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Consolidated Financial Results FY2025



May 13, 2026
Akebono Brake Industry Co., Ltd.

Presentation Outline

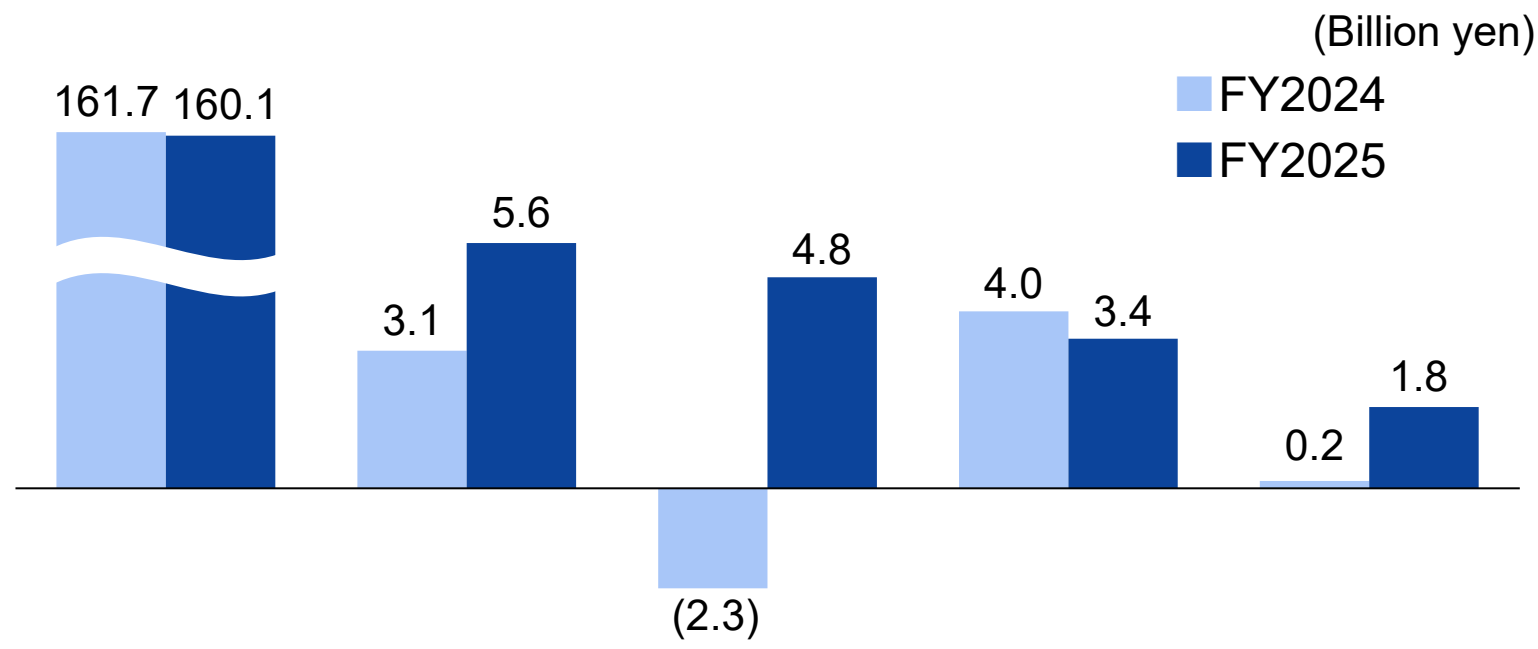
- FY2025: Consolidated Financial Results
- FY2026: Forecast
- Appendix

(Note) The consolidated fiscal year under review (FY2025) is defined as follows:

1. North America, China, Thailand, Indonesia: January 1, 2025 to December 31, 2025
2. Japan, Europe: April 1, 2025 to March 31, 2026

FY2025: Consolidated Financial Results

FY2025: Consolidated Results (YoY)

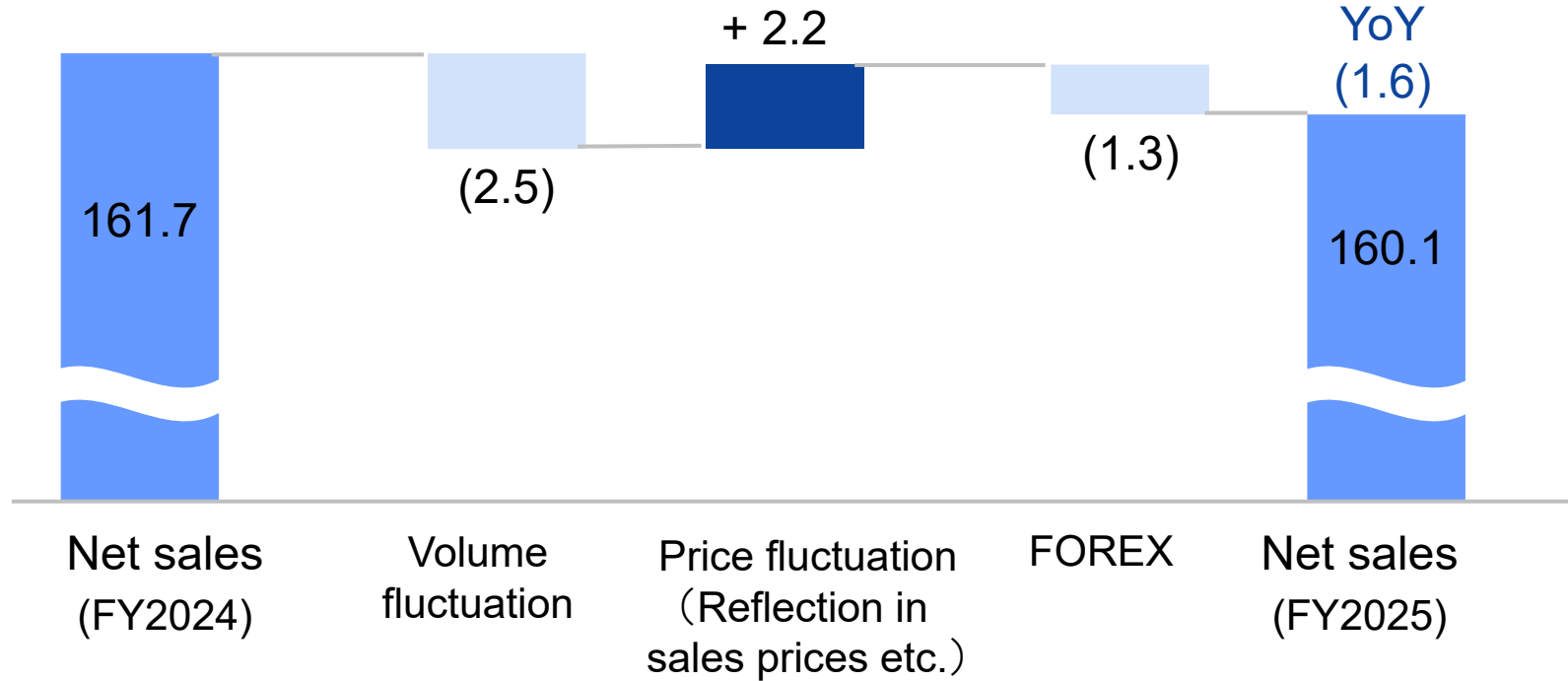


	Net Sales	Operating Profit	Ordinary Profit	Pre-tax Profit*	Net Profit**
FY2024	161.7	3.1	(2.3)	4.0	0.2
FY2025	160.1	5.6	4.8	3.4	1.8
YoY	(1.6)	+ 2.4	+ 7.1	(0.6)	+ 1.7

* Profit before income taxes ** Profit attributable to owners of parent

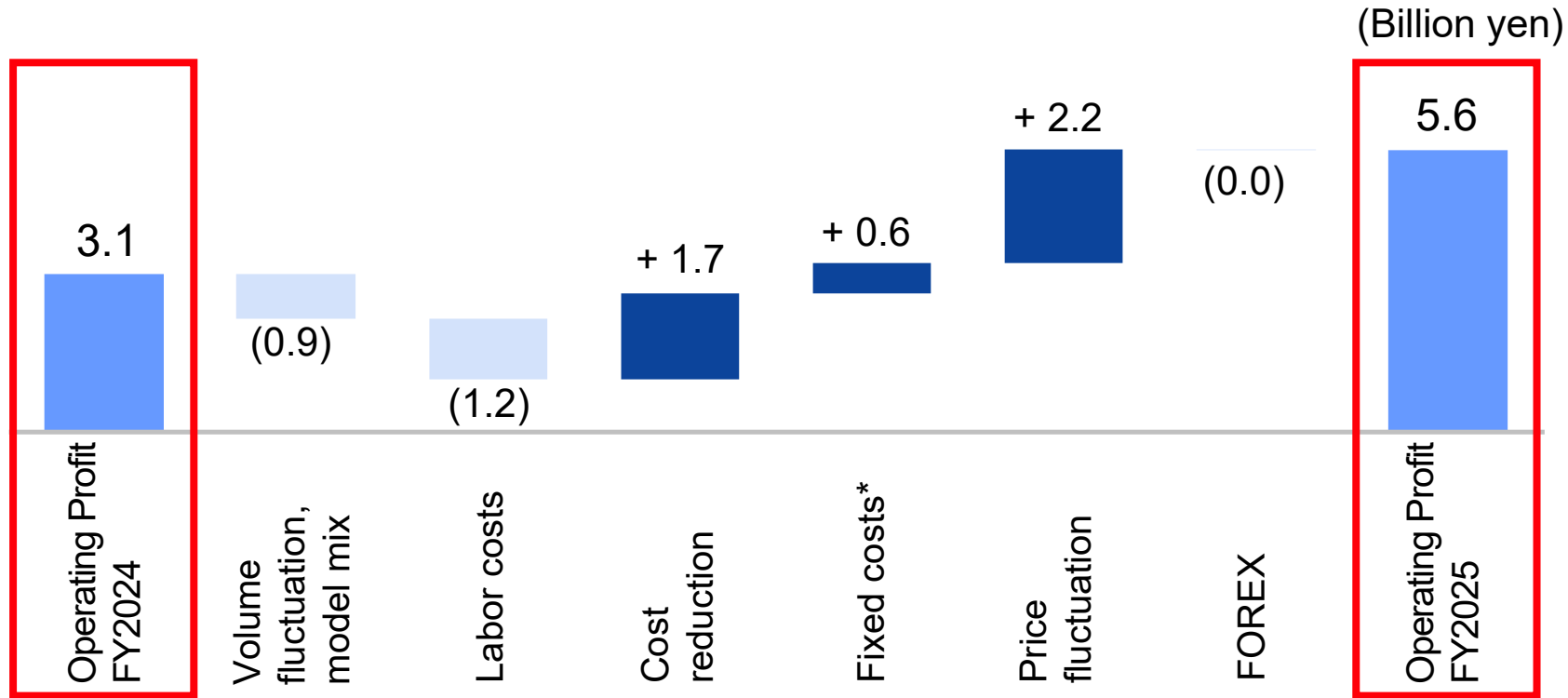
FY2025: Net Sales Analysis (YoY)

(Billion yen)



- Net sales decreased by 1.6 billion yen from FY2024.
- There was a negative FOREX impact of 1.3 billion yen, so the actual sales decrease of 0.3 billion yen.

FY2025: Operating Profit Analysis (YoY)



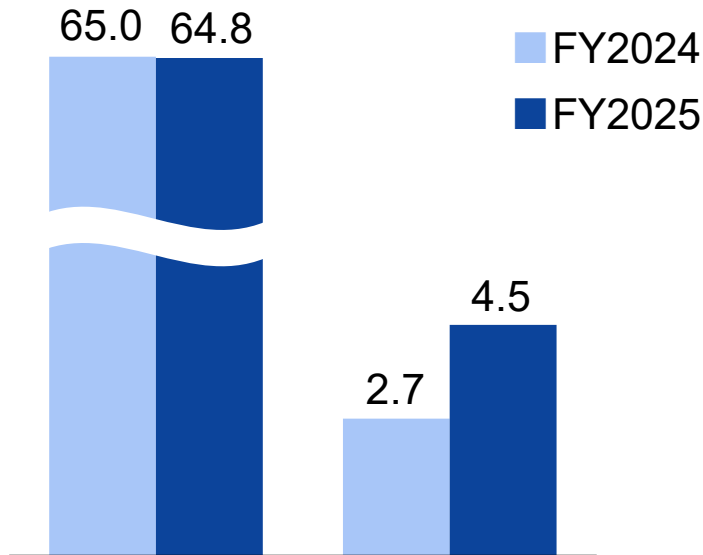
Japan	2.7	(1.4)	(0.5)	+ 0.7	+ 0.9	+ 2.2		4.5
N.America	(3.2)	+ 0.5	(0.6)	+ 0.5	(0.4)	+ 0.0	+ 0.0	(3.2)
Europe	0.3	(0.8)	+ 0.1	+ 0.0	+ 0.1	+ 0.3	+ 0.0	0.1
Asia	3.1	+ 0.9	(0.2)	+ 0.5	+ 0.0	(0.2)	(0.1)	4.0
Elimination	0.2	(0.0)						0.2

* Fixed costs include R&D Expenses and depreciation.

FY2025: Results by Region (YoY)

Japan

(Billion yen)



	Net Sales	Operating Profit
FY2024	65.0	2.7
FY2025	64.8	4.5
YoY	(0.2)	+ 1.8

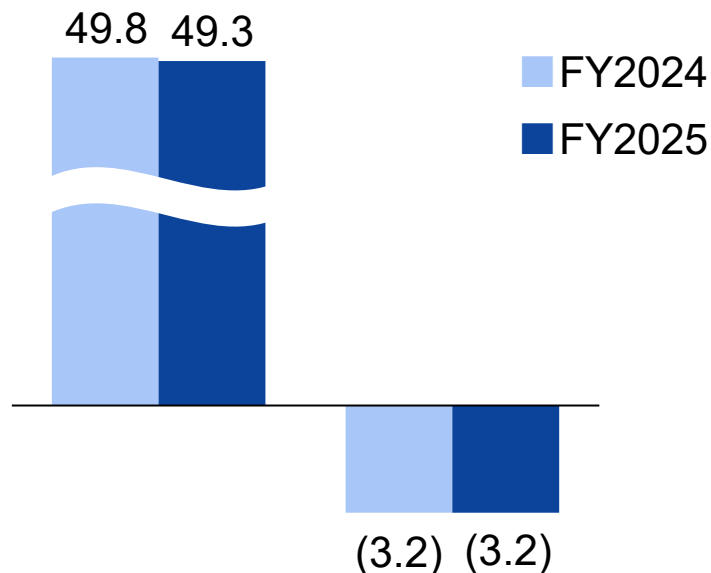
- Regarding automotive business, net sales decreased mainly due to a decline in production caused by a slowdown in sales for some automakers and the transfer of production of high-performance products to Europe.
- Regarding aftermarket business, net sales increased due to an increase in orders from some domestic automakers and commercial vehicle manufacturers, as well as strong demand in overseas markets.
- Regarding I.M./R.S.* business, despite a decrease in orders for products for forklifts in North America, net sales increased due to an increase in orders for products for rolling stock.
- Despite the impact of volume fluctuation, operating profit increased due to rationalization including improvements in productivity and reflecting the impact of the steep rise in market prices of raw materials and energy costs in sales prices.

* Industrial Machinery / Rolling Stock

FY2025: Results by Region (YoY)

North America (U.S. and Mexico)

(Billion yen)



	Net Sales	Operating Profit
FY2024	49.8	(3.2)
FY2025	49.3	(3.2)
YoY	(0.6)	(0.0)

U.S.

Net sales decreased due to a decline in orders resulting from the termination of production for certain vehicle models and reduced production volumes, as well as the impact of yen appreciation.

Operating loss increased slightly due to rising wages and higher labor costs associated with additional temporary employment for inventory buildup in preparation for the closure of the Elizabethtown plant, as well as an increase in expenses, including the impact of tariffs.

Mexico

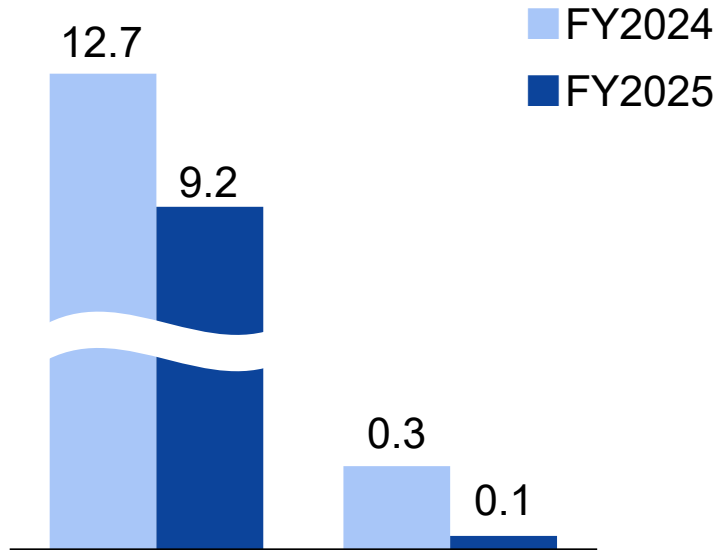
Net sales increased due to an increase in orders for new vehicle models launched in the second half of FY2024 and other factors. Operating profit increased slightly due to an increase in orders and cost reductions.

For North America overall, despite a decrease in net sales, operating profit remained at the same level as in FY2024.

FY2025: Results by Region (YoY)

Europe

(Billion yen)



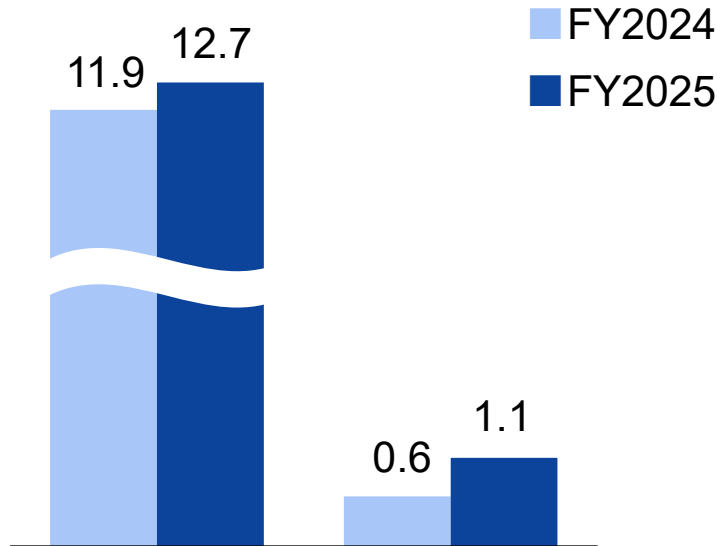
	Net Sales	Operating Profit
FY2024	12.7	0.3
FY2025	9.2	0.1
YoY	(3.6)	(0.3)

- Net sales decreased due to the termination of production for certain vehicle models in accordance with vehicle model changes and the impact of a significant decline in orders caused by production volumes of automakers.
- Despite implementing rationalization measures such as optimization of personnel in response to decreased production volumes and cost reductions as well as reflecting the impact of the steep rise in market prices of raw material and energy costs, operating profit decreased due to the significant impact of a decline in orders.

FY2025: Results by Region (YoY)

China

(Billion yen)



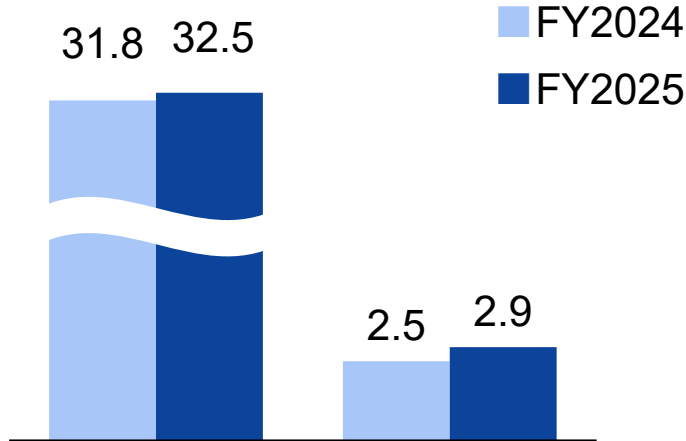
	Net Sales	Operating Profit
FY2024	11.9	0.6
FY2025	12.7	1.1
YoY	+ 0.7	+ 0.5

- Despite a decline in orders for friction materials, net sales increased due to the launch of new products for Chinese automakers and other factors.
- Despite the impact of revision of sales prices from some Chinese automakers, operating profit increased due to the impact of increased sales, as well as labor cost reductions through optimization of personnel implemented in FY2024 and measures to optimize raw material costs.

FY2025: Results by Region (YoY)

ASEAN (Thailand, Indonesia, Vietnam)

(Billion yen)



	Net Sales	Operating Profit
FY2024	31.8	2.5
FY2025	32.5	2.9
YoY	+ 0.7	+ 0.4

Thailand

Despite the termination of production for certain vehicle models in FY2024, net sales increased due to the impact of yen depreciation.

Despite the termination, operating profit increased due to rationalization measures such as productivity improvements.

Indonesia

Despite a decrease in orders for compact car products and the impact of yen appreciation, net sales increased due to an increase in orders for motorcycle products.

Despite temporary costs due to relocation to the new plant, operating profit increased due to the reflection of raw materials and energy costs in sales prices and an increase in orders for motorcycle products.

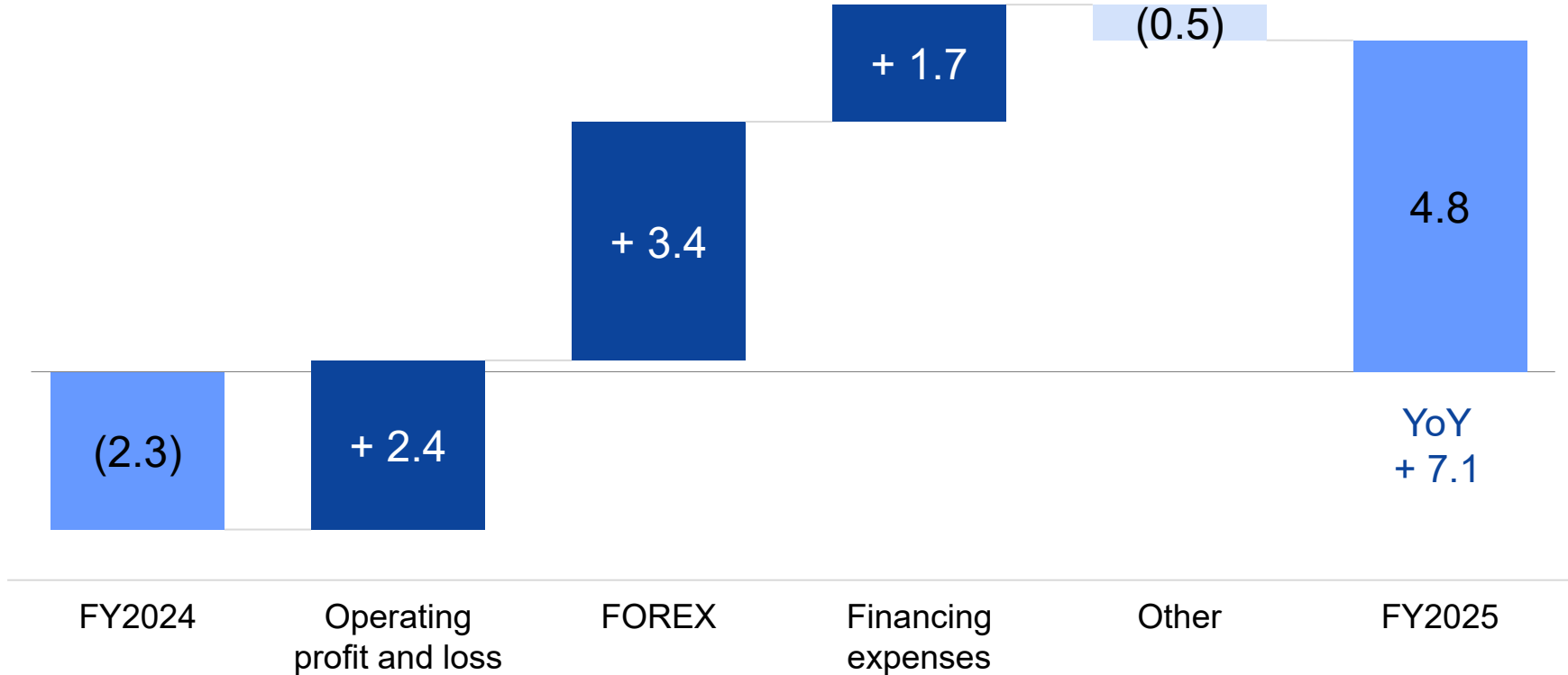
Vietnam

Net sales and operating profit decreased due to a decrease in orders for motorcycle products.

For the ASEAN region, net sales and operating profit both increased.

FY2025: Ordinary Profit Analysis (YoY)

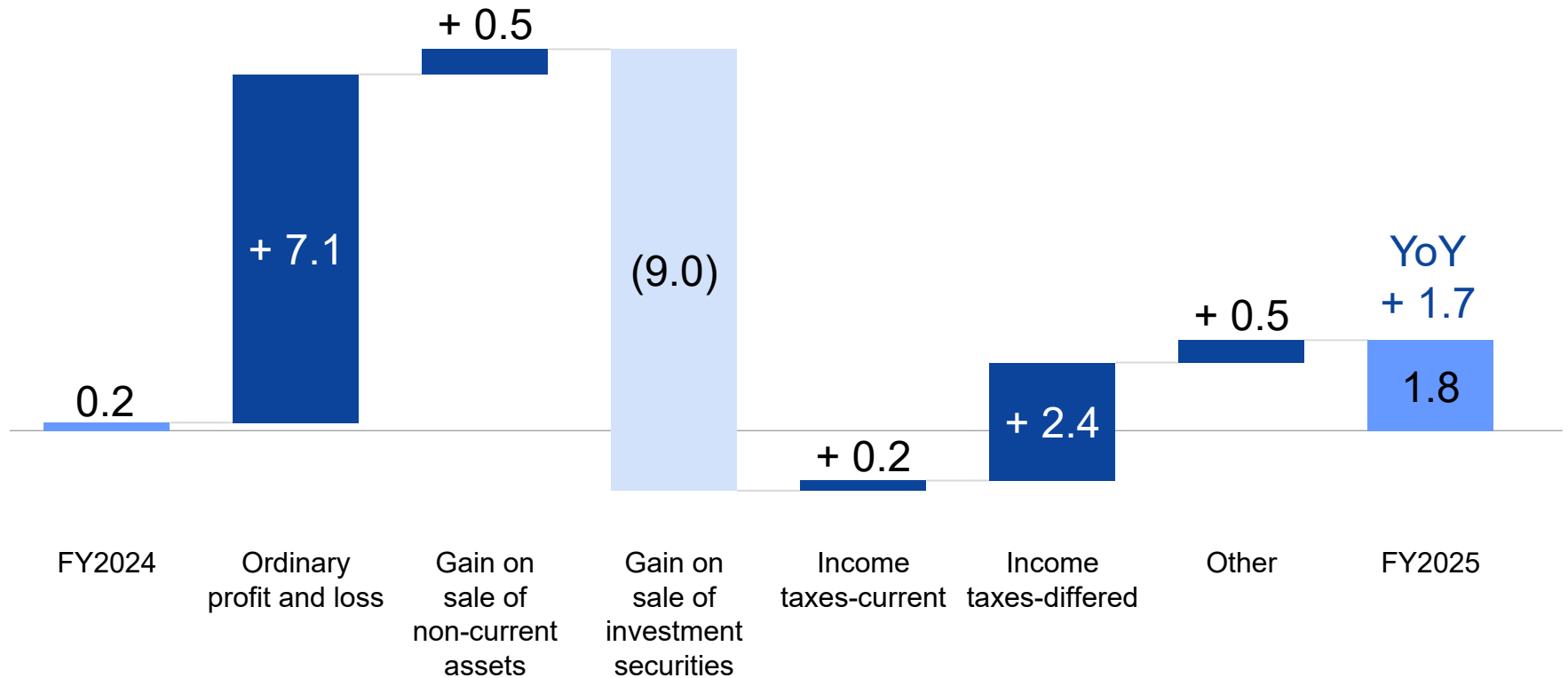
(Billion yen)



- FOREX ((1.9)→1.6): Loss due to yen appreciation in FY2024→ Gain due to yen depreciation in FY2025
- Financing expenses ((1.7)→(0.0)): Decrease in refinancing expenses incurred in FY2024

FY2025 : Net Profit* Analysis (YoY)

(Billion yen)



- Gain on sale of non-current assets (0.1→0.6): Sale of land and building for Elizabethtown plant (U.S.) closure
- Gain on sale of investment securities (9.0 → 0.0): Decrease in the amount of sale of investment securities
- Income taxes-deferred ((1.2)→ 1.1): Deferred tax assets due to using loss carryforwards were reversed (FY2024), and deferred tax assets were recognized based on the Medium-Term Business Plan (FY2025).

* Profit attributable to owners of parent

Balance Sheet

(Billion yen)

Assets

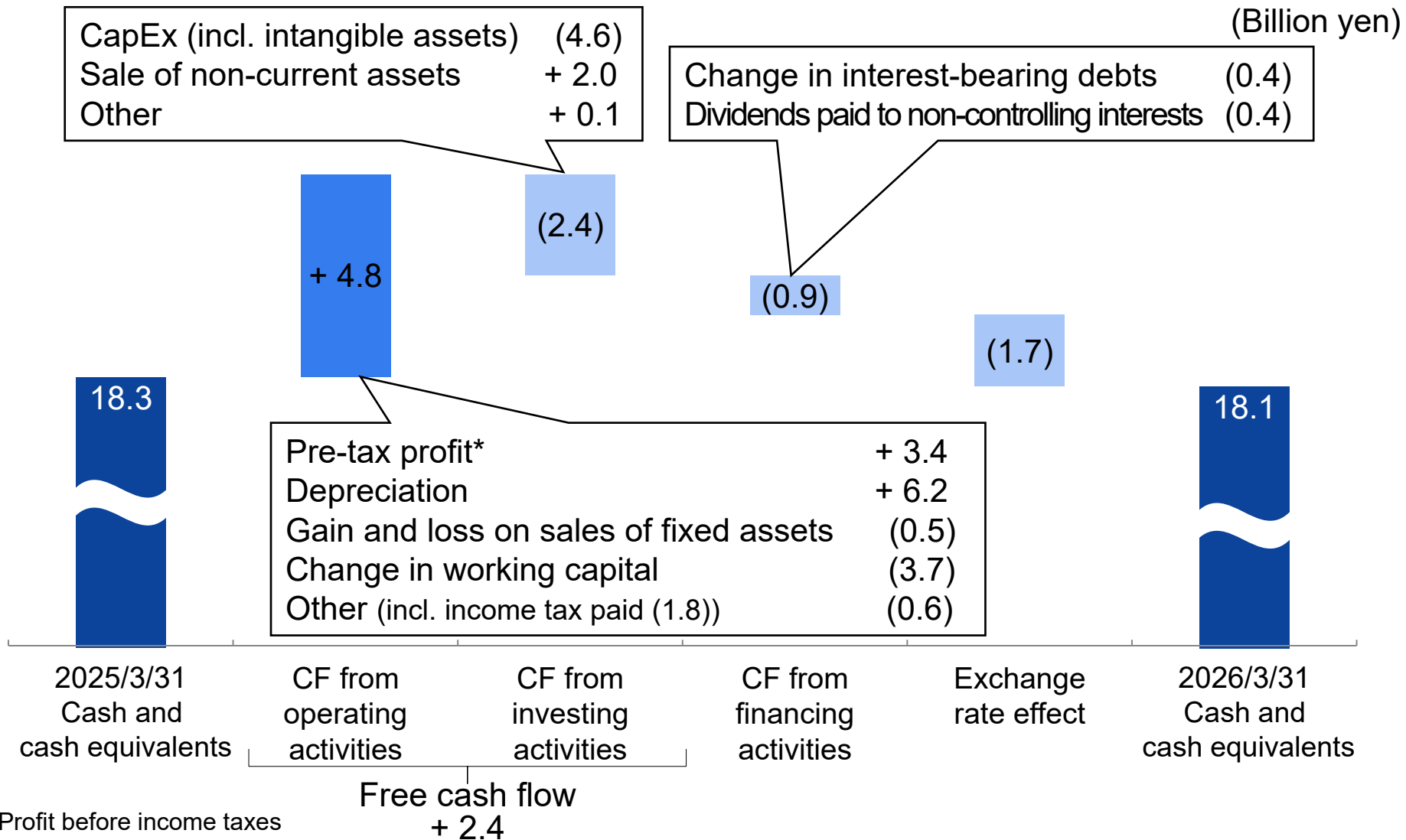
	FY2024		FY2025
	128.3	+0.5	128.8
Cash and deposits	18.3	(0.2)	18.1
Accounts receivable	27.4	+ 2.0	29.4
Inventories	17.2	+ 0.2	17.3
Tangible assets	50.2	(1.8)	48.3
Other	15.3	+ 0.4	15.7

Liabilities & Net Assets

	FY2024		FY2025
	128.3	+0.5	128.8
Accounts payable	18.2	(2.0)	16.3
Interest-bearing debts	35.1	+ 0.1	35.2
Other liabilities	19.0	+ 0.7	19.7
Net assets	55.9 (Equity capital 49.5)	+ 1.7	57.6 (Equity capital 50.5)

	2025/3/31	2026/3/31
Equity ratio	38.6%	39.2%
Net debt equity ratio	0.34 Times	0.34 Times

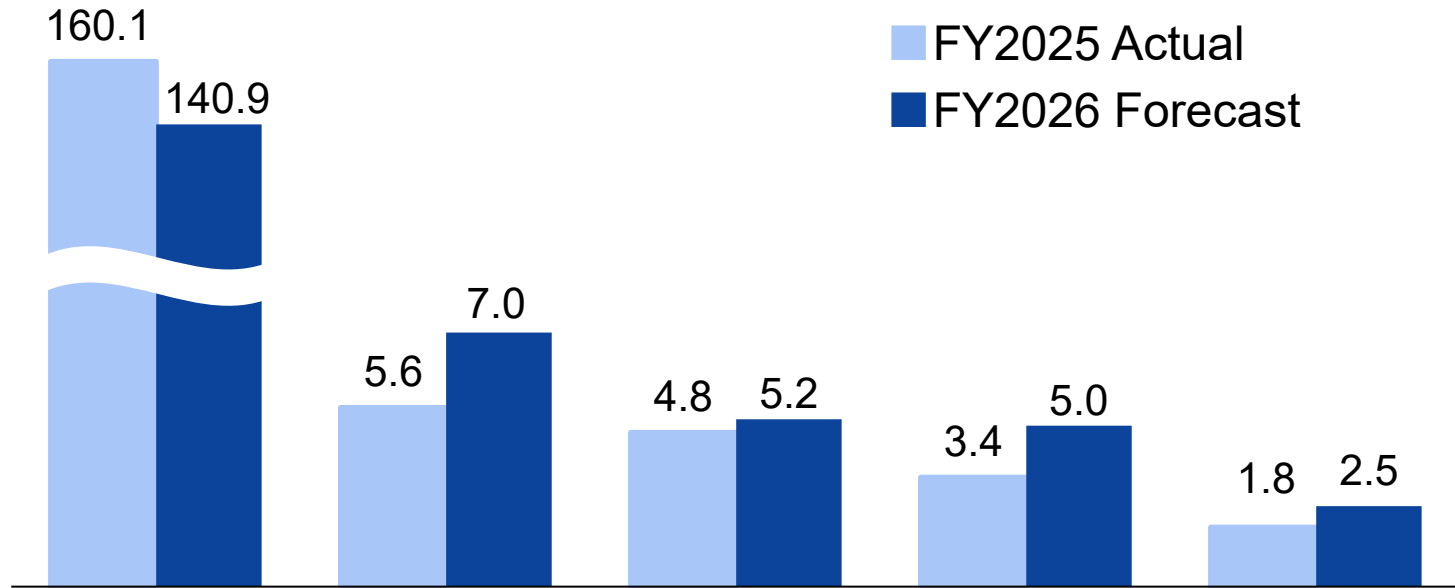
FY2025: Cash Flows



FY2026: Forecast

FY2026: Consolidated Forecast (YoY)

(Billion yen)

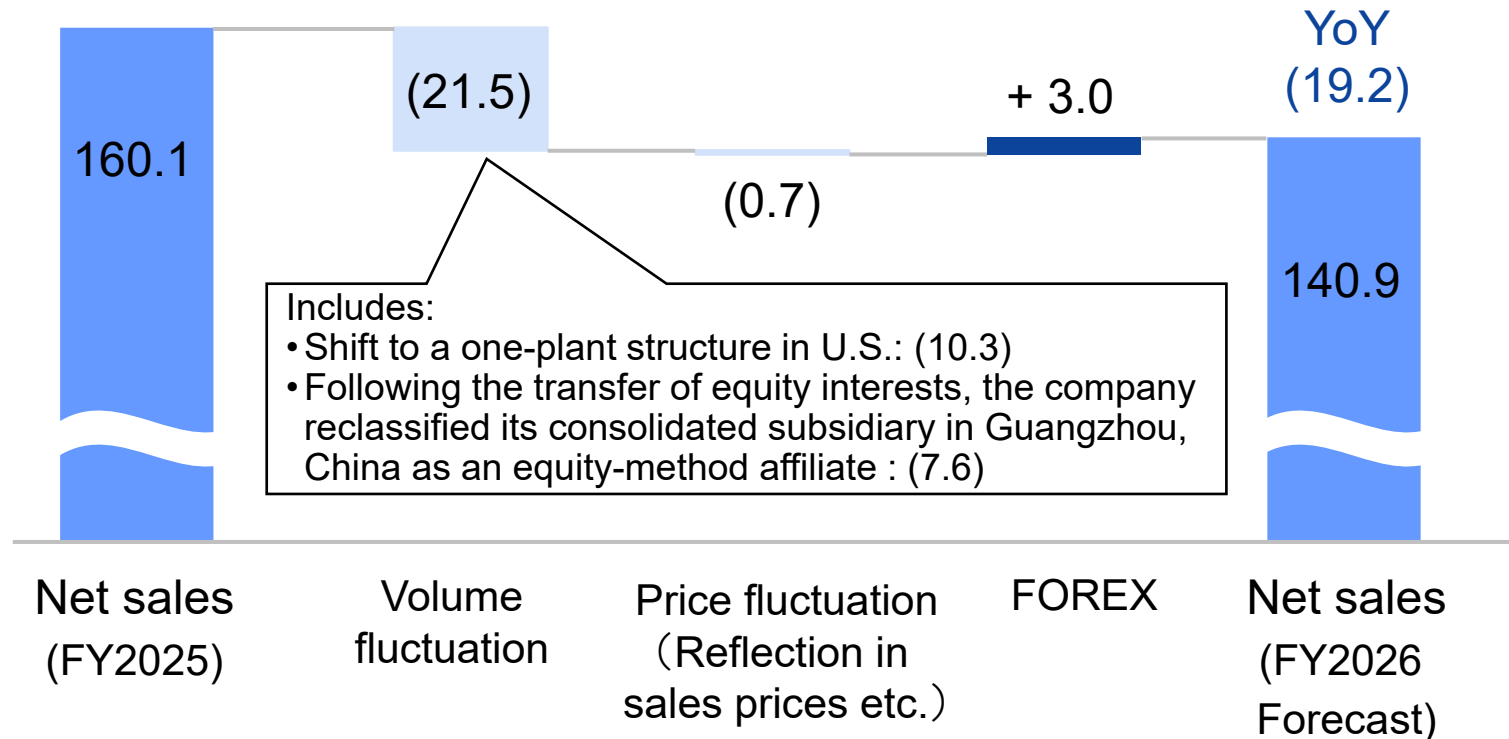


	Net Sales	Operating Profit	Ordinary Profit	Pre-tax Profit*	Net Profit**
FY2025	160.1	5.6	4.8	3.4	1.8
FY2026	140.9	7.0	5.2	5.0	2.5
YoY	(19.2)	+ 1.4	+ 0.4	+ 1.6	+ 0.7

* Profit before income taxes ** Profit attributable to owners of parent

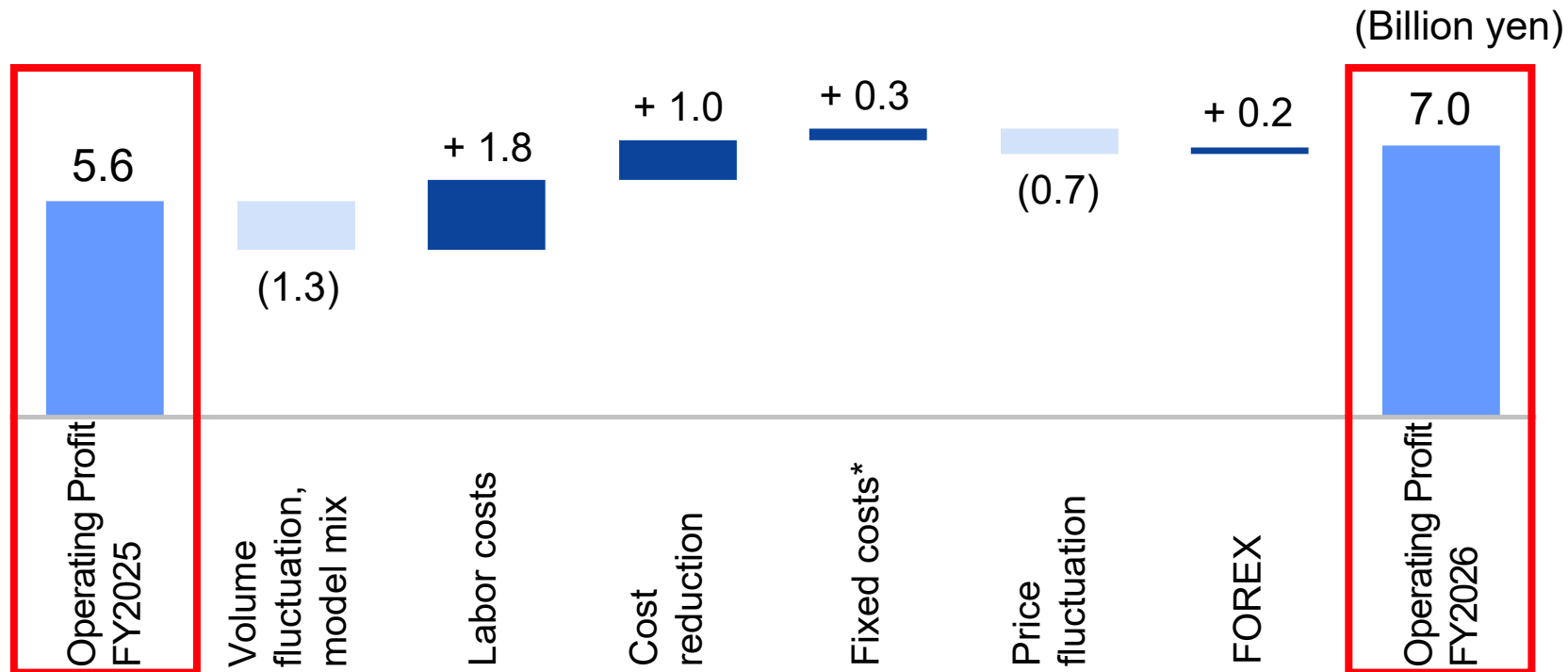
FY2026: Net Sales Forecast Analysis (YoY)

(Billion yen)



- Net sales are expected to decrease by 19.2 billion yen from FY2025.
- There will be a negative volume fluctuation impact of 21.5 billion yen (including 10.3 billion yen from shifting to a one-plant structure in U.S., and 7.6 billion yen from the transfer of equity interests in the subsidiary in Guangzhou, China), a negative price fluctuation impact of 0.7 billion yen, and a positive FOREX impact of 3.0 billion yen.

FY2026: Operating Profit Forecast Analysis (YoY)



Japan	4.5	(0.9)	(0.2)	+ 0.6	(0.4)	(0.7)		2.8
N. America	(3.2)	+ 0.2	+ 2.3	+ 0.1	+ 0.4	+ 0.1	0.0	0.0
Europe	0.1	+ 0.1	(0.1)	+ 0.0	+ 0.3	(0.3)	(0.0)	0.2
Asia	4.0	(0.8)	(0.3)	+ 0.4	(0.1)	+ 0.3	+ 0.2	3.7
Eliminations	0.2	+ 0.1						0.3

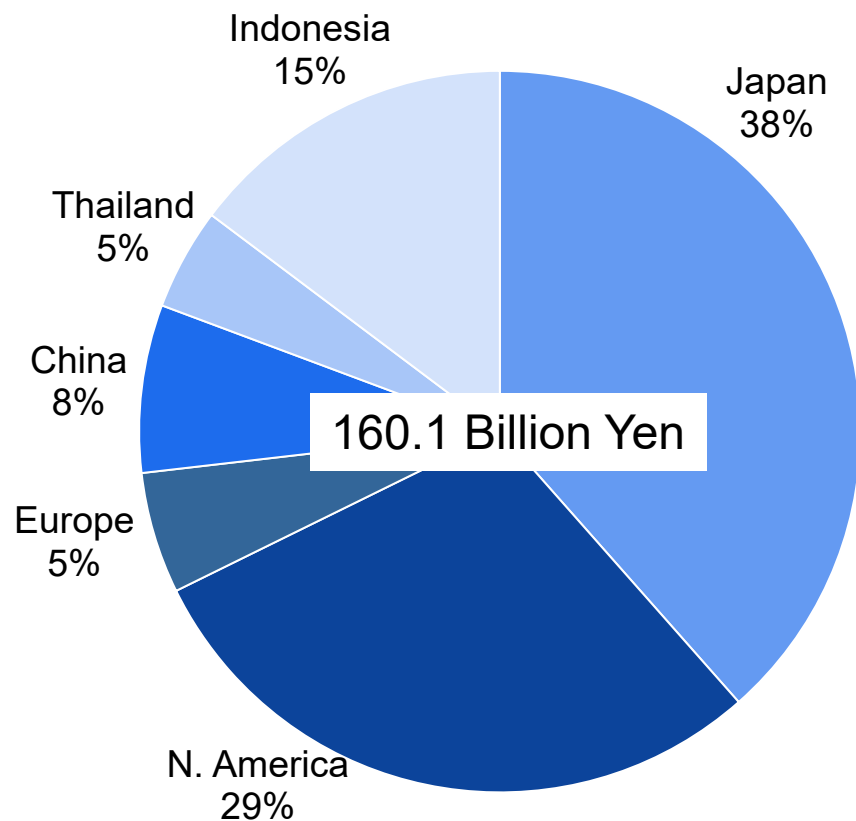
* Fixed costs include R&D Expenses and depreciation.

Appendix

FY2025: Net Sales by Region

(Billion yen)

FY2025 Actual

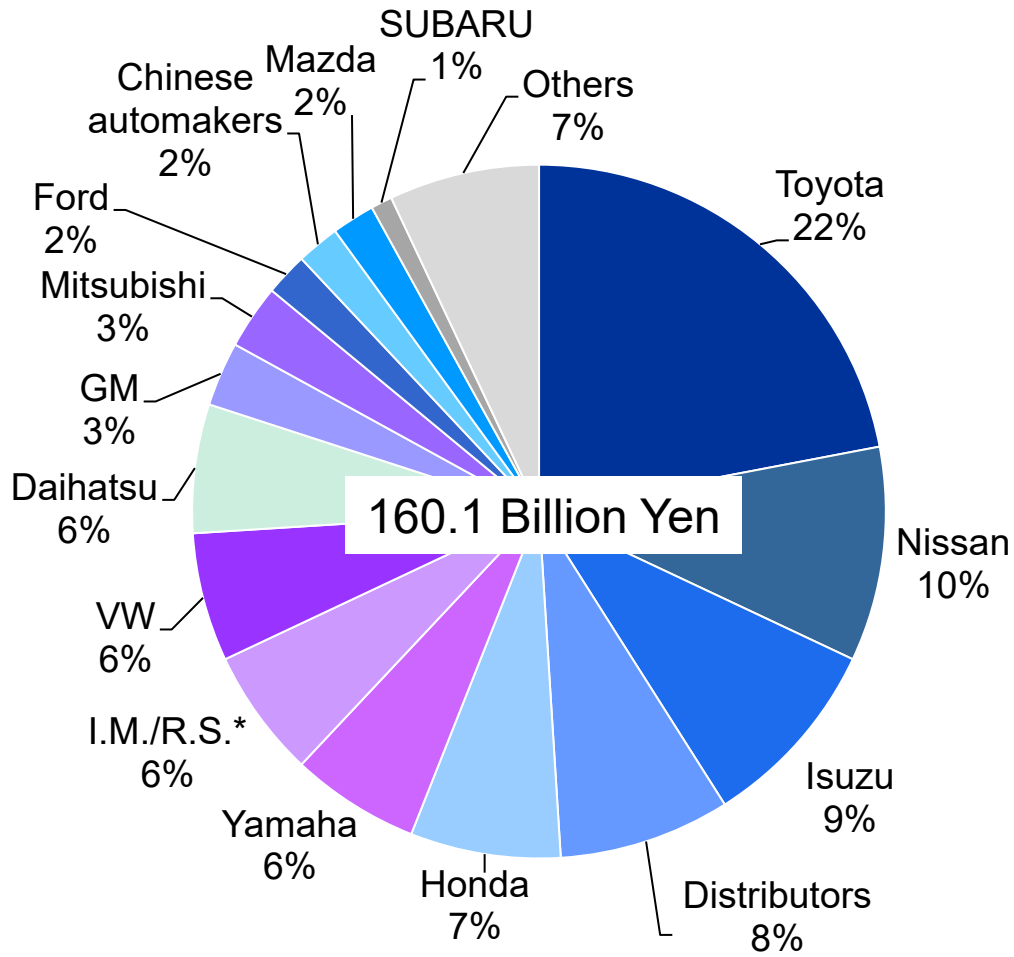


	FY2024	FY2025	Change (%)	FOREX
Japan	65.0	64.8	(0%)	—
N. America	49.8	49.3	(1%)	(0.8)
Europe	12.7	9.2	(28%)	+ 0.6
Asia	43.7	45.2	+ 3%	(1.1)
China	11.9	12.7	+ 6%	(0.2)
Thailand	7.3	7.7	+ 5%	+ 0.4
Indonesia	24.5	24.8	+ 1%	(1.4)
Subtotal	171.3	168.5	(2%)	(1.3)
Eliminations	(9.6)	(8.4)	—	—
Total	161.7	160.1	(1%)	(1.3)

* The amount of net sales in Asia is the simple sum of net sales in China, Thailand and Indonesia.

FY2025: Net Sales by Customer

FY2025 Actual



	FY2024	FY2025
Toyota	20%	22%
Nissan	11%	10%
Isuzu	8%	9%
Distributors	7%	8%
Honda	8%	7%
Yamaha	6%	6%
I.M./R.S.*	6%	6%
VW	8%	6%
Daihatsu	6%	6%
GM	3%	3%
Others	17%	17%
Total	100%	100%

* Industrial Machinery / Rolling Stock

FY2025: Results by Region (YoY)

(Billion yen)	Net Sales				Operating Profit			
	FY2024	FY2025	Change	FOREX	FY2024	FY2025	Change	FOREX
Japan	65.0	64.8	(0.2)	—	2.7	4.5	+ 1.8	—
N. America	49.8	49.3	(0.6)	(0.8)	(3.2)	(3.2)	(0.0)	+ 0.1
Europe	12.7	9.2	(3.6)	+ 0.6	0.3	0.1	(0.3)	+ 0.0
Asia	43.7	45.2	+ 1.5	(1.1)	3.1	4.0	+ 0.9	(0.1)
China	11.9	12.7	+ 0.7	(0.2)	0.6	1.1	+ 0.5	(0.0)
Thailand	7.3	7.7	+ 0.4	+ 0.4	0.6	1.0	+ 0.3	+ 0.1
Indonesia	24.5	24.8	+ 0.4	(1.4)	1.8	1.9	+ 0.1	(0.1)
Eliminations	(9.6)	(8.4)	+ 1.3	—	0.2	0.2	(0.0)	—
Total	161.7	160.1	(1.6)	(1.3)	3.1	5.6	+ 2.4	(0.0)

Exchange rates USD : 152.2→149.8, EUR : 163.7→175.6, CNY : 21.1→20.9, THB : 4.3→4.6, IDR : 0.0096→0.0091

Local currency	Net Sales		
	FY2024	FY2025	Change
N.America: USD mil.	327	329	+ 2
Europe: EUR mil.	78	52	(26)
China: CNY mil.	565	608	+ 43
Thailand: THB mil.	1,691	1,683	(8)
Indonesia: IDR bil.	2,551	2,730	+ 179

Operating Profit		
FY2024	FY2025	Change
(21)	(21)	(0)
2	0	(2)
30	53	+ 24
143	211	+ 68
193	214	+ 21

FY2025: Results by Region

Quarterly Changes in Net Sales and OP

(Billion yen)	Net Sales						Operating Profit					
	1Q	2Q	1H	3Q	4Q	FY Total	1Q	2Q	1H	3Q	4Q	FY Total
Japan	15.5	16.1	31.6	16.9	16.3	64.8	0.6	1.2	1.8	1.7	1.0	4.5
N. America	13.5	12.5	26.0	12.2	11.1	49.3	(0.5)	(0.9)	(1.4)	(0.9)	(0.9)	(3.2)
Europe	2.5	1.9	4.4	2.1	2.6	9.2	0.1	(0.1)	(0.0)	0.0	0.1	0.1
Asia	10.5	10.7	21.2	11.8	12.2	45.2	1.1	0.8	1.8	1.2	1.0	4.0
China	2.7	3.1	5.8	3.4	3.5	12.7	0.2	0.3	0.5	0.3	0.2	1.1
Thailand	1.7	1.9	3.6	2.0	2.1	7.7	0.2	0.2	0.4	0.3	0.3	1.0
Indonesia	6.1	5.7	11.8	6.4	6.6	24.8	0.6	0.3	0.9	0.5	0.5	1.9
Eliminations	(2.2)	(2.2)	(4.4)	(2.0)	(2.0)	(8.4)	0.0	0.0	0.0	0.1	0.0	0.2
Total	39.9	39.1	78.9	41.0	40.2	160.1	1.4	0.9	2.3	2.1	1.1	5.6

Local currency	Net Sales						Operating Profit					
	1Q	2Q	1H	3Q	4Q	FY Total	1Q	2Q	1H	3Q	4Q	FY Total
N. America: USD mil.	89	87	176	82	70	329	(3)	(6)	(9)	(6)	(6)	(21)
Europe: EUR mil.	15	11	26	12	14	52	0	(0)	(0)	0	0	0
China: CNY mil.	132	155	287	163	157	608	11	14	26	17	11	53
Thailand: THB mil.	380	424	805	438	440	1,683	48	43	91	68	53	211
Indonesia: IDR bil.	660	653	1,314	712	704	2,730	69	33	102	61	50	214

FY2026: Forecasts by Region (YoY)

(Billion yen)	Net Sales				Operating Profit			
	FY2025 Actual	FY2026 Forecast	Change	FOREX	FY2025 Actual	FY2026 Forecast	Change	FOREX
Japan	64.8	60.4	(4.4)	—	4.5	2.8	(1.7)	—
N. America	49.3	40.6	(8.7)	+ 1.3	(3.2)	0.0	+ 3.2	0.0
Europe	9.2	5.9	(3.3)	(0.0)	0.1	0.2	+ 0.1	(0.0)
Asia	45.2	41.4	(3.8)	+ 1.8	4.0	3.7	(0.3)	+ 0.2
China	12.7	6.1	(6.6)	+ 0.4	1.1	0.2	(0.9)	+ 0.0
Thailand	7.7	9.1	+ 1.4	+ 0.8	1.0	1.0	+ 0.0	+ 0.1
Indonesia	24.8	26.2	+ 1.4	+ 0.6	1.9	2.5	+ 0.6	+ 0.1
Eliminations	(8.4)	(7.4)	+ 1.0	—	0.2	0.3	+ 0.1	—
Total	160.1	140.9	(19.2)	+ 3.0	5.6	7.0	+ 1.4	+ 0.2

Exchange rates USD : 149.8→154.7, EUR : 175.6→174.9, CNY : 20.9→22.4, THB : 4.6→5.0, IDR : 0.0091→0.0093

Local currency	Net Sales		
	FY2025 Actual	FY2026 Forecast	Change
N.America: USD mil.	329	262	(66)
Europe: EUR mil.	52	34	(18)
China: CNY mil.	608	272	(335)
Thailand: THB mil.	1,683	1,820	+ 137
Indonesia: IDR bil.	2,730	2,817	+ 87

Operating Profit		
FY2025 Actual	FY2026 Forecast	Change
(21)	0	+ 21
0	1	+ 1
53	9	(45)
211	200	(11)
214	269	+ 55

The description pertaining to our forecasts is based on the information available at the time and our assumption which we believe is reasonable, therefore actual results may be different from the forecasts due to surrounding business environment including market situation, foreign exchange rate in the market, and other unexpected reasons.