

Press Information

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Organizational Revisions and Personnel Appointments at Akebono Brake

Having put the company on a more solid footing through the “Forward 30” three-year medium-term management plan that began in fiscal 2002, and with a new plan set to start from fiscal 2005, Akebono Brake has revised its organizational structure as of January 1, 2005 in order to bring about a more continuously profitable structure for the attainment of the Akebono Group’s “Global 30” goal.

Key Features of the Revisions

The Transition from “Divisional Company” System to Departmental Structure

The move from the divisional company system introduced in 1998 to a new departmental structure is designed to facilitate a leaner organization. Definite results have been obtained regarding the two main aims of introducing the company system, namely the “delegation of authority and clarification of responsibility” and the attainment of “expeditious management based on prompt decision-making.” In order to achieve the goals of the new medium-term management plan, which will start from April 2005, it was adjudged that further clarification of authority and a slimmer organization would be required, prompting the transition to a department-based structure.

Establishment of a Product Planning Department

The Product Planning Department has been established to plan and promote the development of core products that are competitive by clarifying functionality, quality and cost issues from a cross-functional perspective across engineering, manufacturing and sales operations within the Akebono Group.

Establishment of a New Business Development Department

Various projects involved in developing new products, as well as groups developing new business utilizing sensor products, have been brought together in the newly established New Business Development Department in order to clarify responsibility and authority.

Other Changes

Sales Department

The Passenger Car Component Company, the Commercial Vehicle Component Company, the Aftermarket Company, the Industrial Machinery and Rolling Stock Component

Company and the Technical Services Department have been integrated into the new Sales Department, while the Sales Planning Group, which will oversee planning and administration for overall sales operations, has been newly established. This will clarify responsibility for both overall sales and individual fields, as well as improve efficiency.

R&D Department

The production engineering development group has been established within the R&D Department in order to facilitate the development of new products and production methods through integrated design (including for materials) and manufacturing.

The Brake Integration Project has been established, merging disc and drum brake mechanical design and friction material development in order to enhance and optimize foundation brake technology.

The Friction Material Prototype Team, the Intellectual Property Team, the Cost Planning Teams, the CATI Groups, and others have been moved to other departments in order to allow the R&D Department to focus more exclusively on technology and engineering.

Manufacturing Department

Prototype development has been moved out of the R&D Department to Hanyu Plant, aiming to create a production engineering development center to nurture fully comprehensive friction engineers, as well as promote the completeness of products and equipment from the perspectives of both materials and methods.

Administrative Support Department

Human resources, general affairs and legal operations have been separated out from the Corporate Planning Department, while the legal and intellectual property functions previously in the R&D Department have been integrated with the Legal & Intellectual Property Group, in order to strengthen and round out administrative support functions and reinforce risk management.

Corporate Planning Department

The ITIO Department and the Accounting & Finance Department have been integrated into the Corporate Planning Department in order to strengthen planning functions.

Corporate communications and investor relations have been given independence as a separate group to enhance such activities, and, in cooperation with the newly established Corporate Brand Management Office, to reinforce the enrichment of corporate value.

Purchasing Department

As part of the selection and concentration of suppliers to achieve more competitive purchasing, the CATI Purchasing Project has officially been made a group within the organization in order to facilitate supplier realignment.

Attached: Appointments of General Managers and above

New Position/Responsibility*	Former Position/Responsibility	Unchanged Position/Responsibility	Name
※General manager status & above			
New Business Development Department		Representative Director & Member of the Board; Executive Vice President, Overall Business Operations (Corporate Planning, Sales, Overseas Operations, etc.)	Tsuyoshi Kashiwagi
Corporate Planning Department	Corporate Planning Department (Corporate Planning, Overseas Group Planning, Legal)	Member of the Board & Senior Managing Executive Officer Chairman, Sanyo Brake Industry Co., Ltd. Chairman, Sanyo Hydraulic Industry Co., Ltd.	Toshimitsu Nishigaki
North American Operations, European Operations		Senior Managing Executive Officer CEO, Akebono Corporation (North America) CEO, Akebono Europe S.A.	Sachiyuki Ishige
Sales Department	Overall Sales Passenger Car Component Company CEO Commercial Vehicle Component Company CEO	Senior Managing Executive Officer	Kazuhiko Goto
Chinese Operations		Senior Managing Executive Officer Office Manager, China Business Office	Yoshihiro Ishigaki
R&D Department	R&D Department	Senior Managing Executive Officer	Noboru Noguchi
CATI Project Manager	Production Engineering, Aluminum Business Office R&D Department (CATI-M/Mechanical Component Design), Deputy Divisional manager, Manufacturing Department (CATI-M)	Senior Managing Executive Officer President & Representative Director, Akebono Engineering Co., Ltd.	Yukio Iwata
Administrative Support Department	Corporate Planning Department (Administration, HR) New Business Development Office	Senior Managing Executive Officer President & Representative Director, Akebono BMS Co., Ltd.	Satoshi Utsugi
Product Planning Department	Assistant, Overall Sales	Managing Executive Officer	Yoichi Iwata
Sales Department (OEM)	Passenger Car Component Company COO IT Implementation Office	Managing Executive Officer	Takeshi Saito
	Manufacturing Department	Managing Executive Officer CEO & Representative Director, Akebono Brake Iwatsuki Manufacturing Co., Ltd. Chairman & Representative Director, Akebono Brake Fukushima Manufacturing Co., Ltd.	Mitsuo Sato
Manufacturing Department	Manufacturing Department	Managing Executive Officer President, Sanyo Hydraulic Industry Co., Ltd.	Yoshiharu Aizawa
Quality Assurance Department	Quality Assurance Department	Managing Executive Officer	Kiyoshi Dejima
Sales Department (Aftermarket & Technical Services)	Aftermarket Company COO	Executive Officer President & Representative Director, Alocs Corporation	Masahiro Miyamoto
Sales Department (Sales Planning & Coordination)	Purchasing Department	Executive Officer	Toshimitsu Seo
	Manufacturing Department	Executive Officer CEO & Representative Director, Akebono Brake Miharu Manufacturing Co., Ltd.	Seiji Onoda
Sensor Department	Sensor Company COO	Executive Officer	Katsuya Miyake
R&D Department (Friction Materials)	R&D Department (Assistant to the Executive in C	Executive Officer	Takashi Kudo
Sales Department, Industrial Machinery & Rolling Stock	Industrial Machinery & Rolling Stock Component Company COO	Executive Officer	Toru Wakabayashi
Sales Department (Automotive Sales 4&5)	Commercial Vehicle Component Company COO	Executive Officer	Shin Yamaguchi
R&D Department (Mechanical Components)	Deputy Department Manager, R&D Department	Executive Officer	Seiya Odaka
Corporate Planning Department (Finance & Accounting)	Finance & Accounting Department	Advisor	Yoshimasa Ogino
Purchasing Department		Advisor	Sueyoshi Mizobuchi

New Position/Responsibility*	Former Position/Responsibility	Unchanged Position/Responsibility	Name
General Manager, Automotive Sales 1 Group, Sales Department	General Manager, Unit 2, Passenger Car Component Company		Hironari Sato
	Chief Engineer & General Manager, Unit 4, Passenger Car Component Company		Shinji Aoyagi
General Manager, Automotive Sales 3 Group, Sales Department	General Manager, Unit 6, Commercial Vehicle Component Company & General Manager, Unit 1, Passenger Car Component Company		Hiroaki Sakamoto
General Manager, Automotive Sales 5 Group, Sales Department		Executive Officer, Akebono Brake Iwatsuki Manufacturing Co., Ltd.	Tomokazu Hamada
General Manager, Aftermarket Sales 1 Group & Aftermarket Sales 2 Group, Sales Department	General Manager, Sales 1 Group, Aftermarket Company		Hiroshi Murakami
General Manager, Technical Services Group, Sales Department	Supervisor-in-charge, Technical Services Department		Yoshihito Terada
General Manager, Industrial Machinery Component Group, Sales Department	General Manager, Sales 2 Group, Aftermarket Company		Akihiko Ino
General Manager, Rolling Stock Component Group, Sales Department			Koichi kamata
General Manager, Product Planning Group, Product Planning Department	Assistant to the Executive-in-charge, R&D Department		Koichi Kinoshita
General Manager, Cost Planning Group, Product Planning Department		Executive Officer, Akebono Brake Miharu Manufacturing Co., Ltd.	Koichi Honda
General Manager, Engineering Group, Sensor Department	Company VP, Sensor Company		Toshiaki Atagi
General Manager, Mechanical Component Application Group, R&D Department	General Manager, Design Planning & Application Development Group, R&D Department		Yoshiro Hayakawa
General Manager, Mechanical Component Elemental Engineering Group, R&D			Takeshi Kashimura
General Manager, Technical Planning Group, R&D Department			Takeo Aiba
General Manager, Production Engineering Development Group, R&D Department		Director & Managing Executive Officer, Akebono Engineering Co., Ltd	Yukio Hashimoto
General Manager, Friction Material Elemental Engineering Group, R&D Department	General Manager, Friction Material Application Group, R&D Department		Hiroshi Tokumura
Overall Motorcycle/MTB & Planning; General Manager, Motorcycle & MTB Group & Planning Group, VCET Project, New Business Development Department	Assistant to the Supervising Executive, VCET Project		Yutaka Nishikawa
General Manager, Testing Group, VCET Project, New Business Development Department	General Manager, Testing Group, VCET Project		Kiyokazu Kaneko
Office Manager, New Business Development Office, New Business Development Department	General Manager, New Business Development Office		Takashi Kunimi
General Manager, ICAT Group, New Business Development Office, New Business Development Department	General Manager, ICAT Group & Assistant Office Manager, New Business Development Office		Hiroshi Ikegami
General Manager, INET Group, New Business Development Office, New Business Development Department	General Manager, INET Group, New Business Development Office		Hideki Kakizaki
General Manager, CATI Purchasing Group, Purchasing Department	General Manager, Parts Center Group, Akebono Engineering Co., Ltd.	Executive Officer, Akebono Engineering Co., Ltd.	Shinkichi Nagashima
General Manager, Quality Planning Group, Quality Assurance Department	Assistant to the Executive-in-charge, Quality Assurance Department		Minoru Takamiya
General Manager, Corporate Communications & Investor Relations Group, Corporate Planning Department & General Manager, Brand Management Office, New Business Development Department			Yoshio Arai
General Manager, ITIO Group, Corporate Planning Department	Assistant to the Executive-in-charge, ITIO Department		Kiyoshi Tanaka
General Manager, IT Project & IBEX, Corporate Planning Department	General Manager, AISYS Group, ITIO Department		Yoichi Shinagawa
General Manager, Finance & Accounting Group, Corporate Planning Department	General Manager, Finance Group, Finance & Accounting Department		Kyoichi Miki
General Manager, HR & Legal Affairs Group, Administrative Support Department			Yasushi Matsui
General Manager, Manufacturing Group, China Business Office	General Manager, Friction Material Plant, China Business Office		Kazuo Matsumoto
General Manager, Manufacturing Group, Akebono Brake Iwatsuki Manufacturing Co., Ltd.	General Manager, Accounting Group, Finance & Accounting Department	Executive Officer, Akebono Brake Iwatsuki Manufacturing Co., Ltd.	Mitsuyoshi Kawahara
Advisor, Akebono Engineering Co., Ltd.	General Manager, Technical Planning Group, R&D Department		Harumi Ogura
General Manager, Parts Center Group, Akebono Engineering Co., Ltd.		Director, Managing Executive Officer & General Manager, Manufacturing Group, Akebono Engineering Co., Ltd.	Norikazu Arai
General Manager, Brake System Production Engineering development Group, Akebono Engineering Co., Ltd.			Masayoshi Kojima
General Manager, Equipment Design Group, Akebono Engineering Co., Ltd.	General Manager, Overseas Business Group, Akebono Engineering Co., Ltd.		Hirofumi Uki
General Manager, Friction Material Production Engineering Group, Akebono Engineering Co., Ltd.			Takashi Goto
	General Manager, HR Planning Group, Corporate Planning Department	Representative Director & President, Akebono Management Service Co., Ltd.	Takao Watanabe
General Manager, HR Services Group, Akebono Management Service Co., Ltd.	General Manager, P&D Group, Akebono Management Service Co., Ltd.	Executive Officer, Akebono Management Service Co., Ltd.	Masato Komatsu