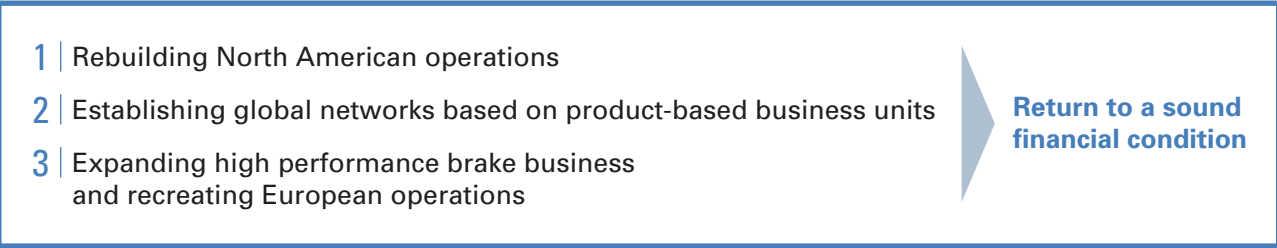


akebono New Frontier 30 – 2016

Akebono has established a new midterm business plan, “akebono New Frontier 30 – 2016 (aNF30-2016)” ending with fiscal 2018. Goals of the new midterm plan include 1) rebuilding North American operations, 2) establishing global networks based on product-based business units, and 3) expanding high performance brake business and recreating European operations. By achieving these goals, Akebono aims to return to a sound financial condition and facilitate sustainable growth.



aNF30-2016 Fundamental Strategies
Shift priority from achieving sales targets to sustainable growth

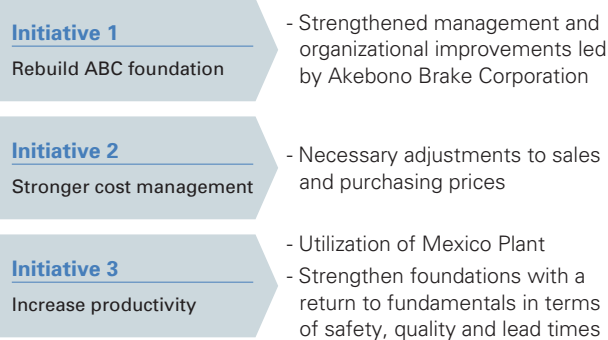


Financial Targets

(Billions of yen)	FY2015 Actual	aNF30-2016		
		FY2016	FY2017	FY2018
Net sales	281.3	271.3	265.0	255.0
Operating income	(3.8)	1.6	8.0	10.0
Profit (loss) attributable to owners of parent	(19.5)	0.2	3.0	5.0
Equity ratio	11.6%	12.3%	14.1%	16.6%
Net D/E ratio	4.2	4.0	3.5	2.9
Free cash flow	(2.6)	1.4	2.0	3.5

1 | Rebuilding the North American Operations

Regain customer trust and return to profitability

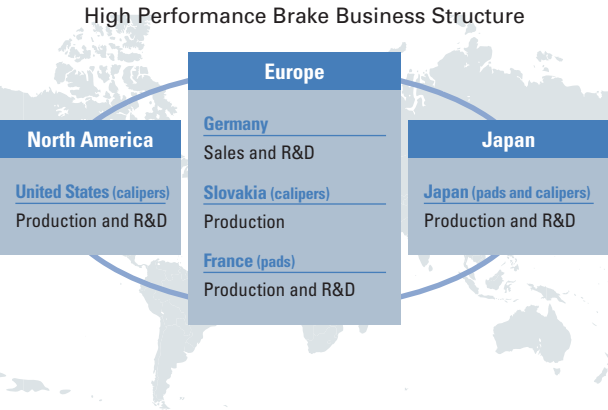


2 | Establishing Global Networks Based on Product-based Business Units

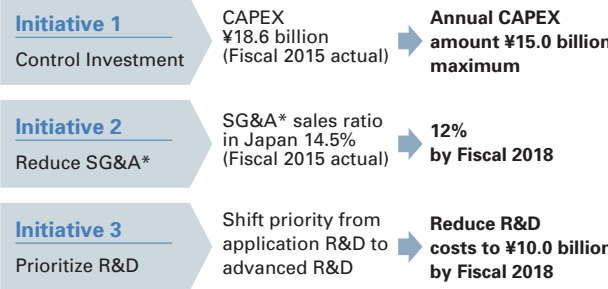
- Establish product-based business units responsible for sales, R&D, purchasing, production, manufacturing engineering and other functions
- Establish a global strategy through enhanced regional marketing functions
- Carry out a global product strategy based on the concept of standardization and topping (S+t)
- Rationalization effects achieved through global purchasing activities

Business	Main products
High Performance	High performance disc brakes, brake pads
Foundation Brakes	Disc brakes, drum brakes, mechanical parts, etc.
Infrastructure and Mobility	Products for rolling stock, industrial machinery and sensors
Friction	Brake pads, lining and other friction materials
Aftermarket	Brake pads, linings and other aftermarket parts

3 | Expanding High Performance Brake Business and Recreating European Operations



Return to a Sound Financial Condition



*Selling, general and administrative expenses