

Akebono Corporate Profile



Realizing our mission as a comprehensive brake manufacturer, we aim to create a better future for all

Corporate Philosophy

“SEIWAKON”

- 誠 “SEI” Sincerity in relations: Treat others with integrity
 和 “WA” Harmony in actions: Act with appropriate measure
 魂 “KON” Spirit in accomplishments: Achieve results with determination

Akebono's corporate philosophy was established in 1964. In the same year, the organization's in-house magazine “SEIWAKON” was established. The magazine continues to be published, and thus, our philosophy is widely understood and embraced by our associates to this day.

Corporate Mission

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

Our Corporate Mission was established in 1999 in recognition of the importance of laying out a roadmap for Akebono's future progress as a unified corporate group.

Akebono's core expertise is in the field of “friction and vibration, their control and analysis.” We deliberately place control before analysis in order to express our firm belief that it is Akebono's primary duty to promptly address and resolve the issues our customers are facing.

Our commitment to protection extends not only to human life. For Akebono, the phrase “every individual life” includes every single life-form on the planet, and thus, by extension, the global environment itself. Our Corporate Mission thus stipulates that we will create corporate value based on sound management in order to continuously protect and support all such life.

By translating akebono's Corporate Mission into reality, we shall contribute to the development of a sustainable society.

Taking a major step toward the future.

Striving to Establish a Strong Managerial Structure and Clarify the Necessary Path for Survival.

The Akebono Group began FY2025 having launched a new management structure. With the automotive industry in an era of great transformation, issues such as the imposition of tariffs by the U.S and trade friction between the U.S. and China have caused the Group's business environment to become increasingly uncertain.

Under these circumstances, Akebono has set as key issues to be prioritized in FY2025 the "Establishment of a Strong Managerial Structure" and "Clarification of the Necessary Path for Survival." The first priority is to transition from reactive management dependent on changes in the external environment to proactive, independent management. If Akebono's management is affected by external factors, it will not be able to overcome the challenging business environment ahead. To achieve establishment of a strong managerial structure, Akebono is first working on "*Mieruka*, Visualization of Problems."

Akebono entered into a refinancing loan agreement, and together with cash on hand, repaid the remaining balance of existing loans due at the end of June 2024 as set forth in the Business Turnaround Plan, thereby completing the Business Turnaround Plan period. However, going forward, we must restructure our management to survive. "*Mieruka*, Visualization of Problems" is essential for this as it will allow us to steadily quantify and clarify why the company is in its current situation, where it should be heading in the future, and what needs to be done to achieve this

goal. It is vital that we share the results of this activity beyond the management team, ensuring that everyone in the company understands them. Based on this *Mieruka*, we will proceed to establish our management systems and management capabilities.

For the second priority, Akebono is in the process of formulating a medium-term business plan to clarify what we must do to survive, and we aim to inform you of this plan as soon as possible. With the automotive industry in this period of great transformation, we will assess where the Group's future lies. After sharing this with all of the Group's employees and our stakeholders, we will move forward together as a team toward that goal. Our aim is to become a lean and powerful company, the realization of which is the responsibility of each and every employee.

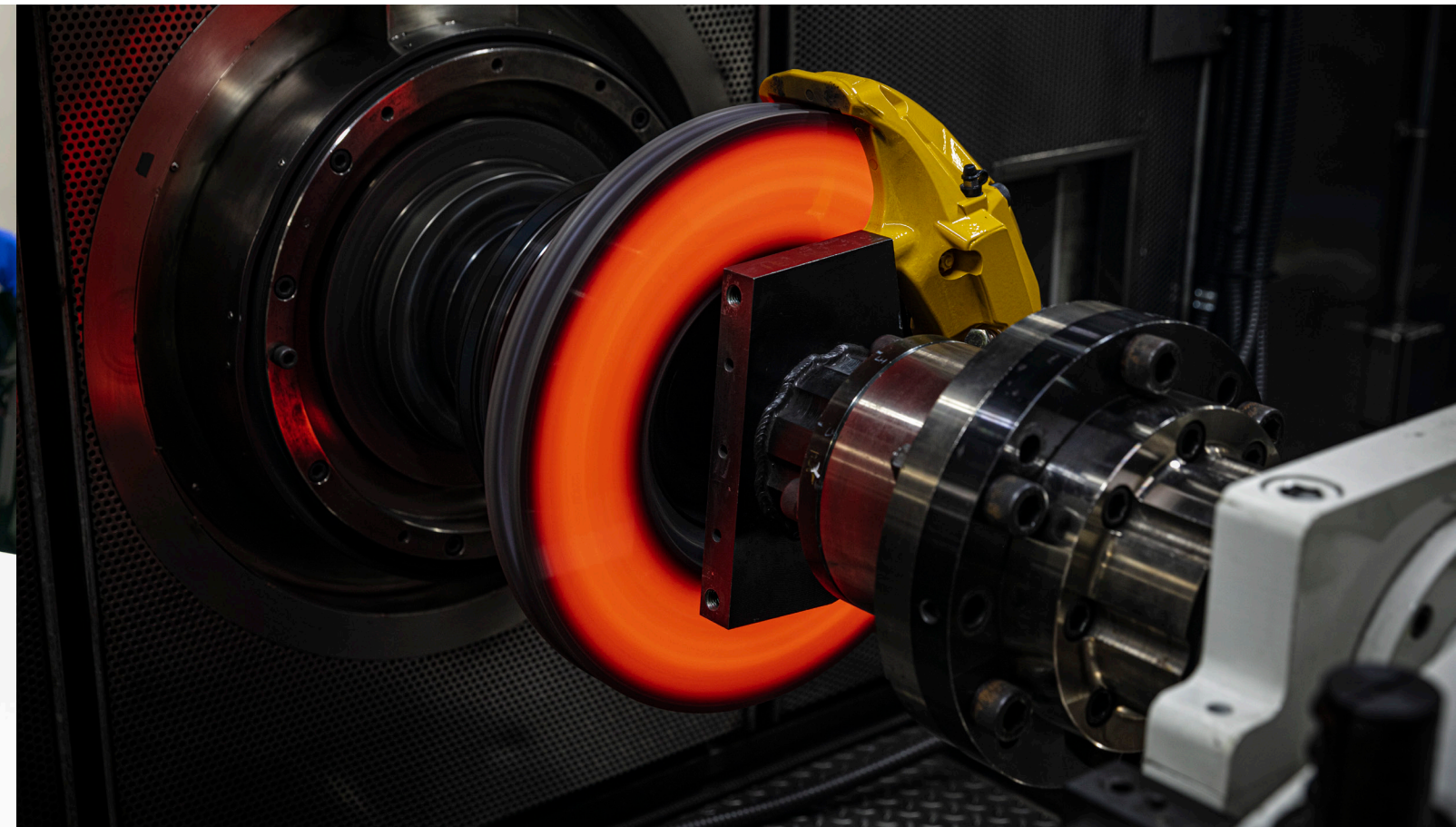
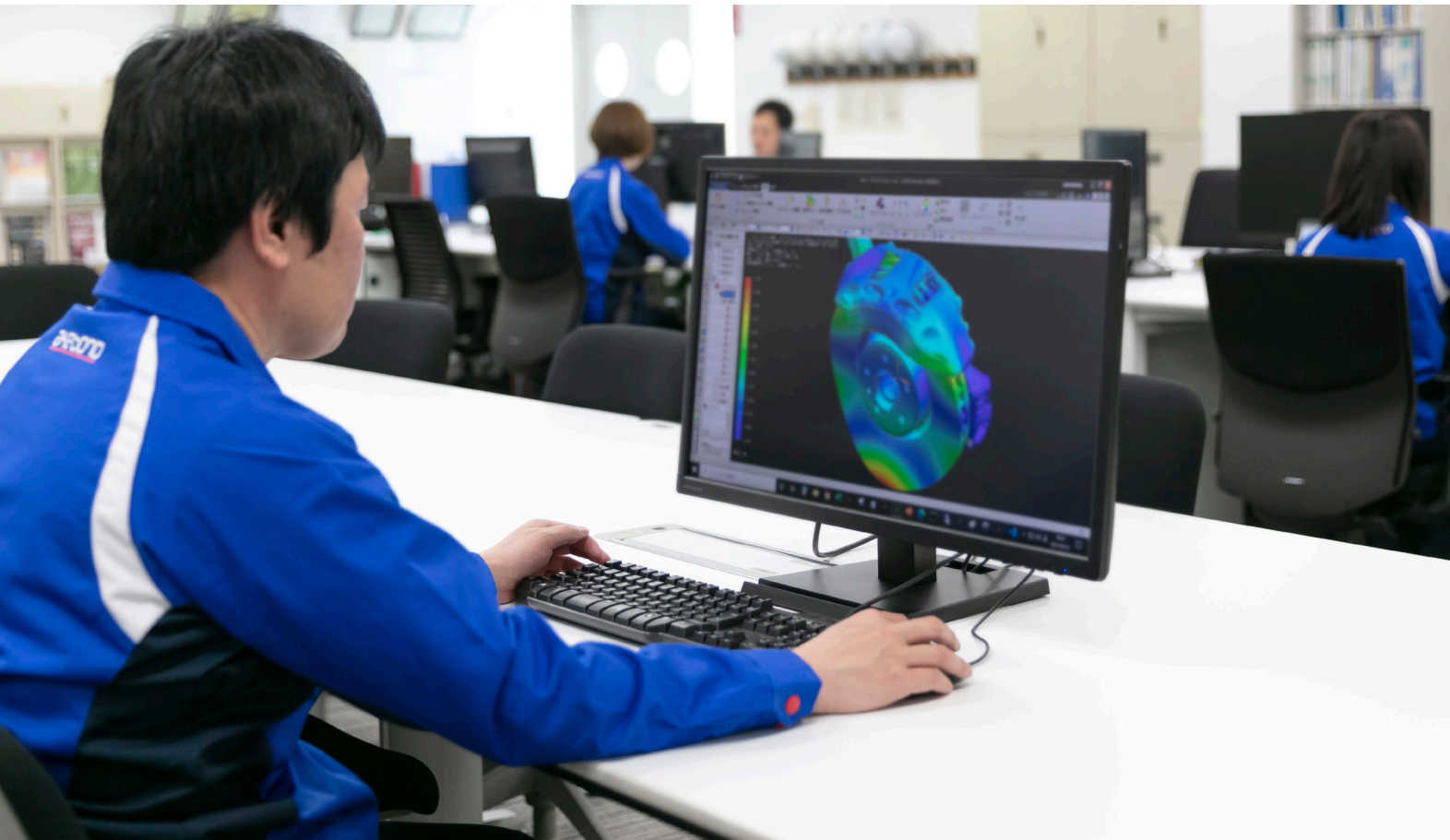
Akebono has a long history of brake manufacturing, stretching all the way back to our establishment in 1929. We have provided brakes for a wide range of things that move, primarily automotive brakes but also brakes for rolling stock and industrial machinery. We possess a high level of technological expertise that cannot be accumulated overnight. Based on these technological capabilities, we will continue providing safety and peace of mind to our customers around the world.

We will accelerate our efforts, striving to achieve these goals and ensure sustainable growth into the future.

Hiroshi Nagaoka

President & CEO
Akebono Brake Industry Co., Ltd.





From R&D to manufacturing, we continue to pursue the best in order to meet the needs of our customers



Meeting the needs of our customers and society

As an independent manufacturer specialized in brakes, Akebono strives to deliver safety and peace of mind to customers all over the world. From compact cars to high-performance vehicles, Akebono develops and manufactures brakes in a wide range of segments. We leverage the technologies that we have accumulated through the automotive field to develop diverse business areas and focus on development of next-generation technologies to contribute to creating a better society with safety and peace of mind for all.



Examining and evaluating braking performance when suddenly applying a brake from a high-speed exceeding 200km/h

Development and testing equipment

Through the introduction of a high-performance dynamometer (brake testing machine), we are able to simulate driving under extreme conditions. The dynamometer can not only adjust for speed, but also the driving environment such as temperature and wind speed to reproduce an environment that meets the various requirements of our customers. This machine also makes it possible to analyze the surface pressure of brake pads on a rotating brake rotor. This technology greatly contributes to the improvement of analysis directly relating to the performance of our brakes such as prevention of uneven wear on brake pads.

Akebono: An Independent Comprehensive Brake Manufacturer

As a comprehensive brake manufacturer, Akebono develops and manufactures friction materials and mechanical parts for disc brakes and drum brakes.

Brakes for Automobiles



6-pot brake caliper
for high-performance mass-production cars



10-pot brake caliper
for high-performance mass-production cars



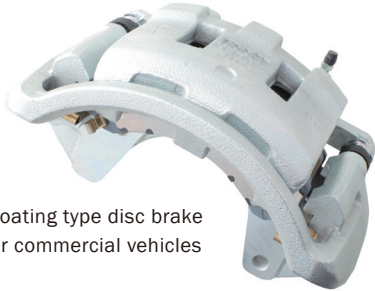
10-pot brake caliper
for high-performance cars



Floating type disc brake
for passenger cars



Opposed piston type
Disc brake



Floating type disc brake
for commercial vehicles



Brake caliper
for endurance racing



Brake caliper
for endurance racing



Drum brake
for passenger cars

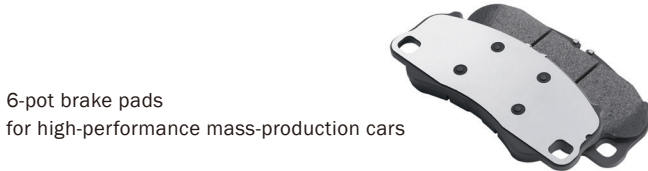


Drum brake
for commercial vehicles



Disc brake pads

Drum brake lining



6-pot brake pads
for high-performance mass-production cars



10-pot brake pads
for high-performance mass-production cars



Brake pad
for endurance racing

Akebono: An Independent Comprehensive Brake Manufacturer

Akebono manufactures brakes for a wide range of applications including motorcycles, rolling stock, and industrial machinery. Akebono also develops and manufactures sensor products which harness the vibration-analysis technologies of brakes.

Brakes for Motorcycles

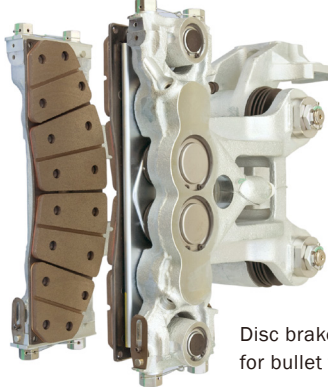


Brake caliper for motorcycles



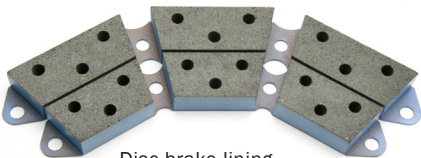
Master cylinder for motorcycles

Brakes for Rolling Stock



Disc brake for bullet trains

Even-contact pressure disc brake lining for bullet trains



Disc brake lining for conventional trains



Disc brake lining for subway trains



Brake shoes for railroad trains

Brakes for Industrial Machinery



Drum brake for forklifts



Clutch facings for car air conditioning units



Disc brake for rough-terrain cranes



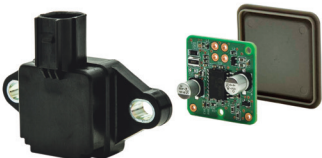
Brake shoe for elevators

Aftermarket products

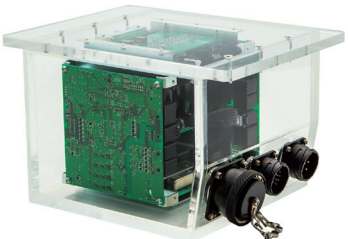


Aftermarket brake pads

Sensor Technologies



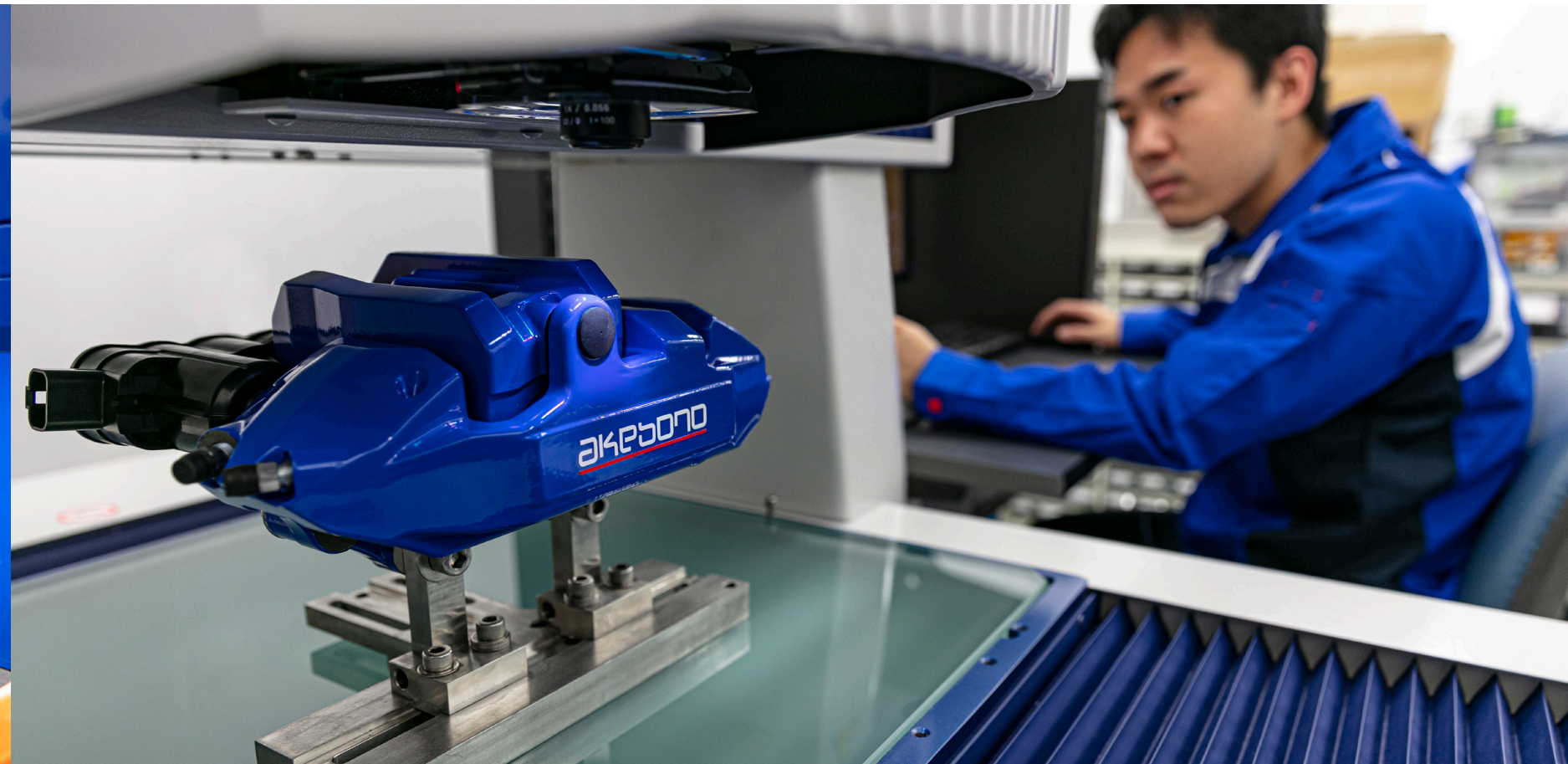
Sensor cluster



Vehicle behavior detection device (rolling stock)



Vehicle derailment detection device (rolling stock)



We go beyond what is asked of us to propose the best solutions



We seek out the most difficult fields to make the ideal reality

Aspiring to be a leading brake expert, Akebono began supplying brakes for motor sports in 2002 and for Formula 1 racing from 2007. Taking on the technological challenge of various motorsports, Akebono has developed highly experienced engineers and advanced capabilities. This has been leveraged in the development and adoption of high-performance brakes and improved the technological standard for brakes in mass-produced cars.

**Moving toward next-generation technology,
driven always by a willingness to embrace challenges**

Akebono is focusing on the development of electric brakes to respond to the accelerating trend toward electric and autonomous vehicles. Akebono has developed an electric parking brake system for small to mid-sized trucks with a unique construction where one motor's output is transmitted to two pistons. By utilizing technology cultivated through the development of brakes for high-performance vehicles, Akebono has developed and started volume production of an opposed piston type electric parking brake for electric sports cars.



We believe that every aspect of manufacturing presents opportunities for further improvement



Reducing costs and developing people through improvements to productivity based on ensuring the highest standards of safety and quality

Akebono conducts SQDC+E (Safety, Quality, Delivery, Cost, and Environment) improvement activities at all plants in Japan. These activities are based on the principle of ensuring safety and quality while working toward meeting delivery deadlines and reducing costs. Each plant is assigned with leaders respectively responsible for safety, quality, delivery, cost, and environment, and all associates plant-wide are involved in activities to fulfill SQDC+E objectives.



Adopting the “5-Gen Approach” to find and resolve the core issues

Under a new management structure introduced in 2019, Akebono has been resolving issues by adopting the “5-Gen Approach”: *Genchi, Genbutsu, Gennin, Genri, Gensoku* (“Go to the actual place, see the actual things and confirm the actual facts. Then take action based on fundamental theory according to decided principles”). Each associate at Akebono adopts the “5-Gen Approach” in their work.

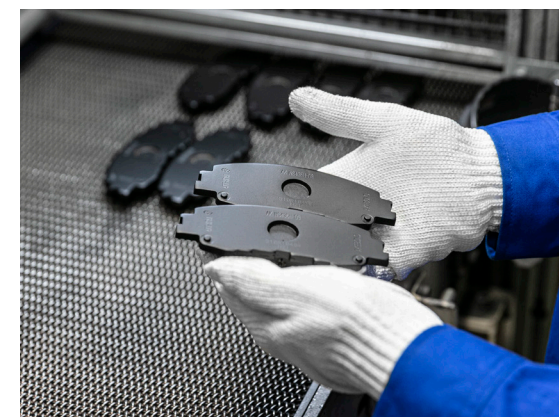


We are always looking ahead to further improve quality and actively engage with next-generation technology



Proactive initiatives aimed at reducing environmental impact

From 2016, Akebono started to work on developing technology to collect, measure and analyze brake dust generated from friction materials. This technology was completed and has been recognized in 2020 as a pioneering technology for the standardization of brake dust analysis by the Society of Automotive Engineers of Japan, Inc. (JASO). Akebono will continue to develop friction materials with this technology and actively work to reduce our environmental impact.



Squarely facing our social responsibilities as an organization

As part of efforts to create next-generation products, Akebono has developed brake pads that generate 50% less CO₂ emissions than conventional brake pads in the manufacturing process. Additionally, manufacturing time has been reduced by 50%, and we have significantly reduced the amount of brake dust generated when the brakes are used.



SUSTAINABLE DEVELOPMENT GOALS

For more information on our initiatives, please see the below links.

Personnel System	Our Associates	Health Management
WEB	WEB	WEB

Basic Human Resources Policy

Akebono believes that the most important factor that guides a company to success is human talent (our associates). Guided by that belief, we set forth our basic human resource policy that each associate must be given the opportunity to exert their abilities and be continuously supported to share their success with the Company. We are striving to build our long-term global personnel policy as well as to facilitate associates' ability to establish their individuality and foster mutual respect and trust.

Diversity Management

Akebono is promoting diversity management centered on three key initiatives: the promotion of diversity, career support, and the promotion of work-life balance. Through these themes, our goal is to be an organization that can maximize the abilities of each associate and creating new value for our business.



Akebono aims to create an ideal workplace where every associate can grow and achieve their goals



Akebono Receives “L-boshi Designation” for the Promotion of Women's Career Activities

Akebono continues to promote an organization where all of our associates can work with motivation and enthusiasm, regardless of gender. In 2016, we received the L-boshi Designation (Third Grade)* from the chief of the Saitama Labor Bureau. The L-boshi designation system recognizes business owners that have performed excellently in initiatives for promoting the advancement of women from among those who formulate an action plan based on the Act Concerning Promotion of Women's Career Activities and submit the details of the plan. The designation is received from the Japanese Minister of Health, Labor and Welfare.

*Official nickname for the designation of the General Business Owner Complying with the Standard based on the Act for Promoting the Advancement of Women.



Akebono received the “Kurumin” mark for the third time

Akebono received the “Kurumin” mark from the Saitama Labor Bureau in 2016, recognizing it as an organization that actively supports child-raising in accordance with the “Act on Measures to Support Development of the Next Generation.” This was the third time Akebono has received this award, after receiving it in both November 2007 and June 2013.



Health Management

Akebono's health and wellbeing activities are founded on three pillars of health management promotion: workstyle reforms, promotion of both physical and mental wellbeing, and raising awareness of health. As a result of these activities across our organization, Akebono was certified as a “2025 Health and Productivity Management Outstanding Organization (Large enterprise category).” This award program recognizes initiatives to overcome health-related challenges in communities and promote health-conscious activities led by the Nippon Kenko Kaigi, and recognizes outstanding organizations engaging in efforts for health and productivity management. Akebono has received this award for the eighth year in a row.



Akebono Nursery School (Ai-Kids)

Akebono established the Akebono Nursery School in 2018 within the organization as a part of workstyle reforms and to enhance our organization's benefits and to contribute to our local community.



Akebono Global Training Center “Ai-Village”

Ai-Village, Akebono's global training center, was established in 2012 in Ai-City (headquarters) as a facility to nurture globally capable human resources. Currently, the facility is used to enhance our training activities which includes in-person and online training programs.



Employment of People with Disabilities

Akebono 123 Co., Ltd., a special-purpose subsidiary of the Akebono Group, provides employment for people with disabilities and is working to help them achieve personal growth and development. Saitama Prefecture, Japan, has recognized Akebono's proactive initiatives to create inclusive workplaces and has designated our organization as an “Excellent Saitama Prefecture Disability-Inclusive Employer” since April 2007.



Europe



High-performance brakes

- 1 Akebono Europe GmbH
- 2 Akebono Brake Slovakia s.r.o.

High-performance brakes

North America

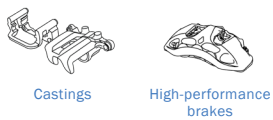


Disc brakes Drum brakes Brake pads

- 1 Akebono Brake Corporation (North American Head Office)
- 1 Akebono Engineering Center (R&D)
- 2 Akebono Brake Corporation (Elizabethtown)
(North American Co-head Office, sales and marketing)
- 2 Akebono Brake, Elizabethtown Plant
- 3 Akebono Brake, Glasgow Plant
- 4 Akebono Brake Mexico S.A. de C.V.

Disc brakes Drum brakes High-performance brakes
Brake pads
Disc brakes Drum brakes

Akebono Brake Industry Co., Ltd.



Castings High-performance brakes

- 1 Global Head Office
- 2 Kanto Sales Office
- 9 Tatebayashi Foundry
- 10 Ai-Ring (Testing and evaluation)
- 2 Ai-City (Headquarters)
- 1 Tokyo Metropolitan Sales Office
- 2 Ai-Village (Global training center)
- 3 Chubu Office
- 6 Osaka Sales Office
- 2 HP Manufacturing Department
- 2 Ai-Museum (Brake museum)
- 4 Sapporo Sales Office
- 7 Hiroshima Sales Office
- High-performance brakes
- 5 Sendai Sales Office
- 8 Fukuoka Sales Office

Asia

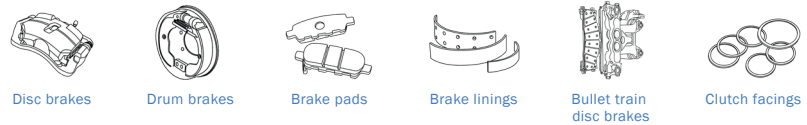


Disc brakes Drum brakes Brake pads Brake linings Motorcycle disc brakes Motorcycle master cylinders Castings

- 1 Akebono Brake (Thailand) Co., Ltd.
- 2 A&M Casting (Thailand) Co., Ltd.
- 3 Akebono Cooperation (Thailand) Co., Ltd.
- 4 广州曙光制动器有限公司 Akebono Corporation (Guangzhou)
- 5 曙光制动器(苏州)有限公司 Akebono Corporation (Suzhou)
- 6 PT. Akebono Brake Astra Indonesia
- 7 Akebono Brake Astra Vietnam Co., Ltd.

Disc brakes Brake pads
Castings
Disc brakes Drum brakes
Brake pads
Disc brakes Drum brakes Brake pads
Brake linings Motorcycle disc brakes Motorcycle master cylinders
Motorcycle disc brakes Motorcycle master cylinders

Japan





Disc brakes Drum brakes Brake pads Brake linings Bullet train disc brakes Clutch facings

- 11 Akebono Brake Yamagata Manufacturing Co., Ltd.
- 13 Akebono Brake Iwatsuki Manufacturing Co., Ltd.
- 13 Alocs Corporation
- 2 Akebono 123 Co., Ltd.
- 2 Akebono Kids Care Co., Ltd.
- 12 Akebono Brake Fukushima Manufacturing Co., Ltd.
- 14 Akebono Brake Sanyo Manufacturing Co., Ltd.

Brake pads Clutch facings
Disc brakes Bullet train disc brakes
Disc brakes Drum brakes
Brake linings Clutch facings
Drum brakes Wheel cylinders

Corporate Profile

Name	Akebono Brake Industry Co., Ltd.
Global Head Office	5F, PMO Nihonbashi Muromachi, 1-13-7 Nihonbashi Muromachi, Chuo-ku, Tokyo 103-8534, Japan +81-3-5299-7621 MAP 
Ai-City (Headquarters)	5-4-71 Higashi, Hanyu City, Saitama 348-8508, Japan +81-48-560-1500 MAP 
Founded	January 27, 1929
Established	January 25, 1936
Capital	19.9 billion yen (consolidated, as of March 31, 2025)
Net Sales	161.7 billion yen (fiscal year ended March 31, 2025)
Employees	5,351 (consolidated, as of March 31, 2025)

Directors & Officers

as of April 1, 2025



Directors



Representative Director &
Member of the Board
Hiroshi Nagaoka



Member of the Board
Masaaki Ando



Member of the Board
Takashi Komagata*



Member of the Board
(Audit & Supervisory Committee)
Hiroaki Tanji*



Member of the Board
(Audit & Supervisory Committee)
Yuichi Hiromoto*



Member of the Board
(Audit & Supervisory Committee)
Yosuke Mishiho*



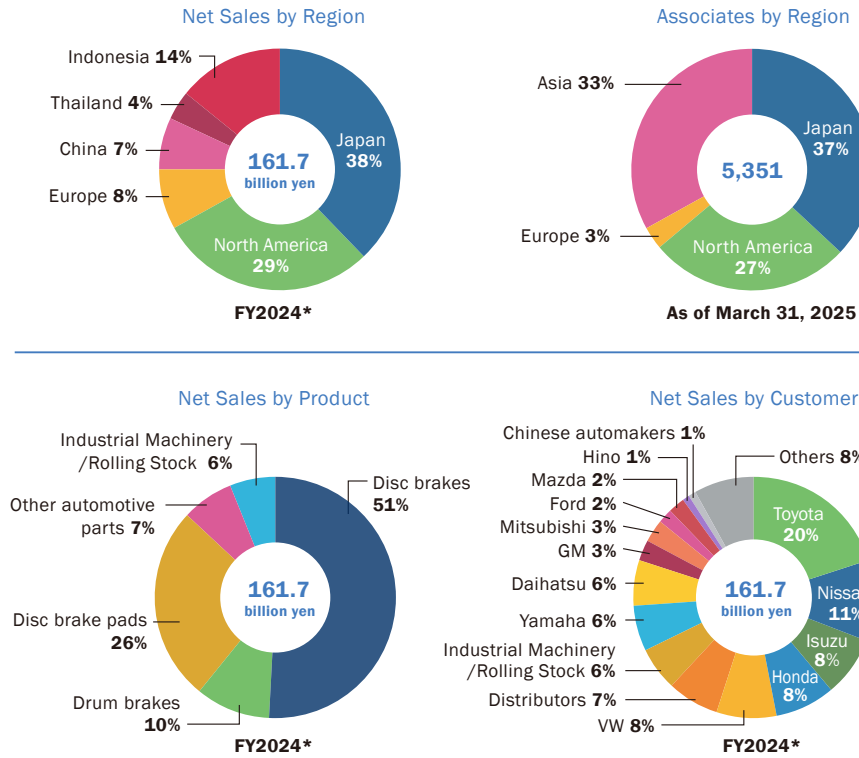
Member of the Board
(Audit & Supervisory Committee)
Shigeyuki Kawamoto*

Executive Officers

President & CEO	Hiroshi Nagaoka
Executive Officer & COO	Masaaki Ando
Executive Officer	Seiji Nishimura
Executive Officer	Takao Watanabe
Executive Officer	Norihide Ishida
Executive Officer	Ryoko Maejo

* Outside directors in accordance with Article 2-15 of the Corporation Law
Note: CEO (Chief Executive Officer), COO (Chief Operating Officer)

Net Sales and Associates



*Fiscal year defined as from April 1, 2024 to March 31, 2025

Corporate History



- | | | | |
|-------------|--|-------------|--|
| 1929 | Founded on January 27 as Akebono Sekimen Kogyosho; commenced manufacture of woven linings and clutch facings | 1998 | US holding company Akebono Corporation merges with local engineering subsidiary to form Akebono Corporation (North America), (currently Akebono Brake Corporation) |
| 1936 | Reorganized on January 25 as Akebono Sekimen Kogyo Co., Ltd. | 2001 | New corporate headquarters, the Akebono Crystal Wing (ACW), is completed in Hanyu City, Saitama Prefecture, Japan |
| 1939 | Hanyu plant is constructed and commenced operations | 2003 | Akebono 123 Co., Ltd. is established |
| 1960 | Changed name to Akebono Brake Industry Co., Ltd.
Brake-related technical assistance agreement is signed with Bendix Corporation in the United States and drum brake assembly based on received patents begins | 2004 | Akebono Europe GmbH, a locally incorporated company, is established in Germany
The "Ai-Museum" devoted to brake history is completed in Hanyu City, Saitama Prefecture, Japan
Akebono Corporation (Guangzhou) and Akebono Corporation (Suzhou) are established in China
Akebono Brake (Thailand) Co., Ltd. is established in Thailand |
| 1961 | Listed on the Tokyo Stock Exchange, Second Section | 2006 | Entered the F1 segment by providing brakes for the Vodafone McLaren Mercedes team |
| 1962 | Iwatsuki plant is constructed and commences operations (currently Akebono Brake Iwatsuki Manufacturing Co., Ltd.) | 2007 | Tatebayashi Foundry commenced operations |
| 1965 | Sanyo Brake Industry Co., Ltd. is established as a joint venture company with Hiruta Kogyo Co., Ltd., and Mitsubishi Heavy Industries Ltd. (currently Akebono Brake Sanyo Manufacturing Co., Ltd.) | 2008 | Akebono Brake Astra Vietnam Co., Ltd. is established in Vietnam |
| 1971 | Fukushima plant is constructed and commences operations (currently Akebono Brake Fukushima Manufacturing Co., Ltd.) | 2011 | Akebono Brake Mexico S.A. de C.V. is established in Mexico |
| 1979 | Commenced production of the AD Type disc brake, developed in-house | 2012 | Akebono Brake Slovakia s.r.o. is established in Slovakia |
| 1982 | AD Type disc brakes win the 1982 Japan Society of Mechanical Engineers Award | 2014 | A&M Casting (Thailand) Co., Ltd., a joint venture with Mohka Manufacturing Co., Ltd., is established in Thailand |
| 1983 | Listed on the Tokyo Stock Exchange, First Section | 2016 | Received the Japan Society of Mechanical Engineers Medal for New Technology in the "development and mass production of high-performance brakes for road cars" |
| 1986 | Ambrake Corporation, a joint venture with General Motors, is established in the U.S. (currently Akebono Brake Corporation, Elizabethtown Plant) | 2018 | Akebono Kids Care Co., Ltd. is established and the Akebono Nursery School (Ai-Kids) opens in Hanyu City, Saitama Prefecture, Japan |
| 1988 | Akebono Brake Proving Grounds is completed in Iwaki City, Fukushima Prefecture (currently Ai-Ring) | 2019 | Akebono Cooperation (Thailand) Co., Ltd. is established in Thailand
Application for Turnaround ADR Proceedings and acceptance of the application |
| 1992 | Akebono Brake Yamagata Manufacturing Co., Ltd. is established | 2022 | In accordance with restructuring of market segments by the Tokyo Stock Exchange, the Company's listing is moved from the First Section to the Prime Market |
| 1994 | U.S. subsidiary Amak Brake L.L.C. (currently Akebono Brake, Glasgow Plant) is established | 2024 | Akebono's NR22 Brake Caliper for Endurance Racing Wins FY2022 Good Design Award.
Received the Japan Society of Mechanical Engineers Medal for New Technology in the "development of a motor gear unit for electric parking brakes for small-to-mid sized trucks"
Completion of the Business Turnaround Plan period |
| 1996 | Acquired equity interest in PT. Tri Dharma Wisesa in Indonesia (currently PT.Akebono Brake Astra Indonesia) | | |