 9}$ |
| Americas | 1,252 |
| Europe | 1,124 |
| Asia \& Others | 559 |
| Japan | 455 |
| Electronic stationery | $\mathbf{4 5 6}$ |
| Americas | 213 |
| Europe | 138 |
| Asia \& Others | 65 |
| Japan | 40 |
| Business Segment Profit | $\mathbf{3 0 0}$ |
| Operating Income | $\mathbf{2 9 4}$ |

<Operating Income>


## Personal \& Home Sales \& Operating Income

 < Forecast for FY2016 ( ending March 31, 2017 ) >at your side
(100 Millions of Yen)

|  | 15TY ACT <br> (J-GAAP) | 16TY FCT <br> (J-GAAP) | Change | Change <br> xFX |
| ---: | ---: | ---: | ---: | ---: |
| Net Sales | $\mathbf{5 2 8}$ | $\mathbf{5 0 3}$ | $\mathbf{- 4 . 7 \%}$ | $\mathbf{3 . 9 \%}$ |
| Americas | 313 | 291 | $-7.0 \%$ | $3.7 \%$ |
| Europe | 105 | 97 | $-7.5 \%$ | $-2.0 \%$ |
| Asia \& Others | 63 | 64 | $0.9 \%$ | $10.4 \%$ |
| Japan | 47 | 52 | $9.1 \%$ | $9.1 \%$ |
| Operating Income | $\mathbf{4 8}$ | $\mathbf{3 9}$ |  |  |


|  | $16 T Y$ <br> (IFRS) |
| :--- | ---: |
| Sales Revenue | $\mathbf{4 8 8}$ |
| Americas | 282 |
| Europe | 97 |
| Asia \& Others | 62 |
| Japan | 47 |
| Business Segment Profit | $\mathbf{3 8}$ |
| Operating Income | $\mathbf{3 7}$ |

<Sales> <Operating Income>



## Machinery Business Sales \& Operating Income < Forecast for FY2016 ( ending March 31, 2017 ) > <br> at your side

(100 Millions of Yen)

|  | 15TY ACT <br> (J-GAAP) | 16TY FCT <br> (J-GAAP) | Change | Change <br> $\times F X$ |
| :--- | :---: | :---: | :---: | :---: | :---: |
| Net Sales | $\mathbf{9 9 7}$ | $\mathbf{9 6 2}$ | $-\mathbf{3 . 6 \%}$ | $\mathbf{0 . 3 \%}$ |
| Industrial sewing machines | $\mathbf{3 0 8}$ | $\mathbf{3 1 4}$ | $\mathbf{2 . 2 \%}$ | $\mathbf{0 . 3 \%}$ |
| Machine tools | $\mathbf{5 0 6}$ | $\mathbf{4 4 6}$ | $\mathbf{- 1 2 . 0 \%}$ | $\mathbf{- 1 0 . 7 \%}$ |
| Industrial Parts | $\mathbf{1 8 3}$ | $\mathbf{2 0 2}$ | $\mathbf{1 0 . 1 \%}$ | $\mathbf{1 2 . 7 \%}$ |
| Operating Income | $\mathbf{1 1 2}$ | $\mathbf{5 5}$ |  |  |


|  | $16 T Y$ <br> (IFRS) |
| :--- | :---: |
| Sales Revenue | 959 |
| Industrial sewing machines | $\mathbf{3 1 4}$ |
| Machine tools | $\mathbf{4 4 3}$ |
| Industrial Parts | $\mathbf{2 0 2}$ |
| Business Segment Profit | 57 |
| Operating Income | $\mathbf{5 6}$ |

<Operating Income>

| 997 | 962 | 959 |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 183 | 202 | 202 | Industrial Parts | 112 |  |  |
| 506 | 446 | 443 | Machine Tools |  | 55 | 56 |
| 308 | 314 | 314 | Industrial sewing machines | 11.3\% | 5.7\% | $5.8 \%$ |
| $\begin{aligned} & \text { 15TY ACT } \\ & (\mathrm{J}-\mathrm{GAAP}) \end{aligned}$ | $\begin{aligned} & \text { 16TY FCT } \\ & (\mathrm{J}-\mathrm{GAAP}) \end{aligned}$ | 16TY FCT <br> (IFRS) |  | $\begin{aligned} & \text { 15TY ACT } \\ & (\mathrm{J}-\mathrm{GAAP}) \end{aligned}$ | $\begin{aligned} & \text { 16TY FCT } \\ & \text { (J-GAAP) } \end{aligned}$ | 16TY FCT <br> (IFRS) |

## Machinery Business Sales \& Operating Income < Forecast for FY2016 ( ending March 31, 2017 ) > <br> at your side

(100 Millions of Yen)

|  | $\begin{aligned} & \text { 15TY ACT } \\ & \text { (J-GAAP) } \end{aligned}$ | 16TY FCT <br> (J-GAAP) | Change | $\underset{\substack{\text { Change } \\ \text { xFX }}}{ }$ |
| :---: | :---: | :---: | :---: | :---: |
| Net Sales | 997 | 962 | -3.6\% | 0.3\% |
| Industrial sewing machines | 308 | 314 | 2.2\% | 10.9\% |
| Americas | 63 | 59 | -5.0\% | 5.0\% |
| Europe | 46 | 49 | 5.7\% | 12.1\% |
| Asia \& Others | 192 | 199 | 3.6\% | 12.7\% |
| Japan | 6 | 7 | 6.1\% | 6.1\% |
| Machine tools | 506 | 446 | -12.0\% | -10.7\% |
| Americas | 25 | 28 | 13.6\% | - |
| Europe | 19 | 26 | 32.3\% | - |
| Asia \& Others | 392 | 305 | -22.1\% | - |
| Japan | 71 | 87 | 22.7\% | - |
| Industrial Parts | 183 | 202 | 10.1\% | 12.7\% |
| Americas | 28 | 29 | 3.8\% | 13.7\% |
| Europe | - | - | - | - |
| Asia \& Others | 15 | 17 | 14.3\% | 27.4\% |
| Japan | 140 | 156 | 10.9\% | 10.9\% |
| Operating Income | 112 | 55 |  |  |


|  | 16TY FCT <br> (IFRS) |
| :---: | :---: |
| Sales Revenue | 959 |
| Industrial sewing machines | 314 |
| Americas | 59 |
| Europe | 49 |
| Asia \& Others | 199 |
| Japan | 7 |
| Machine tools | 443 |
| Americas | 28 |
| Europe | 26 |
| Asia \& Others | 302 |
| Japan | 87 |
| Industrial Parts | 202 |
| Americas | 29 |
| Europe | - |
| Asia \& Others | 17 |
| Japan | 156 |
| Business Segment Profit | 57 |
| Operating Income | 56 |

## Network \& Contents Sales \& Operating Income < Forecast for FY2016 ( ending March 31, 2017 ) > <br> at your side

(100 Millions of Yen)

|  | 15TY ACT <br> $(J-G A A P)$ | 16TY FCT <br> $(J-G A A P)$ | Change |
| :--- | :---: | :---: | :---: |
| Net Sales | $\mathbf{5 3 7}$ | $\mathbf{5 2 5}$ | $-\mathbf{- 2 . 3 \%}$ |
| Operating Income | -3 | 9 |  |


|  | 16TY FCT <br> (IFRS) |
| :---: | :---: |
| Sales Revenue | 525 |
| Business Segment Profit | 20 |
| Operating Income | 18 |

<Sales> <Operating Income>


18


|  | 15TY ACT <br> (J-GAAP) | 16TY FCT <br> (J-GAAP) |
| :---: | ---: | :---: |
| Net Sales | $\mathbf{4 8 3}$ | $\mathbf{6 1 4}$ |
| Americas | 112 | 138 |
| Europe | 239 | 310 |
| Asia \& Others | 133 | 165 |
| Operating Income | $\mathbf{- 2 0}$ | $\mathbf{- 3 1}$ |


|  | $16 T Y ~ F C T$ <br> (IFRS) |  |
| :---: | :---: | :---: |
| Sales Revenue | $\mathbf{6 1 4}$ |  |
| Americas | 138 |  |
| Europe | 310 |  |
| Asia \& Others | 165 |  |
|  |  |  |
| Business Segment Profit | $\mathbf{4 0}$ |  |
| Operating Income | $\mathbf{4 0}$ |  |

<Sales> <Operating Income>



## Main Factors for Changes in Operating Income




Inventories


Capital expenditure / Depreciation \& amortization (100 Millions of Yen)

Capital expenditure
Depreciation \& amortization 400



## Changes in PL presentation resulting from the transition to IFRS

## Adopt IFRS voluntarily and start disclosing financial results under IFRS at the FY 2016 Q1 earnings announcement.

| J-GAAP |
| :--- |
| Net Sales |
|  |
| Cost of sales |
| Gross profit |
| SG\&A |
| sales promotion expenses |
| Operating income |
| Non-operating income |
| Non-operating expenses |
| sales discounts |
| Current profits |
| Extraordinary income |
| Extraordinary expenses |
| IBT |

IFRS

## Sales Revenue(Gross)

## items deducted from sales <br> Sales Revenue(Net)

Cost of sales
Gross profit
SG\&A

## Business Segment profit

Other operating income
Other operating expenses
Operating income
Finance income

## Finance cost

Share of profit of investments accounted for using the equity method
IBT

For financial results by business segment, both business segment profit and operating profit will be disclosed. The notion of business segment profit is similar to that of operating profit under Japanese GAAP.

## brother at your side


[^0]:    <Main impacts due to the adoption of IFRS>
    *Sales (Sales revenue)
    Primarily in the P\&S business, most of sales promotion and advertising expenses associated with sales of products will be deduced from sales as discounts in real terms.
    *Operating profit
    While goodwill is amortized regularly under Japanese GAAP, it is not amortized under IFRS.
    (An impairment test shall be performed each period, and an impairment loss shall be recognized, if needed.)
    *Corporate tax
    Tax rate will become stable because the way tax effects on unrealized profits are recorded will change.

