akebono's Corporate Mission

Through "Friction and Vibration, their Control and Analysis," we are determined to protect, grow and support every individual life

akebono's Declaration for the 21st Century

We will continue to create value long into the 21st century as we pursue our Corporate Mission.

We declare that we will:

- 1. Recognize the real value of what we create and provide.
- 2. Assure our own indispensability by continuously creating new value.
- 3. Accomplish our tasks with speed and the courage of our convictions without fear of failure.
- 4. Achieve our aspirations through the pride of each and every individual.

Corporate Goals

- 1. Customer needs first
- 2. Technology realignment
- 3. Establishing a global network

Editorial Policy

We compiled the AKEBONO REPORT 2016 based on "integrated thinking," a concept proposed by the International Integrated Reporting Council (IIRC). In doing so, we have focused on actual examples of the Akebono Group's operations, the kind of growth it aims to achieve and how it will fulfill its commitment to delivering safety and peace of mind through brake products.

To effectively convey above mentioned content to our stakeholders, we prepared both printed booklet and web editions of the AKEBONO REPORT 2016. In the printed booklet, we put greater emphasis on reader-friendliness while narrowing the content to matters that we want to communicate to a broader range of stakeholders. We hope that readers wanting further details on topics presented in the printed booklet will visit our website and gain a deeper understanding of our initiatives.

It is our hope that the aforementioned articles help readers understand Akebono's determination to lead the way in realizing unparalleled competitiveness as a specialized manufacturer with a lean organization and independent status. In preparing this edition, we referred to the Guiding Principles set forth by the IIRC as well as the Global Reporting Initiative Sustainability Reporting Guidelines (G4) and ISO 26000.

Reporting Period

This report covers the annual results data for the 2015 fiscal year (April 1, 2015 to March 31, 2016). In addition, the report contains references to some ongoing activities undertaken after the latter date to provide readers with a better understanding of latest status of initiatives.

Organizations

Japan: Akebono Brake Industry (including development, manufacturing, production engineering, purchasing, quality assurance, automotive sales, aftermarket sales departments and administrative departments as well as Tatebayashi Foundry), domestic Group companies including four production plants (Yamagata, Fukushima, Iwatsuki and Sanyo), Akebono Brake Industrial Machinery & Rolling Stock Component Sales, Alocs Corporation, Akebono Research & Development Centre, APS and Akebono 123, and Akebono Advanced Engineering; Overseas: ABC, AEC, ABE, ABG, ABCT and ABCS (U.S.); ABM (Mexico); AENV (Belgium); AESA, AASA and AECE (France); AEG (Germany); AAE (UK); ABSK (Slovakia); AKBT, A&M (Thailand); two Chinese subsidiaries (Guangzhou and Suzhou); AAIJ (Indonesia); and AAVH (Vietnam). Please refer to "Akebono Locations" on pages 45 to 46 for the formal names of those organizations that are presented in the above listing as abbreviations.

Definition of Fiscal Year

To present content in a consistent and easy-to-follow manner, in this report, the period referred to as the fiscal year represents the fiscal period from April 1 to March 31 of the next year. The financial statements are also presented on a fiscal year basis.

The AKEBONO REPORT 2016 booklet presents financial and non-financial information on the Akebono Group's fiscal 2015 initiatives with a focus on readability. For detailed data on each initiative, please visit our website.



Detailed data on each initiative is disclosed in



Matters related to priority themes are

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The AKEBONO REPORT 2016 web edition is available on our

http://www.akebono-brake.com

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Current plans, projections, strategies, business performance and other statements reported herein that are not historic facts represent forecasts made under Akebono's assumptions and views based on information available at the time this report was prepared. These statements, therefore, are exposed to risks and uncertainties, including but not limited to those associated with the economic climate surrounding Akebono's business domain, trends in market competition, exchange rates, tax systems and various institutions. Please note that actual business performance may differ significantly from Akebono's forecast due to various factors.

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