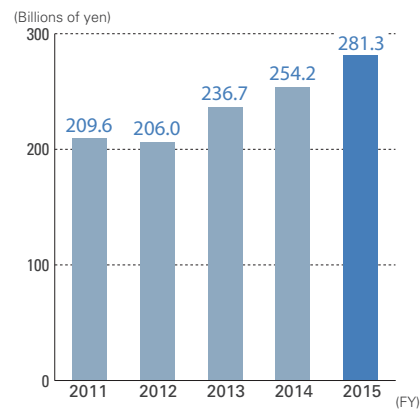


Financial and Non-Financial Highlights

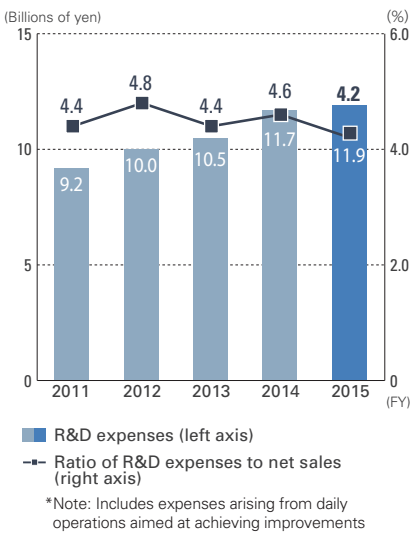
Akebono Brake Industry Co., Ltd. and Consolidated Subsidiaries Years Ended March 31

	Billions of yen				Billions of yen						
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Net sales	¥ 142.3	¥ 173.2	¥ 184.7	¥ 159.6	¥ 130.6	¥ 216.6	¥ 209.6	¥ 206.0	¥ 236.7	¥ 254.2	¥ 281.3
Gross profit	30.9	35.1	36.6	14.6	19.8	30.4	24.9	23.5	26.8	24.3	16.5
Ratio of gross profit to sales (%)	21.7	20.3	19.8	9.2	15.2	14.0	11.9	11.4	11.3	9.6	5.9
Selling, general and administrative expenses	19.1	21.3	21.4	20.9	15.1	19.0	21.1	19.2	18.7	20.3	20.2
Ratio of selling, general and administrative expenses to sales (%)	13.5	12.3	11.6	13.1	11.6	8.8	10.1	9.3	7.9	8.0	7.2
Operating income (loss)	11.7	13.9	15.2	(6.3)	4.7	11.4	3.8	4.3	8.1	4.0	(3.8)
Ratio of operating income (loss) to sales (%)	8.2	8.0	8.2	(3.9)	3.6	5.3	1.8	2.1	3.4	1.6	(1.3)
Profit (loss) attributable to owners of parent	5.9	6.6	6.6	(16.3)	2.1	5.3	(3.2)	0.5	2.4	(6.1)	(19.5)
Ratio of net income (loss) to sales (%)	4.1	3.8	3.6	(10.2)	1.6	2.4	(1.5)	0.3	1.0	(2.4)	(6.9)
Return on assets (ROA) (%)	4.3	4.3	4.2	(10.2)	1.3	3.0	(1.8)	0.3	1.3	(2.9)	(9.0)
Return on equity (ROE) (%)	17.2	15.0	13.7	(42.2)	5.8	11.6	(7.1)	1.2	4.9	(11.5)	(50.1)
Capital investment	8.2	8.9	14.9	17.8	5.4	5.1	14.3	19.8	21.8	20.8	22.7
Depreciation and amortization	7.6	9.3	9.9	11.4	10.0	9.8	9.8	8.6	8.9	10.8	13.1
Cash flow from operating activities	12.2	10.8	15.1	4.2	3.2	7.4	2.9	7.6	18.9	10.2	7.5
Cash flow from investing activities	(11.9)	(9.1)	(16.0)	(13.6)	(13.4)	(8.6)	(23.8)	(4.1)	(20.3)	(17.7)	(10.1)
Cash flow from financing activities	(3.2)	(3.3)	0.1	38.6	(0.0)	18.2	1.4	(2.0)	(6.2)	5.8	11.2
Number of outstanding shares at the end of period (including treasury stock)	110,816	110,992	110,992	110,992	135,992	135,992	135,992	135,992	135,992	135,992	135,992
Net income (loss) per share—basic	¥ 56.60	¥ 61.86	¥ 61.85	¥ (151.65)	¥ 17.80	¥ 39.75	¥ (24.25)	¥ 3.90	¥ 18.24	¥ (45.83)	¥ (146.31)
Cash dividends per share	6.00	6.00	10.00	5.00	5.00	10.00	10.00	10.00	10.00	10.00	—
Total assets	¥ 150.1	¥ 155.6	¥ 163.3	¥ 155.4	¥ 164.1	¥ 186.0	¥ 181.0	¥ 186.6	¥ 199.2	¥ 225.9	¥ 204.4
Net interest-bearing debt	40.3	40.2	40.2	47.7	39.5	36.9	52.4	68.1	76.2	95.8	99.4
Net debt-equity ratio	1.0	0.8	0.8	1.7	0.9	0.8	1.2	1.46	1.45	1.78	4.17
Net equity (Equity minus minority interests minus stock subscription rights)	41.0	47.3	49.8	27.4	43.8	47.1	43.3	46.5	52.7	53.9	23.8
Net equity ratio (%)	27.3	30.4	30.5	17.6	26.7	25.4	23.9	24.9	26.4	23.9	11.6

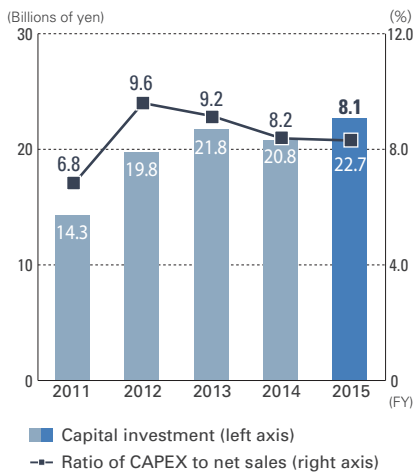
Net sales



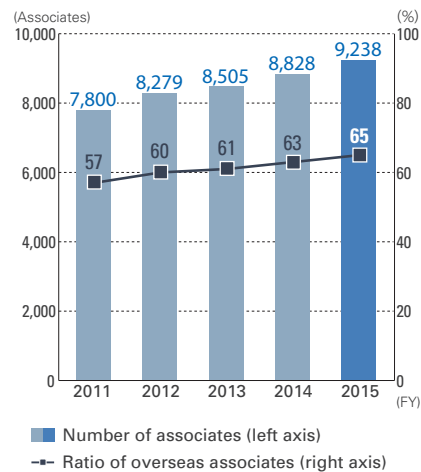
R&D expenses* and ratio of R&D expenses to net sales



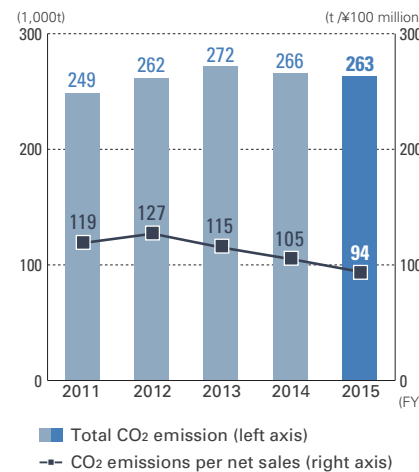
Capital investment and ratio of CAPEX to net sales



Number of associates and ratio of overseas associates



CO2 emissions and CO2 emissions per net sales (Akebono group worldwide)



Water resource usage and water resource usage per net sales (Akebono group worldwide)

