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Consolidated Financial Results

FY2025 3Q



February 12, 2026
Akebono Brake Industry Co., Ltd.

Presentation Outline

- FY2025 3Q: Consolidated Financial Results
- FY2025: Forecast
- Appendix

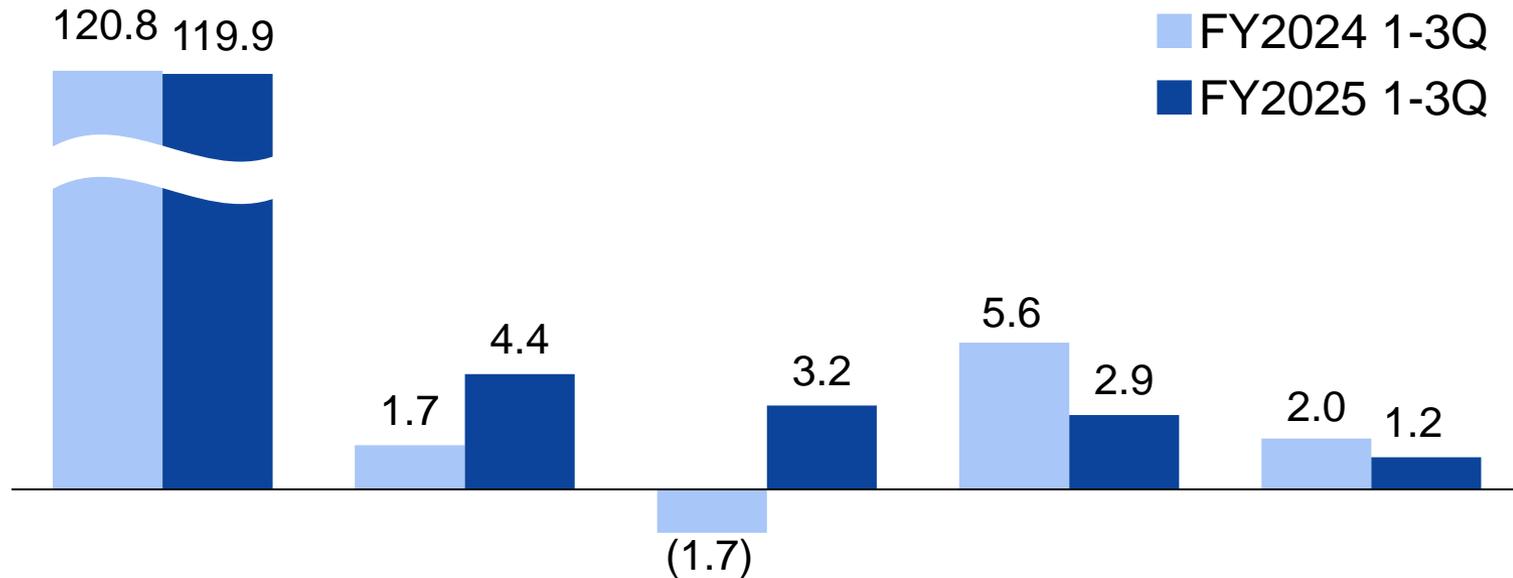
(Note) The nine months (1-3Q) of the fiscal year are defined as follows:

1. North America, China, Thailand and Indonesia: January 1, 2025 to September 30, 2025
2. Japan and Europe: April 1, 2025 to December 31, 2025

FY2025 3Q: Consolidated Financial Results

FY2025 1-3Q: Consolidated Results (YoY)

(Billion yen)

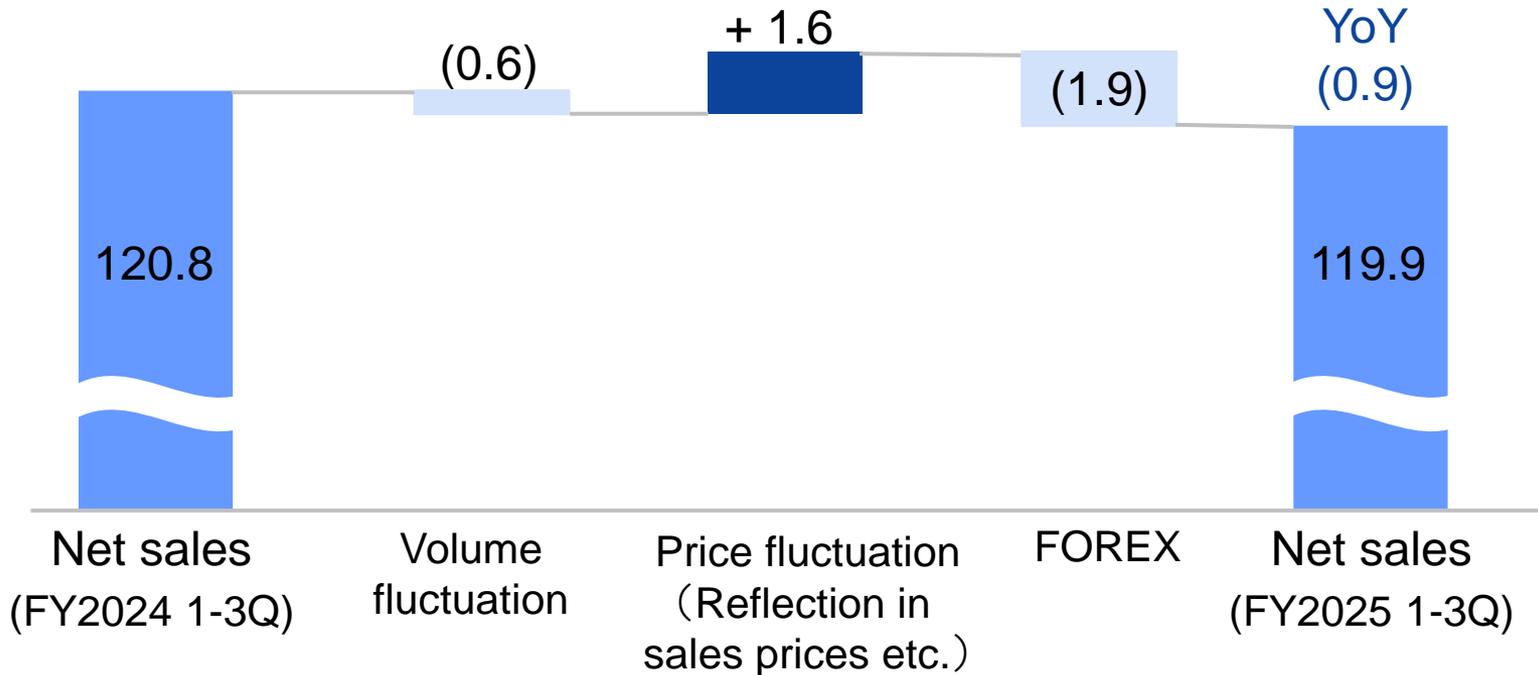


	Net Sales	Operating Profit	Ordinary Profit	Pre-tax Profit*	Net Profit**
FY2024 1-3Q	120.8	1.7	(1.7)	5.6	2.0
FY2025 1-3Q	119.9	4.4	3.2	2.9	1.2
YoY	(0.9)	2.7	4.9	(2.8)	(0.7)

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

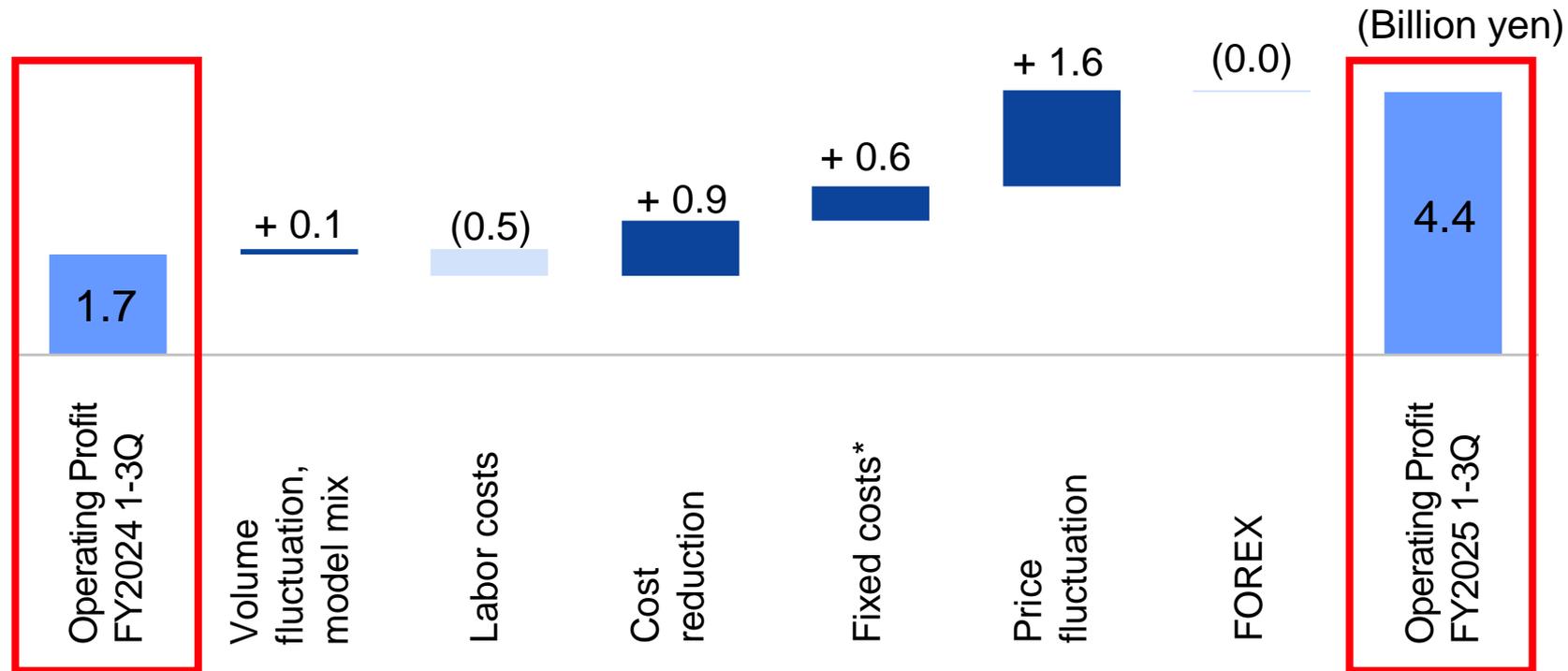
FY2025 1-3Q: Net Sales Analysis (YoY)

(Billion yen)



- Net sales decreased by 0.9 billion yen from FY2024 1-3Q.
- There was a positive price fluctuation impact of 1.6 billion yen and a negative FOREX impact of 1.9 billion yen, so an actual sales decrease of 0.6 billion yen.

FY2025 1-3Q: Operating Profit Analysis (YoY)



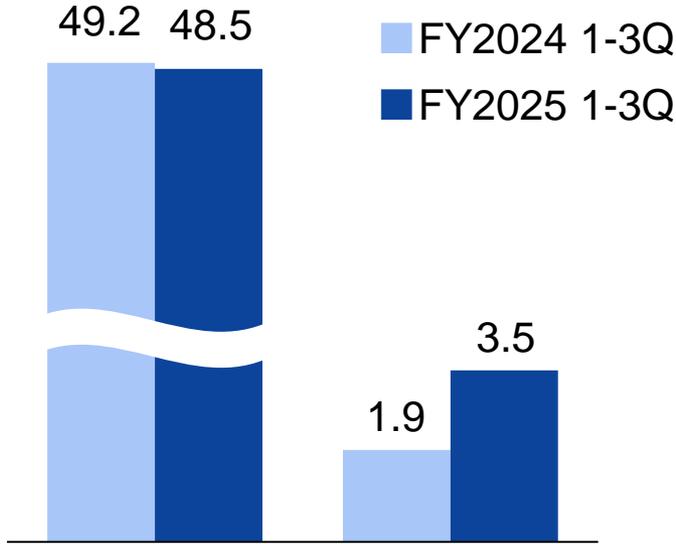
Japan	1.9	(1.2)	(0.0)	+ 0.5	+ 0.8	+ 1.5		3.5
N.America	(2.6)	+ 1.0	(0.5)	+ 0.0	(0.5)	+ 0.3	+ 0.1	(2.2)
Europe	0.3	(0.6)	+ 0.1	+ 0.0	+ 0.1	+ 0.1	(0.0)	(0.0)
Asia	2.0	+ 0.9	+ 0.0	+ 0.4	+ 0.2	(0.3)	(0.1)	3.0
Eliminations	0.2	(0.0)						0.1

* Fixed costs include R&D Expenses and depreciation.

FY2025 1-3Q: Results by Region (YoY)

Japan

(Billion yen)



	Net Sales	Operating Profit
FY2024 1-3Q	49.2	1.9
FY2025 1-3Q	48.5	3.5
YoY	(0.6)	+ 1.6

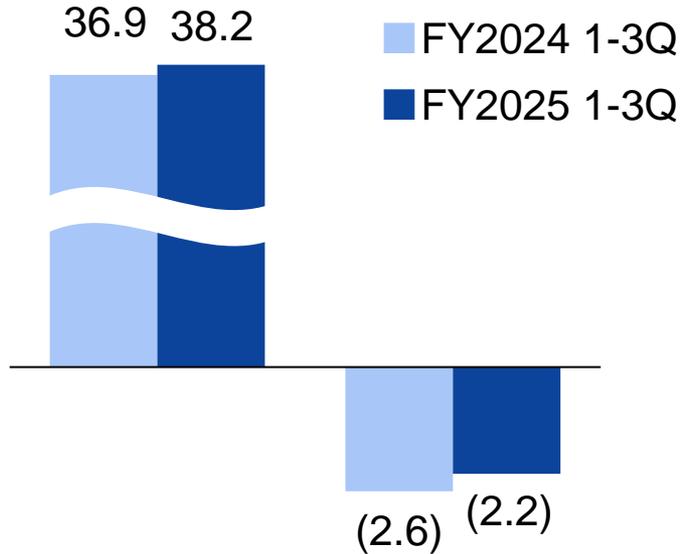
- Regarding automotive business, despite domestic new vehicle sales remaining at roughly the same level as FY2024 1-3Q, net sales decreased mainly due to the impact of a decline in orders for commercial vehicle products for the North American market.
- Regarding aftermarket business, net sales increased due to an increase in orders for products for overseas markets and commercial vehicles.
- Regarding I.M./R.S.* business, despite an increase in orders for products for rolling stock, net sales decreased due to a decrease in orders for products for forklifts.
- Despite the impact of volume fluctuation, operating profit increased due to various cost reductions such as outsourcing expenses as well as reflecting the impact of the steep rise in market prices of raw material and energy costs.

* Industrial Machinery / Rolling Stock

FY2025 1-3Q: Results by Region (YoY)

North America (U.S. and Mexico)

(Billion yen)



	Net Sales	Operating Profit
FY2024 1-3Q	36.9	(2.6)
FY2025 1-3Q	38.2	(2.2)
YoY	+ 1.3	+ 0.4

U.S.

Despite the termination of production for certain vehicle models, net sales increased due to an increase in orders for existing vehicle models.

Despite 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 the impact of tariffs, operating loss decreased due to an increase in orders.

Mexico

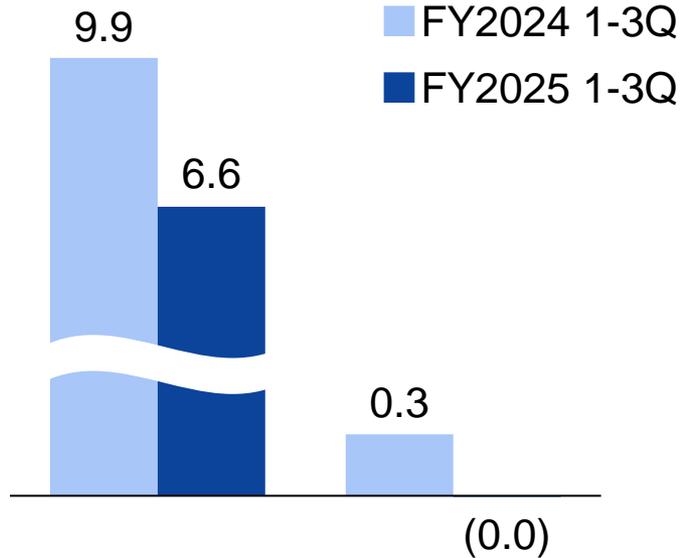
Net sales increased due to an increase in orders for new vehicle models launched in the second half of FY2024 and other factors. Operating profit increased due to an increase in orders and cost reductions.

For North America overall, the losses decreased due to increases in net sales and operating profit in both the US and Mexico.

FY2025 1-3Q: Results by Region (YoY)

Europe

(Billion yen)



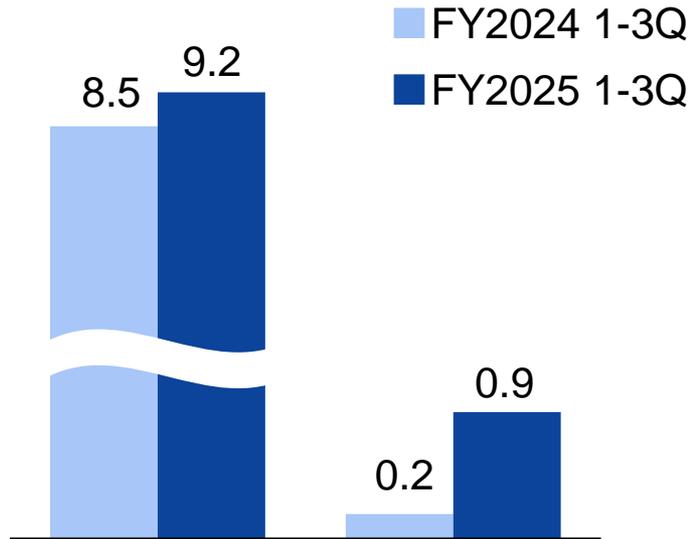
	Net Sales	Operating Profit
FY2024 1-3Q	9.9	0.3
FY2025 1-3Q	6.6	(0.0)
YoY	(3.4)	(0.3)

- 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 1-3Q: Results by Region (YoY)

China

(Billion yen)



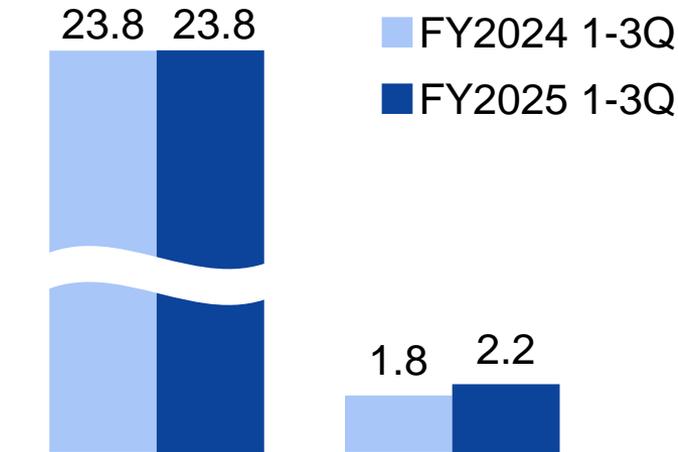
	Net Sales	Operating Profit
FY2024 1-3Q	8.5	0.2
FY2025 1-3Q	9.2	0.9
YoY	+ 0.7	+ 0.7

- 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 and other cost reduction measures implemented in FY2024.

FY2025 1-3Q: Results by Region (YoY)

ASEAN (Thailand, Indonesia, Vietnam)

(Billion yen)



	Net Sales	Operating Profit
FY2024 1-3Q	23.8	1.8
FY2025 1-3Q	23.8	2.2
YoY	+ 0.0	+ 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 an increase in orders for motorcycle products, net sales decreased due to the impact of yen appreciation.

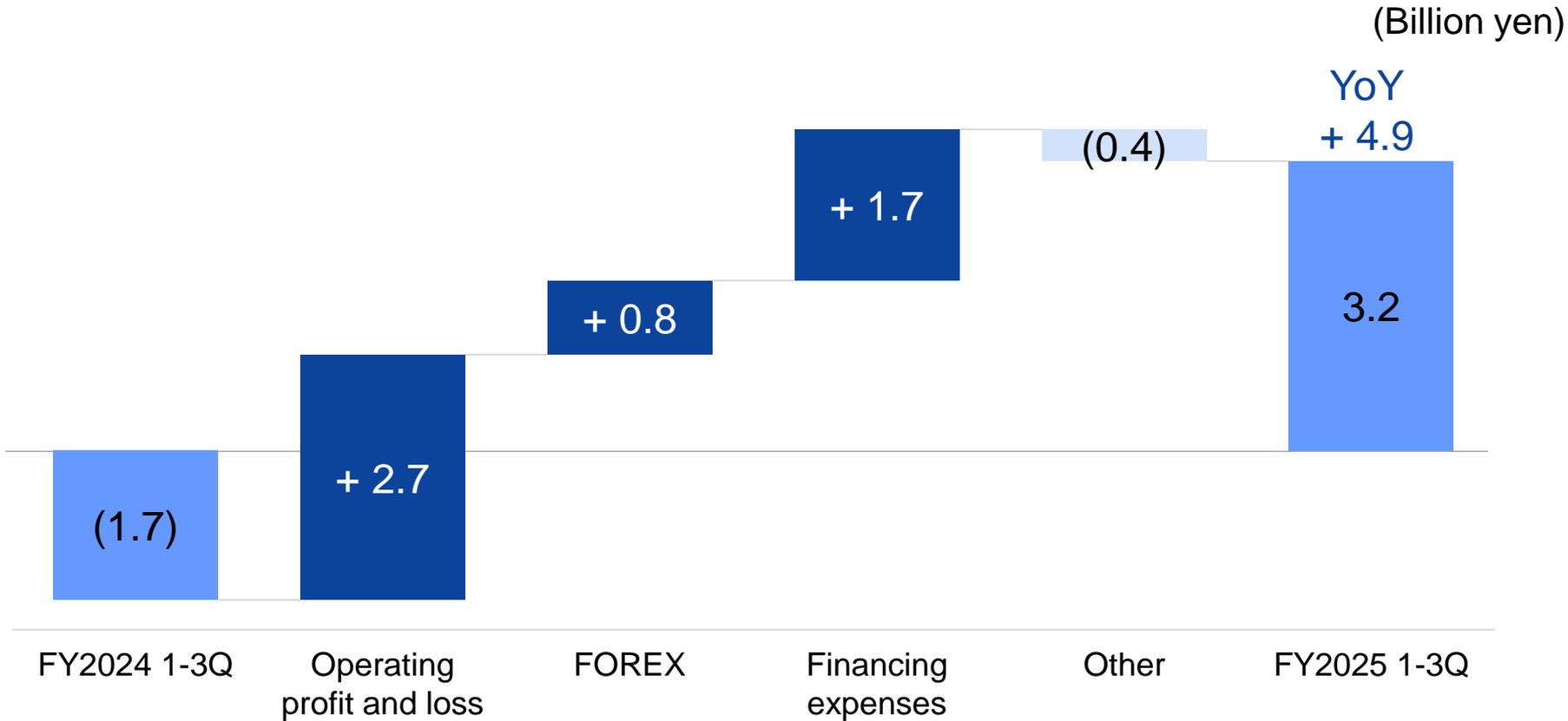
Despite temporary costs due to relocation to the new plant, operating profit increased due to reflecting the impact of the steep rise in market prices of raw material and energy costs and an increase in orders for motorcycle products.

Vietnam

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

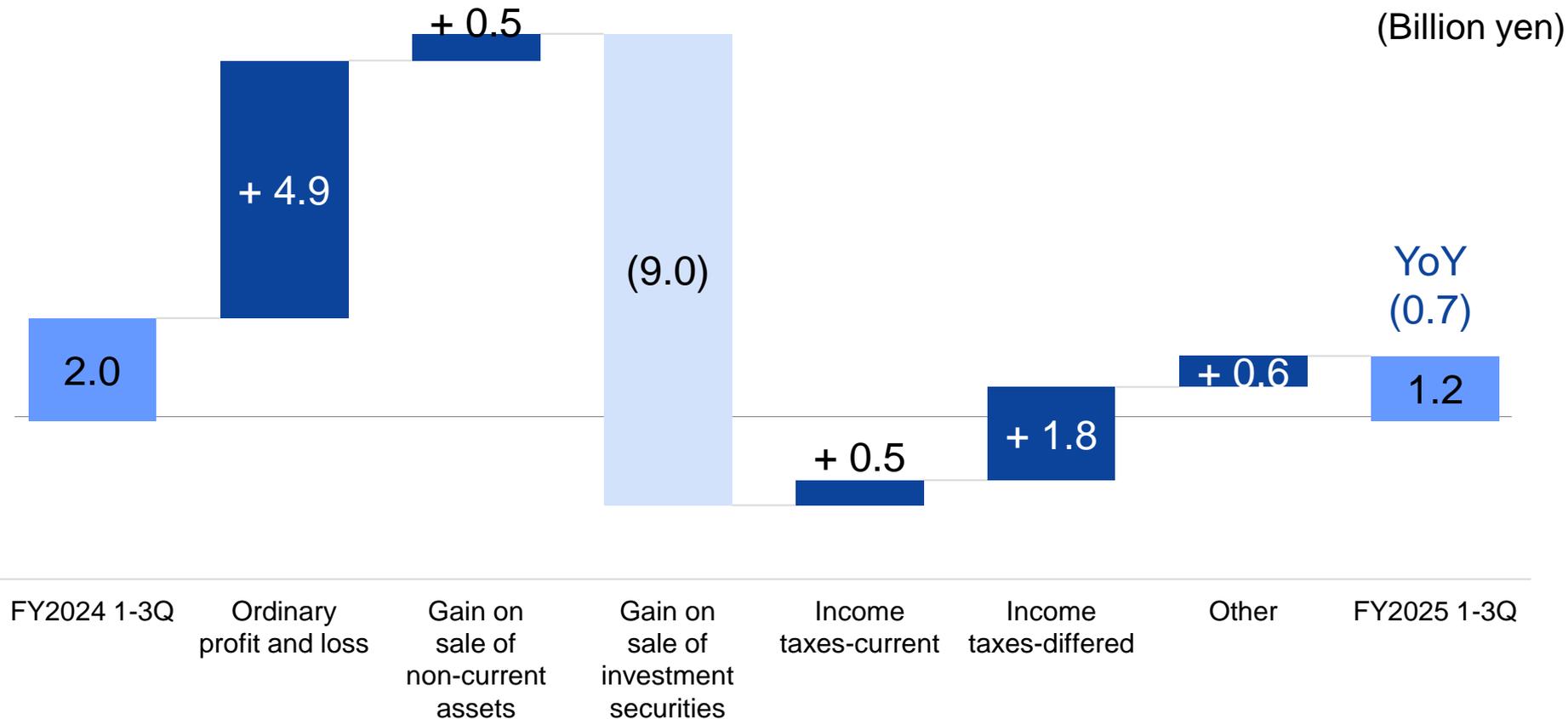
For the ASEAN region, net sales remained at the same level as FY2024 1-3Q, and operating profit increased.

FY2025 1-3Q: Ordinary Profit Analysis (YoY)



- FOREX ((0.4)→0.4): Loss due to yen appreciation in FY2024 1-3Q → Gain due to yen depreciation in FY2025 1-3Q
- Financing expenses ((1.7)→(0.0)): Decrease in refinancing expenses incurred in FY2024 1-3Q

FY2025 1-3Q: Net Profit* Analysis (YoY)



- 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 ((1.6) → 0.2): Deferred tax assets due to using loss carryforwards were reversed (FY2024 1-3Q)

* Profit attributable to owners of parent

Balance Sheet

Assets

	FY2024		FY2025 3Q
	128.3	(0.6)	127.7
Cash and deposits	18.3	(0.4)	17.9
Accounts receivable	27.4	2.3	29.8
Inventories	17.2	0.0	17.2
Tangible assets	50.2	(3.1)	47.1
Other	15.3	0.5	15.8

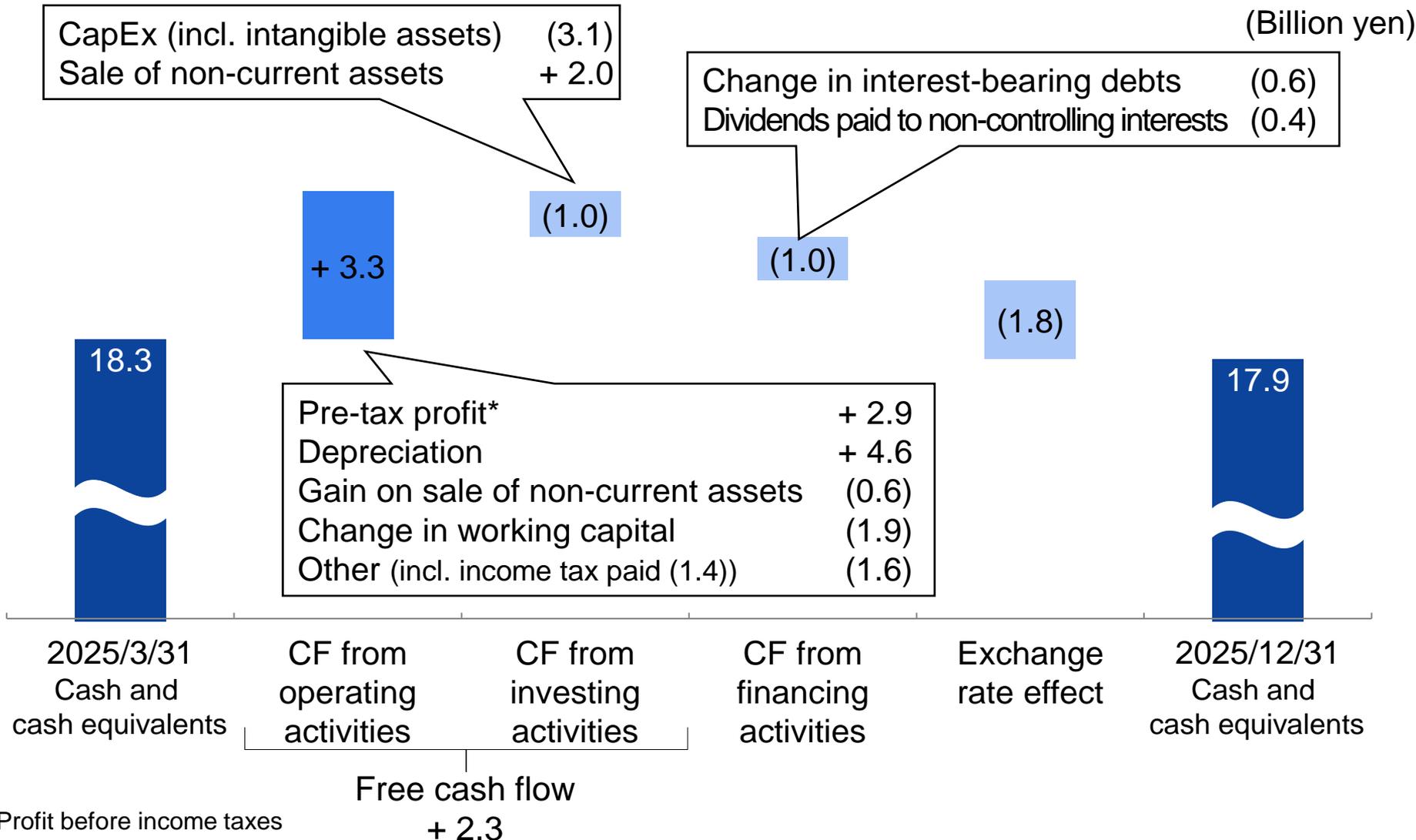
Liabilities & Net Assets

	FY2024		FY2025 3Q
	128.3	(0.6)	127.7
Accounts payable	18.2	1.0	19.3
Interest-bearing debts	35.1	(0.3)	34.8
Other liabilities	19.0	(0.5)	18.6
Net assets	55.9	(0.9)	55.0
	Equity capital 49.5		Equity capital 48.3

(Billion yen)

	2025/3/31	2025/12/31
Equity ratio	38.6%	37.8%
Net debt equity ratio	0.34 Times	0.35 Times

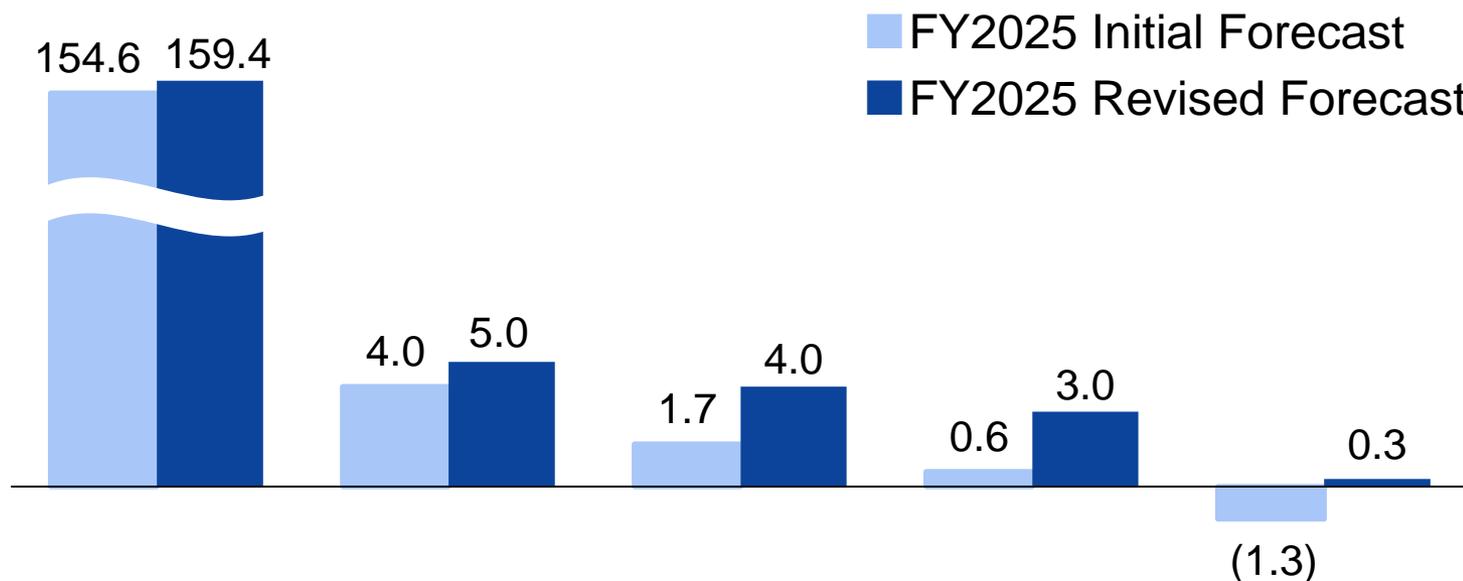
FY2025 1-3Q: Cash Flows



FY2025: Forecast

FY2025: Revised Forecast

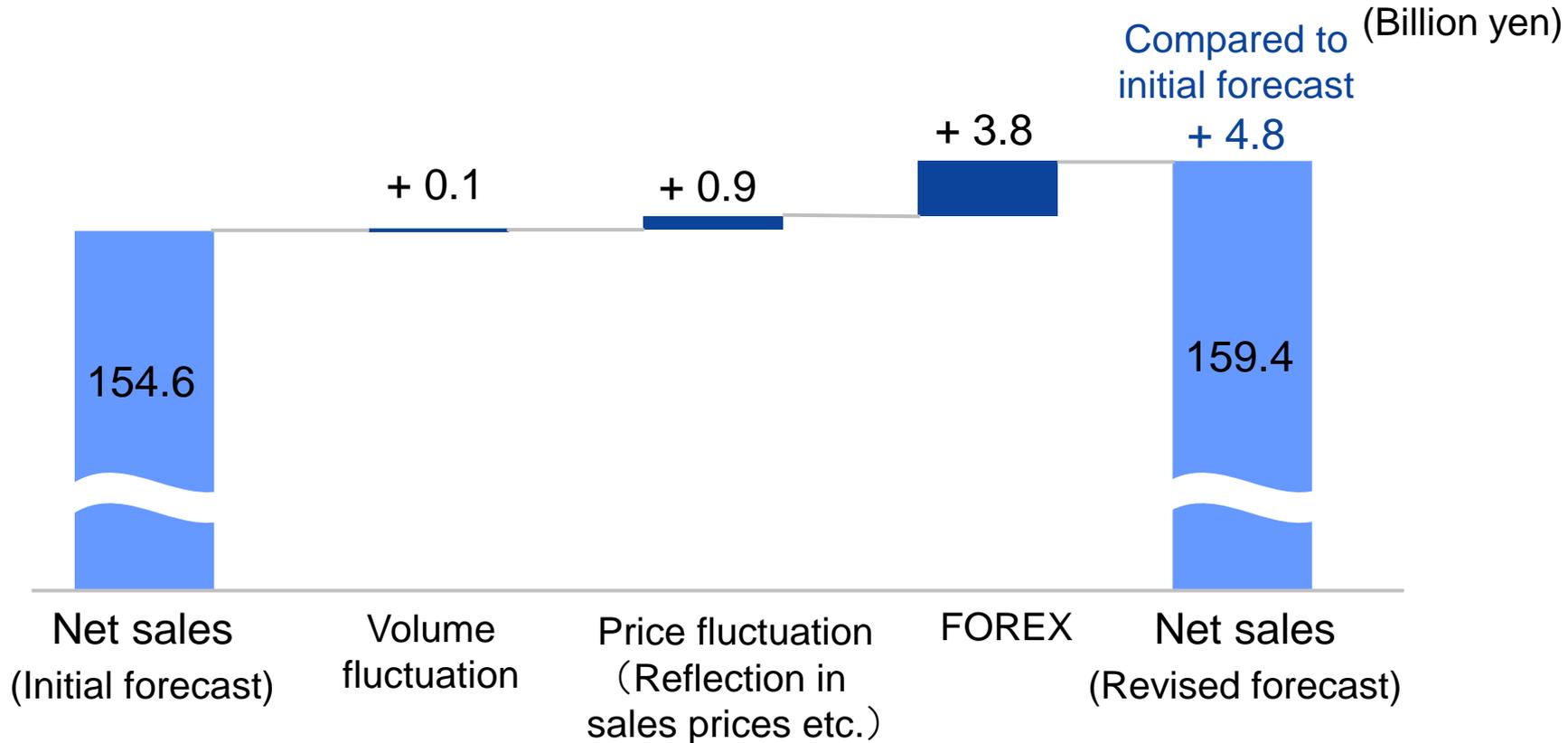
(Billion yen)



	Net Sales	Operating Profit	Ordinary Profit	Pre-tax Profit*	Net Profit**
FY2025 Initial Forecast	154.6	4.0	1.7	0.6	(1.3)
FY2025 Revised Forecast	159.4	5.0	4.0	3.0	0.3
Difference	+ 4.8	+ 1.0	+ 2.3	+ 2.4	+ 1.6

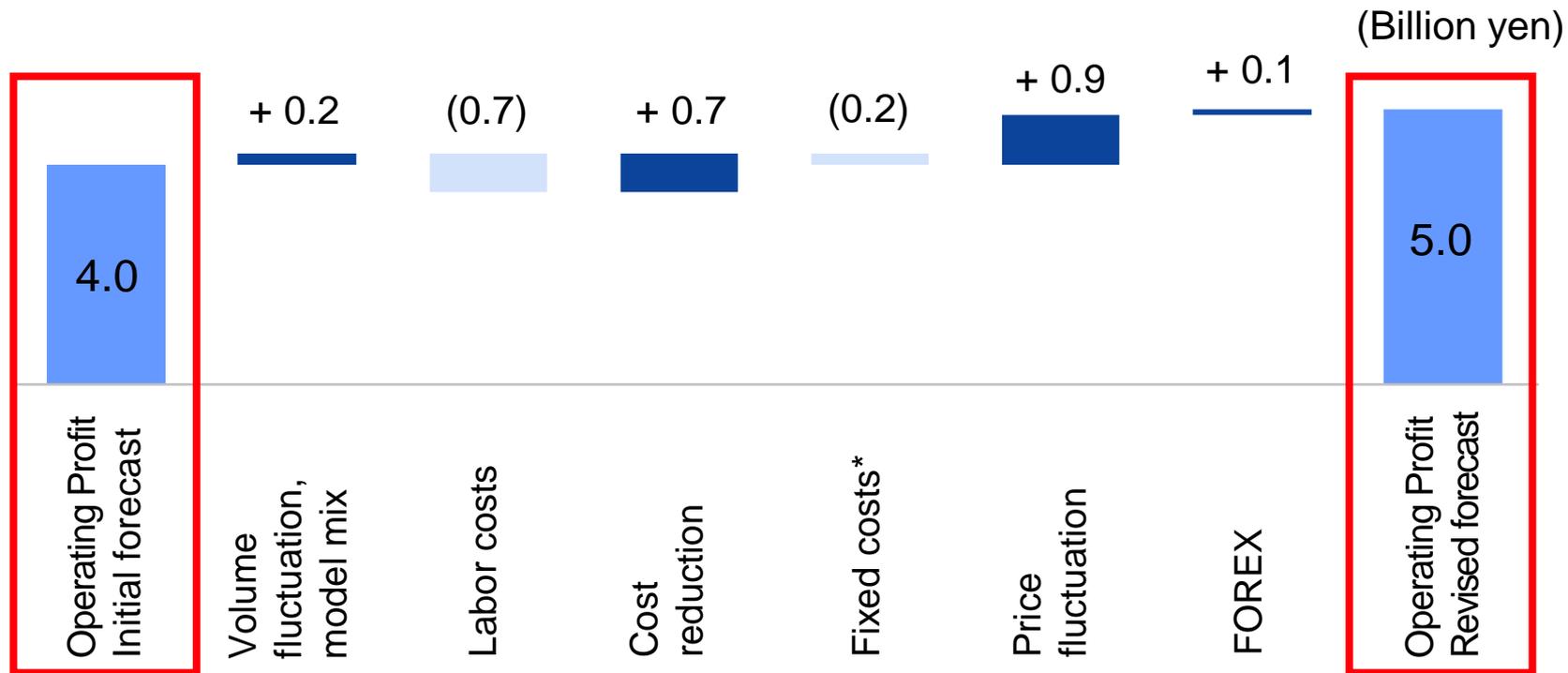
* Profit before income taxes ** Profit attributable to owners of parent

FY2025: Net Sales Analysis (Initial & Revised Forecast)



- Net sales are expected to increase by 4.8 billion yen compared to the initial forecast.
- There will be a positive price fluctuation impact of 0.9 billion yen and a positive FOREX impact of 3.8 billion yen, so an actual sales increase of 0.1 billion yen.

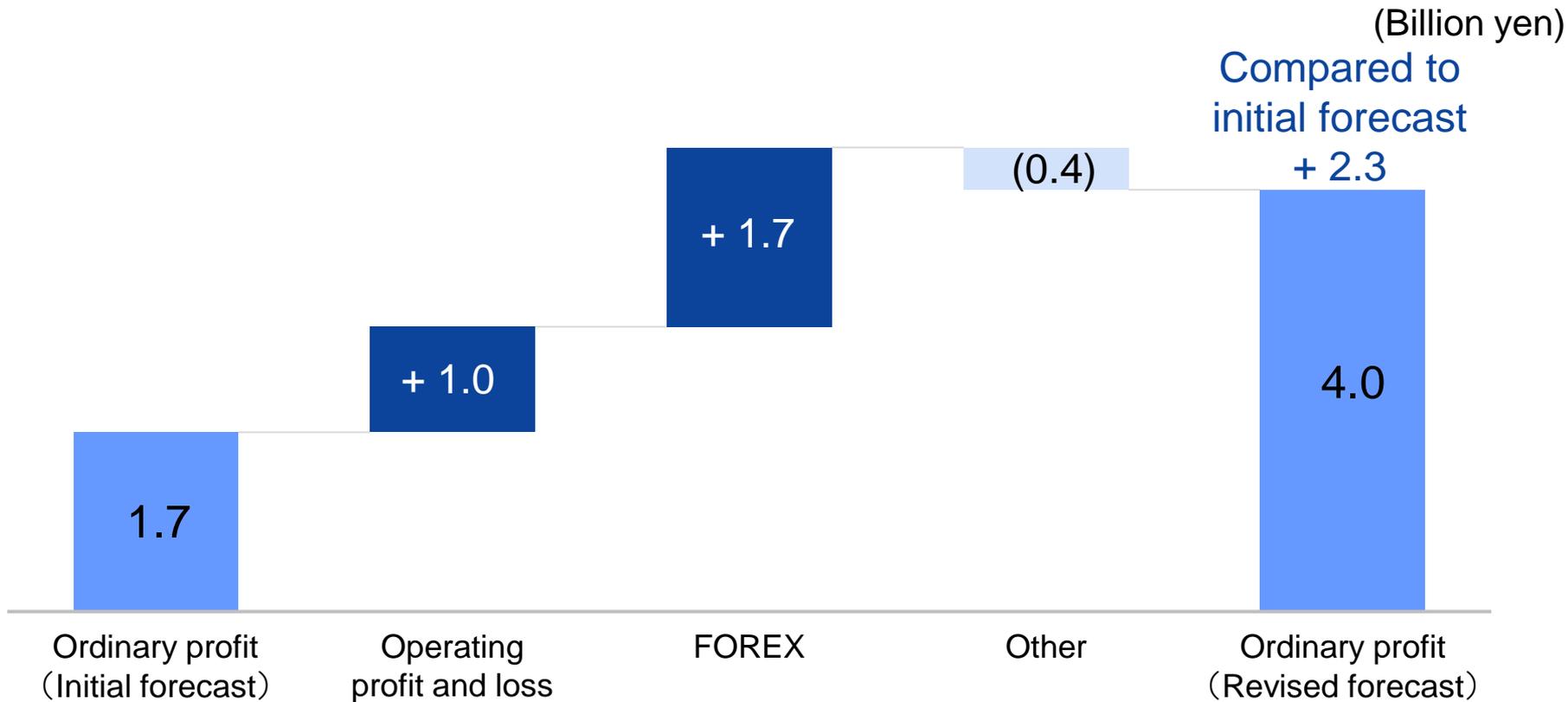
FY2025: Operating Profit Analysis (Initial & Revised Forecast)



Japan	3.3	+ 0.2	(0.3)	+ 0.2	+ 0.2	+ 0.4		4.0
N. America	(2.6)	(0.7)	(0.2)	+ 0.3	(0.1)	+ 0.0	(0.1)	(3.4)
Europe	0.1	(0.4)	+ 0.0	+ 0.0	+ 0.0	+ 0.4	+ 0.0	0.1
Asia	3.0	+ 1.1	(0.2)	+ 0.2	(0.3)	+ 0.1	+ 0.2	4.1
Eliminations	0.2	+ 0.0						0.2

* Fixed costs include R&D Expenses and depreciation.

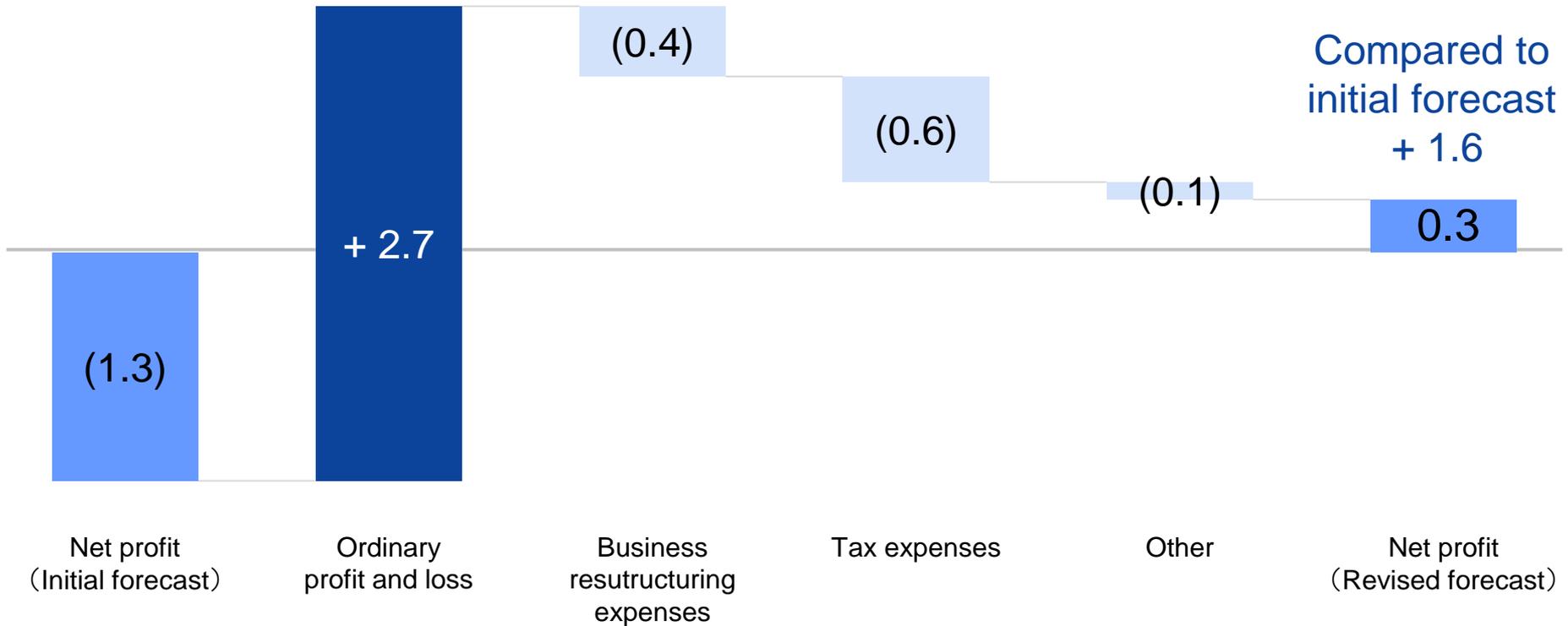
FY2025: Ordinary Profit Analysis (Initial & Revised Forecast)



- Ordinary profit is expected to increase 2.3 billion yen compared to the initial forecast due to an increase in operating profit and foreign exchange gains.

FY2025: Net Profit* Analysis (Initial & Revised Forecast)

(Billion yen)



- Net profit is expected to turn around from a loss of 1.3 billion yen to a profit of 0.3 billion yen due to an increase in ordinary profit.

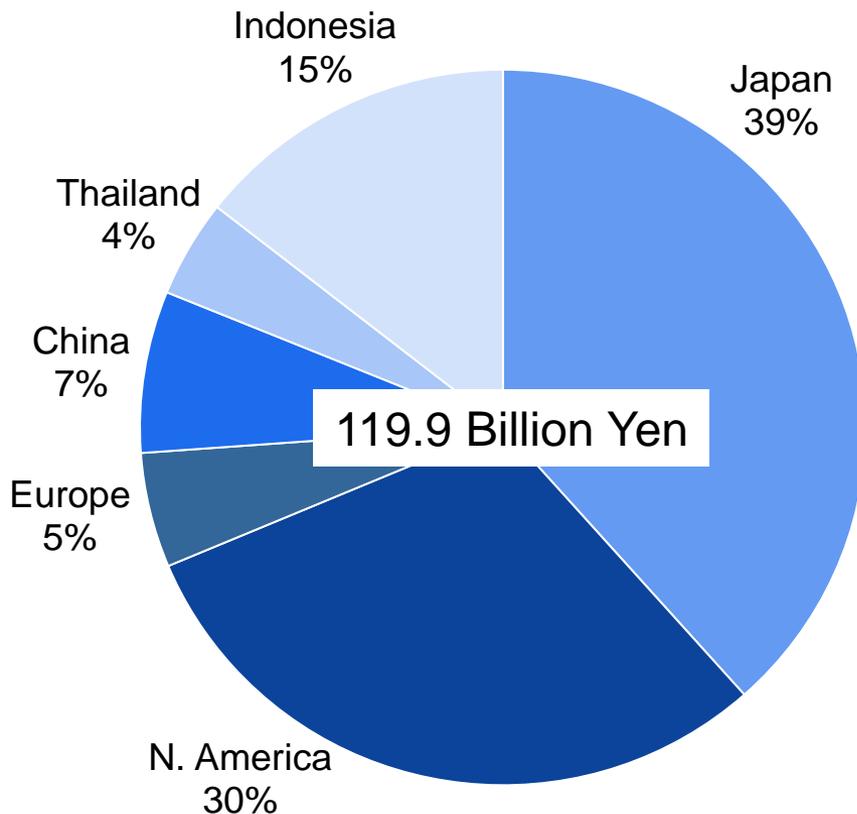
* Profit attributable to owners of parent

Appendix

FY2025 1-3Q: Net Sales by Region

(Billion yen)

FY2025 1-3Q Actual

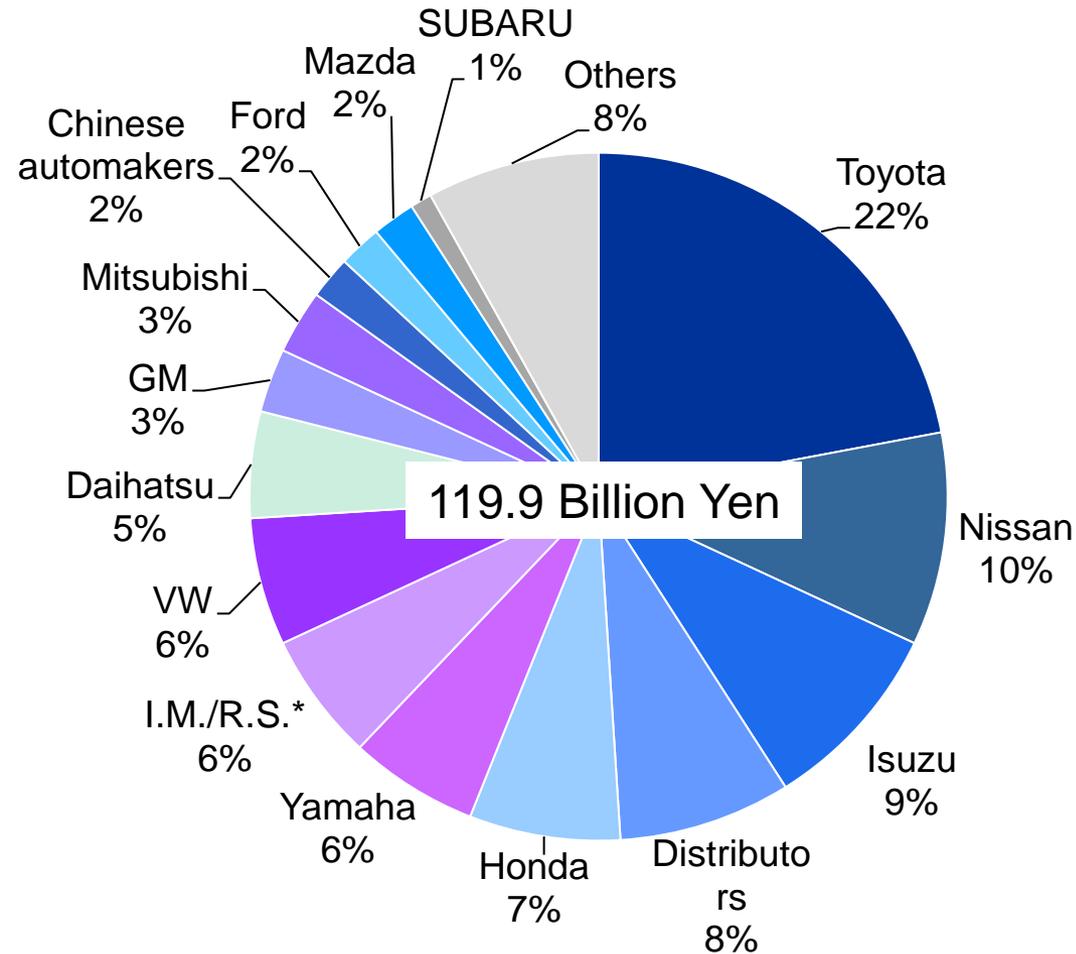


	FY2024 1-3Q	FY2025 1-3Q	Change (%)	FOREX
Japan	49.2	48.5	(1%)	—
N. America	36.9	38.2	+ 4%	(1.0)
Europe	9.9	6.6	(34%)	+ 0.3
Asia	32.3	33.0	+ 2%	(1.2)
China	8.5	9.2	+ 8%	(0.3)
Thailand	5.5	5.6	+ 2%	+ 0.3
Indonesia	18.3	18.2	(0%)	(1.2)
Subtotal	128.3	126.3	(2%)	(1.9)
Eliminations	(7.4)	(6.4)	—	—
Total	120.8	119.9	(1%)	(1.9)

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

FY2025 1-3Q: Net Sales by Customer

FY2025 1-3Q Actual



	FY2024 1-3Q	FY2025 1-3Q
Toyota	20%	22%
Nissan	11%	10%
Isuzu	8%	9%
Distributors	8%	8%
Honda	8%	7%
Yamaha	6%	6%
I.M./R.S.*	6%	6%
VW	8%	6%
Daihatsu	6%	5%
GM	3%	3%
Others	16%	18%
Total	100%	100%

* Industrial Machinery / Rolling Stock

FY2025 1-3Q: Results by Region (YoY)

(Billion yen)	Net Sales				Operating Profit			
	FY2024 1-3Q	FY2025 1-3Q	Change	FOREX	FY2024 1-3Q	FY2025 1-3Q	Change	FOREX
Japan	49.2	48.5	(0.6)	—	1.9	3.5	+ 1.6	—
N. America	36.9	38.2	+ 1.3	(1.0)	(2.6)	(2.2)	+ 0.4	+ 0.1
Europe	9.9	6.6	(3.4)	+ 0.3	0.3	(0.0)	(0.3)	(0.0)
Asia	32.3	33.0	+ 0.7	(1.2)	2.0	3.0	+ 1.1	(0.1)
China	8.5	9.2	+ 0.7	(0.3)	0.2	0.9	+ 0.7	(0.0)
Thailand	5.5	5.6	+ 0.1	+ 0.3	0.4	0.7	+ 0.3	+ 0.0
Indonesia	18.3	18.2	(0.1)	(1.2)	1.4	1.5	+ 0.1	(0.1)
Eliminations	(7.4)	(6.4)	+ 1.1	—	0.2	0.1	(0.0)	—
Total	120.8	119.9	(0.9)	(1.9)	1.7	4.4	+ 2.7	(0.0)

Exchange rates USD : 151.6→147.8, EUR : 165.1→172.9, CNY : 21.1→20.5, THB : 4.3→4.5, IDR : 0.0096→0.0090

Local currency	Net Sales		
	FY2024 1-3Q	FY2025 1-3Q	Change
N.America: USD mil.	244	258	+ 15
Europe: EUR mil.	60	38	(22)
China: CNY mil.	405	450	+ 46
Thailand: THB mil.	1,283	1,243	(40)
Indonesia: IDR bil.	1,905	2,026	+ 121

Operating Profit		
FY2024 1-3Q	FY2025 1-3Q	Change
(17)	(15)	+ 2
2	(0)	(2)
8	43	+ 34
105	158	+ 54
143	163	+ 20

FY2025 : Results by Region (YoY)

Quarterly Changes in Net Sales and OP

(Billion yen)	Net Sales						Operating Profit					
	1Q	2Q	1H	3Q	1-3Q	FY Forecast	1Q	2Q	1H	3Q	1-3Q	FY Forecast
Japan	15.5	16.1	31.6	16.9	48.5	64.4	0.6	1.2	1.8	1.7	3.5	4.0
N. America	13.5	12.5	26.0	12.2	38.2	49.5	(0.5)	(0.9)	(1.4)	(0.9)	(2.2)	(3.4)
Europe	2.5	1.9	4.4	2.1	6.6	8.6	0.1	(0.1)	(0.0)	0.0	(0.0)	0.1
Asia	10.5	10.7	21.2	11.8	33.0	45.4	1.1	0.8	1.8	1.2	3.0	4.1
China	2.7	3.1	5.8	3.4	9.2	12.9	0.2	0.3	0.5	0.3	0.9	1.1
Thailand	1.7	1.9	3.6	2.0	5.6	7.7	0.2	0.2	0.4	0.3	0.7	1.0
Indonesia	6.1	5.7	11.8	6.4	18.2	24.8	0.6	0.3	0.9	0.5	1.5	2.0
Eliminations	(2.2)	(2.2)	(4.4)	(2.0)	(6.4)	(8.5)	0.0	0.0	0.0	0.1	0.1	0.2
Total	39.9	39.1	78.9	41.0	119.9	159.4	1.4	0.9	2.3	2.1	4.4	5.0

Local currency	Net Sales						Operating Profit					
	1Q	2Q	1H	3Q	1-3Q	FY Forecast	1Q	2Q	1H	3Q	1-3Q	FY Forecast
N. America: USD mil.	89	87	176	82	258	331	(3)	(6)	(9)	(6)	(15)	(23)
Europe: EUR mil.	15	11	26	12	38	50	0	(0)	(0)	0	(0)	1
China: CNY mil.	132	155	287	163	450	618	11	14	26	17	43	53
Thailand: THB mil.	380	424	805	438	1,243	1,685	48	43	91	68	158	219
Indonesia: IDR bil.	660	653	1,314	712	2,026	2,725	69	33	102	61	163	220

FY2025: Forecast by Region (Initial & Revised Forecast)

(Billion yen)	Net Sales				Operating Profit			
	Initial Forecast	Revised Forecast	Change	FOREX	Initial Forecast	Revised Forecast	Change	FOREX
Japan	62.2	64.4	+ 2.2	-	3.3	4.0	+ 0.7	-
N. America	49.9	49.5	(0.4)	+ 1.6	(2.6)	(3.4)	(0.8)	(0.1)
Europe	9.5	8.6	(0.9)	+ 0.8	0.1	0.1	-	+ 0.0
Asia	40.8	45.4	+ 4.6	+ 1.4	3.0	4.1	+ 1.1	+ 0.1
China	9.6	12.9	+ 3.3	+ 0.5	0.3	1.1	+ 0.8	+ 0.0
Thailand	7.0	7.7	+ 0.7	+ 0.6	0.7	1.0	+ 0.3	+ 0.1
Indonesia	24.2	24.8	+ 0.6	+ 0.3	2.0	2.0	-	+ 0.0
Eliminations	(7.8)	(8.5)	(0.7)	-	0.2	0.2	-	-
Total	154.6	159.4	+ 4.8	+ 3.8	4.0	5.0	+ 1.0	+ 0.0

Exchange rates USD : 145.0→149.8, EUR : 157.0→172.9, CNY : 20.0→20.9, THB : 4.2→4.6, IDR : 0.0090→0.0091

Local currency	Net Sales		
	Initial Forecast	Revised Forecast	Change
N.America: USD mil.	344	331	(13)
Europe: EUR mil.	61	50	(11)
China: CNY mil.	480	618	+ 138
Thailand: THB mil.	1,667	1,685	+ 18
Indonesia: IDR bil.	2,689	2,725	+ 36

Operating Profit		
Initial Forecast	Revised Forecast	Change
(18)	(23)	(5)
1	1	(0)
15	53	+ 38
167	219	+ 52
222	220	(2)

The description pertaining to our forecasts is based on the information available at this moment 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.