## Akebono TODAY

## Leveraging our position in Japan and overseas as a <br> "small, specialized, independent manufacturing company."



Leveraging technologies cultivated in the automotive brake field in a wide array of fields including motorcycles, rolling stock and industrial machinery. Opening up new markets with technologies and expertise only a specialized manufacturer possesses.


Small
 Specialized $\searrow$ Independent
 Manufacturing Company

Able to react swiftly

Focus on friction and vibration

Independence can create more opportunities

People can add value through it

Many can achieve what one can not

## Brake Pad OEM (fitted in new cars) Market Share (2017)

For our mainstay product, brake pads, we maintain a high global market share of approximately $19 \%$ and a domestic market share of approximately $47 \%^{*}$.
One in every five vehicles worldwide have brake pads made by Akebono.


## $\int \%$ of sales are overseas

Since entering the overseas market in 1986, we have expanded our business in North America, Europe and Asia. Since fiscal 2015 our overseas sales ratio has exceeded 70\%.


## Conducting Business with a Wide-Range of Global Automobile Manufacturers

Various manufacturers in Japan and around the world use products made by Akebono as an independent, comprehensive brake manufacturer.


## Business operations at



Akebono employs 9,240 people around the world. We are developing and training global human resources as a truly global company.

Ratio of Associates by Region (as of March 31, 2018)


