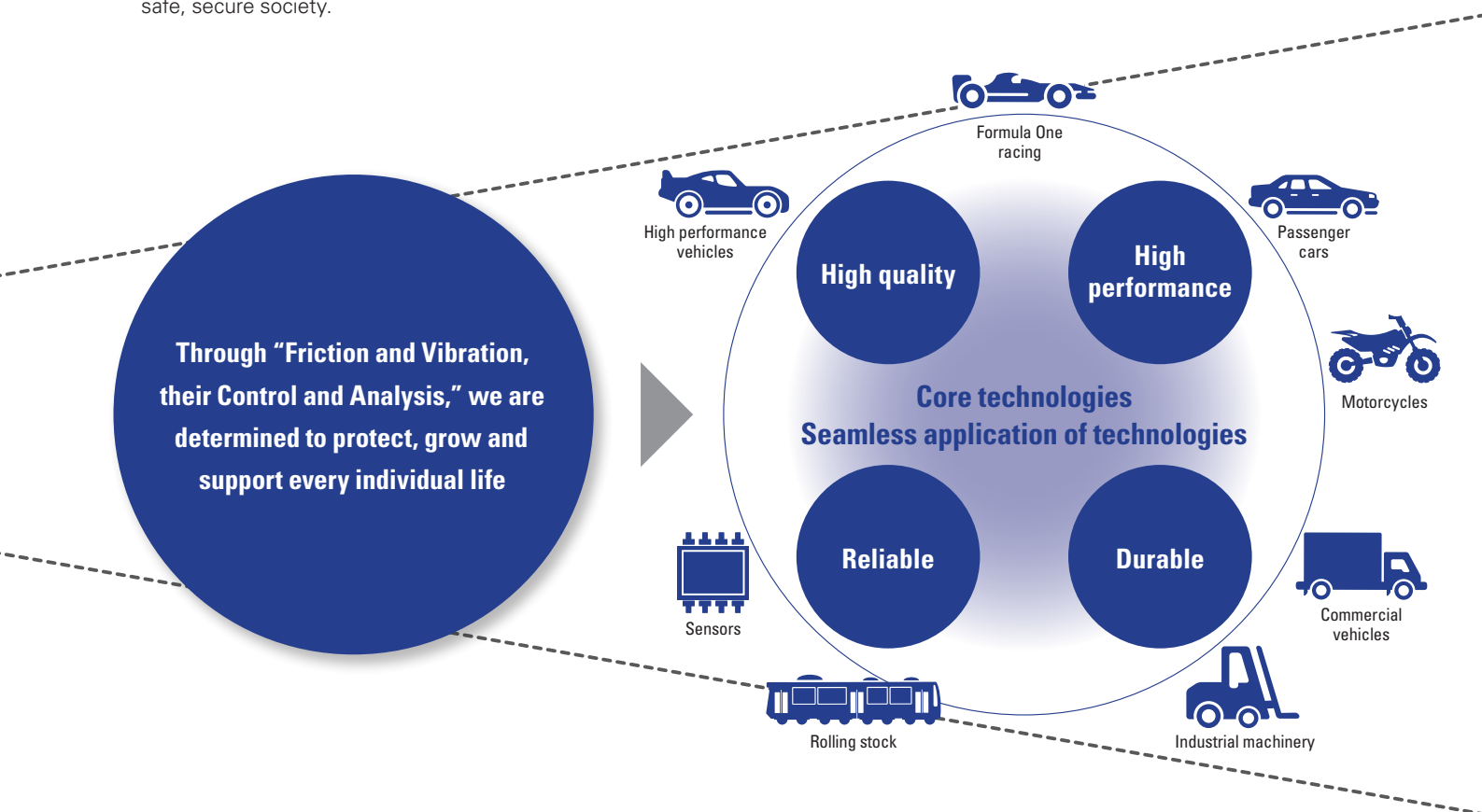


# 1 Value Creation Model

## Value Creation based on Our Corporate Mission

**Akebono is working to create new value by focusing on customer needs and social issues related to brakes.**

As an independent manufacturer specialized in brakes, Akebono strives to deliver safety and peace of mind to customers all over the world. Throughout our global operations, we develop, manufacture, and provide brake pads, brake linings and other friction materials as well as such mechanical parts as disc brakes and drum brakes. We will leverage the technologies that we have accumulated through the automotive field to develop in diverse business areas and focus on development of next-generation technologies to contribute in creating a safe, secure society.



### Philosophy

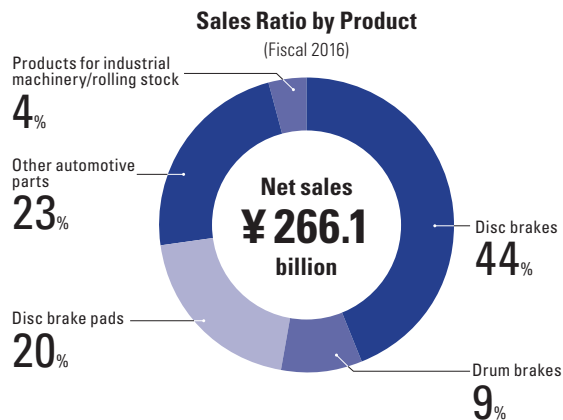
#### Based on Our Corporate Mission as a Comprehensive Brake Manufacturer

In 1999, Akebono established "akebono's Corporate Mission" as a guideline that indicates the path that the Company should take. "Friction and Vibration, their Control and Analysis" is Akebono's original theme. Guided by the Corporate Mission, Akebono will continue to create value and contribute to the development of a sustainable society.




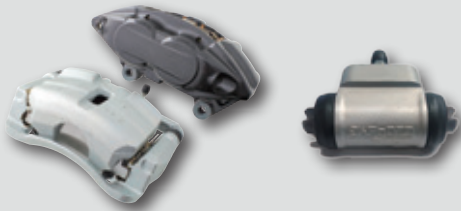
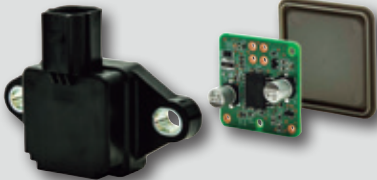
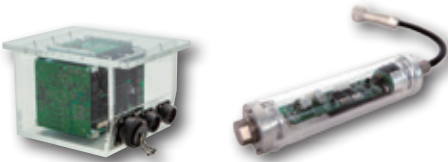
### Technology

#### Pursuing Core Technologies and Seamless Application of Technologies with a View to Customers' Needs and Social Issues

The development and manufacture of automotive brake-related products is Akebono's main business. Our products cover a range of categories from passenger cars through to high performance vehicles. Moreover, we provide brakes for motorsports such as Formula One with the aim of enhancing our technological strengths. We also supply brakes for motorcycles, rolling stock and industrial machinery, drawing on our core technologies cultivated in brake development for automobiles. We also develop and supply sensor products that leverage our vibration analysis technologies, aiming to expand into the fields of social infrastructure and mobility.



*Development of Next-Generation Technologies (p. 15)*

	OEM products (for new cars)	Aftermarket products
<b>Friction materials</b>	 <p>Brake pads      Brake linings</p>	 <p>Brake pads      Brake shoes and linings</p>
<b>Mechanical parts</b>	 <p>Disc brakes      Drum brakes</p>	 <p>Brake calipers      Wheel cylinders</p>
<b>Sensor products</b>	 <p>Sensor clusters (acceleration sensor + angular velocity sensor)</p>	 <p>Vehicle behavior detection devices      Inclinometers</p>

## Products

### Building a Solid Track Record in OEM and Aftermarket Parts

Our main OEM customers include Toyota, Nissan, Honda, Mitsubishi, Isuzu and all other domestic automakers as well as many overseas automakers, including GM, Ford, FCA, Porsche, and Mercedes. Currently, Akebono's share of the Japanese OEM market for automotive disc brake pads stands at approximately 46%. Akebono also provides customers all over the world with aftermarket products designed in accordance with their needs, backed by the technologies and quality it has developed through the OEM business.

*Global Expansion (p. 17)*