

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/Responsibity*	Former Position/Responsibility	Unchanged Position/Responsibility	Name
**General manager status & above		D () D () 2.5 1 2	
New Business Development Department		Representative Director & Member of the Board: Executive Vice President, Overall Business Operations (Corporate Planning, Sales, Overseas	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	Toshimitsu
North American Operations, European Operations		Co. Ltd. Senior Managing Executive Officer CEO, Akebono Corporation (North America) CEO, Akebono Europe S.A.	Nishigaki 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. Managing Executive Officer	Mitsuo Sato
Manufacturing Department	Manufacturing Department	Managing Executive Officer President, Sanyo Hudraulic 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
General Manager, Automotive Sales 3 Group. Sales Department General Manager, Trobins Sales 5 Group. Sales Department General Manager, Automotive Sales 5 Group. Sales Department General Manager, Technical Services Group. Sales Department General Manager, Technical Services Group. Sales Department General Manager, Reduced Sales Group. Sales Department General Manager, Reduced Sales Group. Sales Department General Manager, Reduced Sales Sales Sales Group, Alternarket General Manager, Reduced Sales Sales Sales Group, Sales Sal
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Planning Department General Manager, Finance & Accounting Group, General Manager, Finance & Accounting Department General Manager, HR & Legal Affairs Group, Administrative Support Department General Manager, Manufacturing Group, Corporate Planning General Manager, Manufacturing Group, China Business Office General Manager, Manufacturing Group, Akebono Brake Iwatsuki Manufacturing Co., Advisor, Akebono Engineering Co., Ltd. General Manager, Parts Center Group, Akebono Engineering Co., Ltd. General Manager, Brake System Production Engineering Co., Ltd. General Manager, Brake System Production Engineering Co., Ltd. General Manager, Eriction Material Plant, China Business Office General Manager, Accounting Group, Finance & Executive Officer, Akebono Brake Iwatsuki Manufacturing Co., Ltd. General Manager, Parts Center Group, Akebono Engineering Co., Ltd. General Manager, Brake System Production Engineering Co., Ltd. General Manager, Eriction Material Production Engineering Co., Ltd. General Manager, Brake System Production Engineering Co., Ltd. General Manager, Eriction Material Production Engineering Co., Ltd. General Manager, Brake System Production Engineering Co., Ltd. General Manager, Eriction Material Production Engineering Co., Ltd. General Manager, Eriction Material Production Engineering Co., Ltd. General Manager, Eriction Material Production Engineering Co., Ltd. General Manager, Brake System Production Engineering Co., Ltd. General Manager, Eriction Material Production Engineering Co., Ltd. Kazuo Matsunot Executive Officer, Akebono Brake Executive Officer, Akebono Brake Iwatsuki Manufacturing Co., Ltd. Mitsuyoshi Kazuo Matsunot Executive Officer, Akebono Brake Iwatsuki Manufacturing Co., Ltd. Norikazu Arai Harumi Og
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