

## News Release

August 28, 2025

### **Akebono Brake Organizational and Personnel Changes**

TOKYO – Akebono Brake Industry Co., Ltd. announced organizational and personnel changes to take effect on September 1, 2025.

On Thursday, August 7, we announced our medium-term business plan (FY2025 to FY2027). This medium-term business plan is based on a foundation of strengthening Safety, Quality, and Compliance to become a company that continues to earn the trust of its customers and stakeholders. The four pillars of this plan are “Ensure profitability in each region, with a focus on achieving profitability in the United States,” “Reform of Cost Structure,” “Implement initiatives for immediate expansion of sales,” and “Focus on new technologies, new products, and new markets for the next medium-term business plan.” Through these initiatives, we aim to rebuild our foundations and target an operating profit of 8 billion yen (operating profit margin of 6%) by the FY2027.

Organizational and personnel changes aimed at achieving this medium-term business plan will be implemented on September 1 as outlined below.

- Compliance

To strengthen compliance, a Corporate Governance Office will be newly established under the CEO. It will oversee legal functions and internal control. The CEO will be responsible for internal control.

- Safety and Quality

To strengthen safety and quality systems, an Executive Officer in charge of Safety & Quality will be appointed.

- Controlling Division

To reform cost structure, the organizational structure will be thoroughly revised with the aim of strengthening cost management and profitability management functions.

- Research & Development Division

R&D planning functions will be strengthened in line with our medium-term business plan, advanced development functions will be integrated, and we will shift from the current nine-department structure to an eight-department structure.

- Regional Operations (Outside Japan)

To achieve profitability in North America, we will establish a management structure in the North American region and strengthen our management structure in Asia.

Personnel changes at the level of General Manager and above are as follows:

**Personnel changes at the level of Executive Officer effective September 1, 2025**

Name	New responsibilities	Former responsibilities	Continuing responsibilities
Hiroshi Nagaoka	In charge, Internal Control		Representative Director President CEO Chairman, Akebono Brake Corporation
Seiji Nishimura	In charge, Safety & Quality	In charge, Quality Head of the Quality Assurance Division	Executive Officer
Takao Watanabe		In charge, Internal Control	Executive Officer In charge, Administration Head of the Administration Division

**Personnel changes at the level of General Manager effective September 1, 2025**

Name	New responsibilities	Former responsibilities	Continuing responsibilities
Shinobu Hashimoto	General Manager, Corporate Governance Office	General Manager, Corporate Planning Department, Controlling Division	
Hiroyuki Goto	Vice Head of the Controlling Division	Senior Manager, Controlling Division	
Masafumi Onozaki	General Manager, Accounting Department, Controlling Division	General Manager, Controlling Department, Controlling Division	
Tsutomu Mamuro	General Manager, Corporate Controlling Office, Controlling Division	Member, Corporate Controlling Department Project, Controlling Division	
Shotaro Note	General Manager, Research & Development Planning Department, Research & Development Division	General Manager, Advanced Brake Research & Development Department, Research & Development Division	
Satoshi Kusaka	General Manager, Advanced Research & Development Department, Research & Development Division	General Manager, Advanced Friction Material Research & Development Department, Research & Development Division	
Yoichi Kawashima	General Manager, Friction Material Engineering Department, Research & Development Division	General Manager, Friction Material Application Engineering Department, Research & Development Division	
Naoya Hashizume	General Manager, Foundation Brake Engineering Department, Research & Development Division	General Manager, Foundation Brake Application Engineering Department, Research & Development Division	
Akihiro Hikichi	General Manager, Environment Office, Administration Division	General Manager, Safety & Environment Department, Administration Division	
Makoto Iwai	Head of the Quality Assurance Division	Vice Head of the Quality Assurance Division	
Kiyoshi Anzai	General Manager, Global Sales Department, Automotive Sales Division		General Manager, Sales Coordination Department, Automotive Sales Division
Takashi Miyoshi	President, Akebono Cooperation (Thailand) Co., Ltd.	Vice Head of the Manufacturing Division	Responsible for Asian Operations
Masaaki Saito	President & CEO, Akebono Brake Mexico S.A. de C.V.	Senior Manager, Manufacturing Division	
Masaki Suzuki	President, A&M Casting (Thailand) Co., Ltd.	Senior Manager, Akebono Brake Mexico S.A. de C.V.	