



THE FUTURE STARTS NOW



October 2006

# Takata is...



***"We Save  
Lives!"***

- One of the largest automotive safety manufacturers in North America, boasting new technologies and manufacturing the world's most innovative and efficient safety products.
- A diverse company of over 35,000 men and women in 17 countries all focused on a single vision - the day when there will be no more fatalities or even serious injuries from automotive incidents.
- A company dedicated to partnering with its customers to deliver the safest vehicles on the market.



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# Fast Facts

<b>Worldwide sales</b>	<b>\$4.05 Billion</b>
<b>Plants</b>	<b>46 manufacturing locations 17 countries</b>
<b>R&amp;D</b>	<b>14 locations on 5 continents</b>
<b>Employees - Global</b>	<b>35,000</b>
<b>TKH (N.A. &amp; S.A.)</b>	<b>21,800</b>
<b>Focus</b>	<b>Safety Restraints, Interior Trim and Industrial Products</b>

# Worldwide Production Capabilities

Takata has invested in global capability which is essential in servicing OEM's worldwide

## North America

- 5 R&D Facilities
- 13 Production Plants

## South America

- 1 R&D Facility
- 2 Production Plants

## Europe

- 4 R&D Facilities
- 16 Production Plants

## Africa

- 1 R&D Facility
- 1 Production Plant

## Asia Pacific

- 3 R&D Facilities
- 14 Production Plants



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# North American Locations



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# South American Locations



## Jundiai, Brazil

- Headquarters
- R&D
- Manufacturing

- Seat Belts
- Airbag Modules
- Steering Wheels
- Plastic Trim

## Picarras, Brazil

- Manufacturing

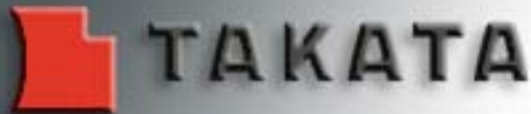
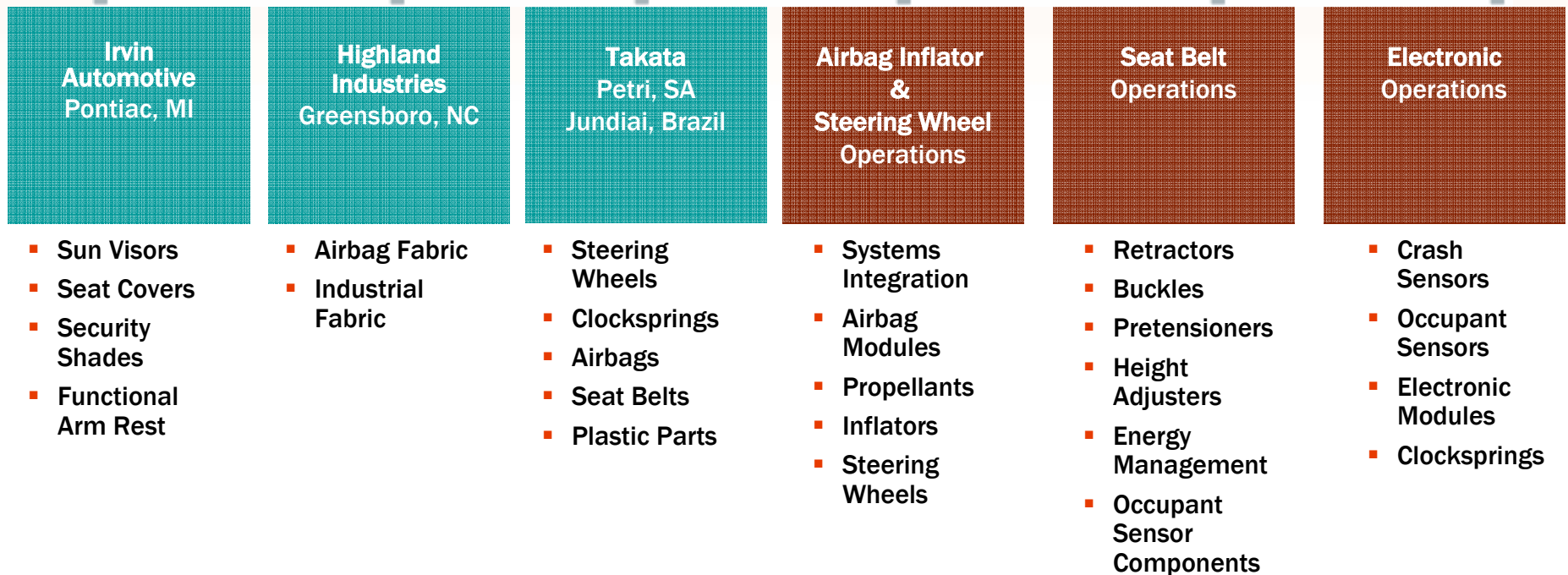
- Seat Belt Webbing



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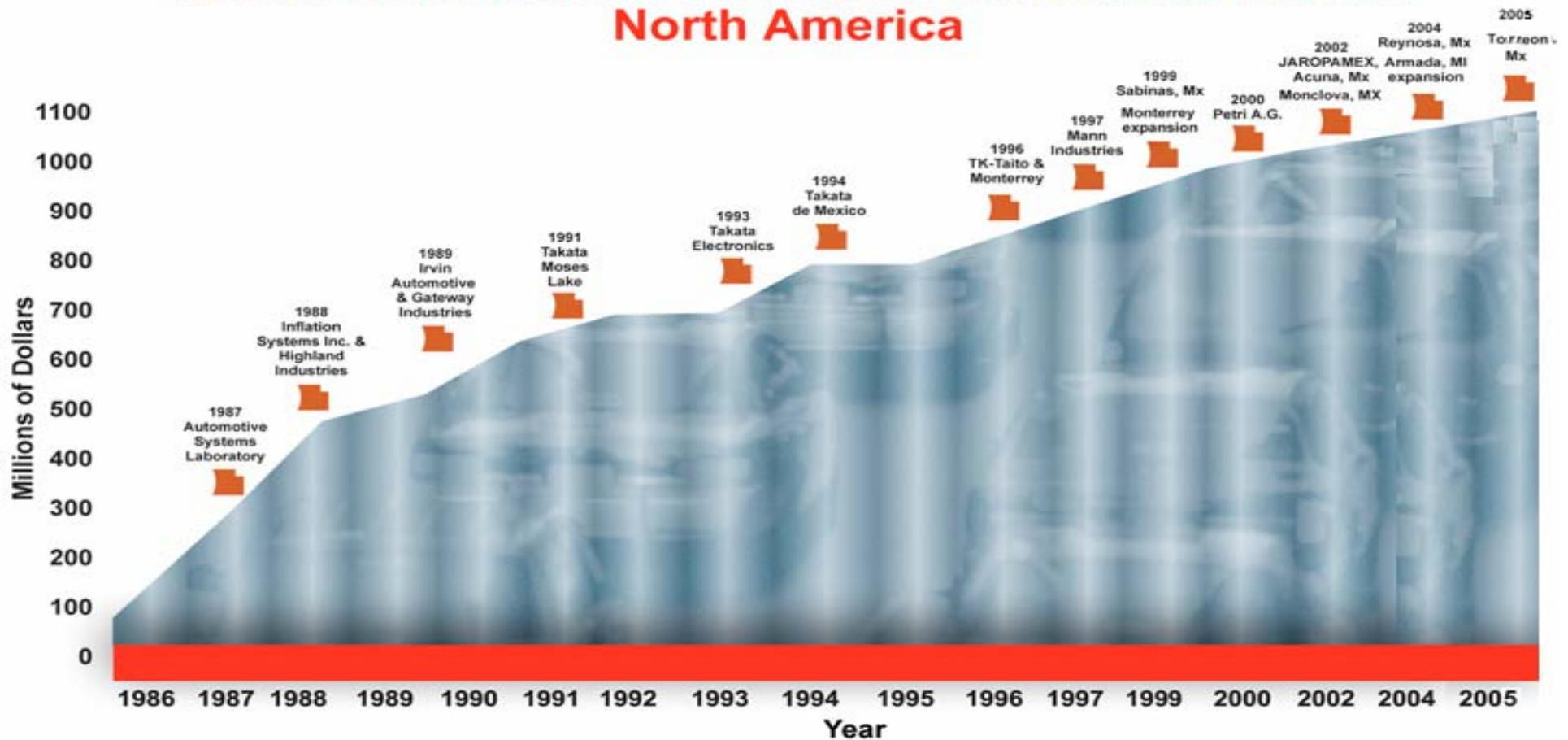
# North and South America

## TK Holdings Manufacturing Operations



# North American Investment

## Takata Continues its Ambitious Investment Plan in North America



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# Customers

NORTH AMERICA		SOUTH AMERICA	EUROPE		ASIA-PACIFIC
Auto-Alliance	JCI	Agrale Tractor	Audi	MAN	Honda
Autoliv	Kenworth	DaimlerChrysler	BMW	Magna	Hyundai
BMW	Lear	Honda	Citroen	NedCar	Isuzu
CAMI	Mack	Fiat	DaimlerChrysler	Nissan	Kia
DaimlerChrysler	Mercedes	Ford	DAF	Peugeot	Mazda
Delphi	Mitsubishi	General Motors	Fiat	Porsche	Mitsubishi
Ford	Nissan	Renault	Ford	Rover	Nissan
Freightliner	NUMMI	Scania	General Motors	SEAT	Nissan Diesel
General Motors	Peterbuilt	Toyota	Honda	Toyota	Subaru
Honda	Subaru	VW	IVECO	Volvo	Suzuki
Hyundai	Toyota		Karmann	VW	Toyota
Intier	Valeo				
Isuzu	VW				

# Leader in Seatbelt Technology

- Motorized Seat Belts
- Inflatable Belts
- 5-Point Harnesses
- Seat Integrated Seat Belts
- Pretensioners
- Retractors
- Buckles
- Webbing



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# Leader in Airbag Technology

*Driver/Passenger/Side Impact/Knee*

- Modules
- Inflators
- Propellant
- Cushions
- Fabric
- Full Line of Steering Wheels



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# Leader in Safety Electronics

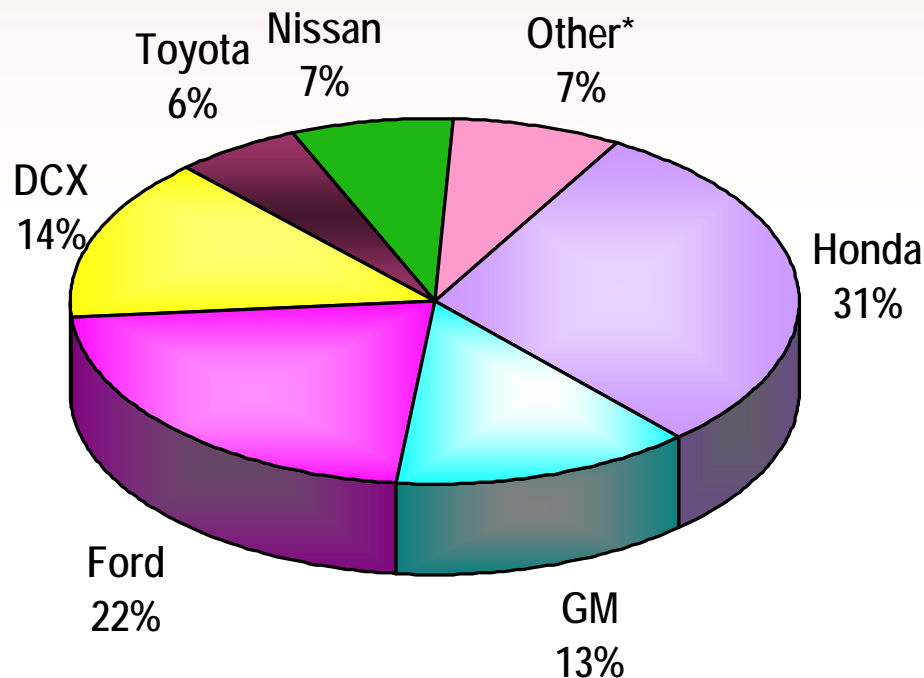
- Airbag ECU
- Satellite Sensors
- Occupant Detection
- Seat Weight Sensors
- Seat Weight Sensor ECU
- Steering Angle Sensors
- Clocksprings



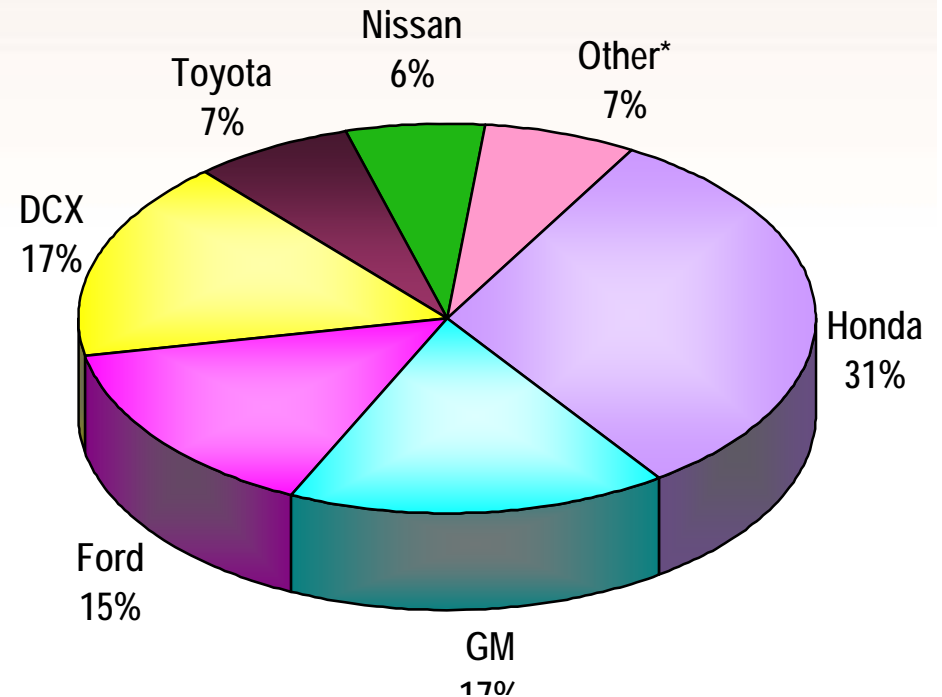
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# N.A. Market Share: Customer Balance

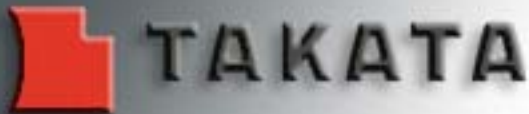
**FY2008**



**FY2011**



With N.A. vehicle production being constant over the plan period, Takata's customer balance protects us from OEM market share changes.

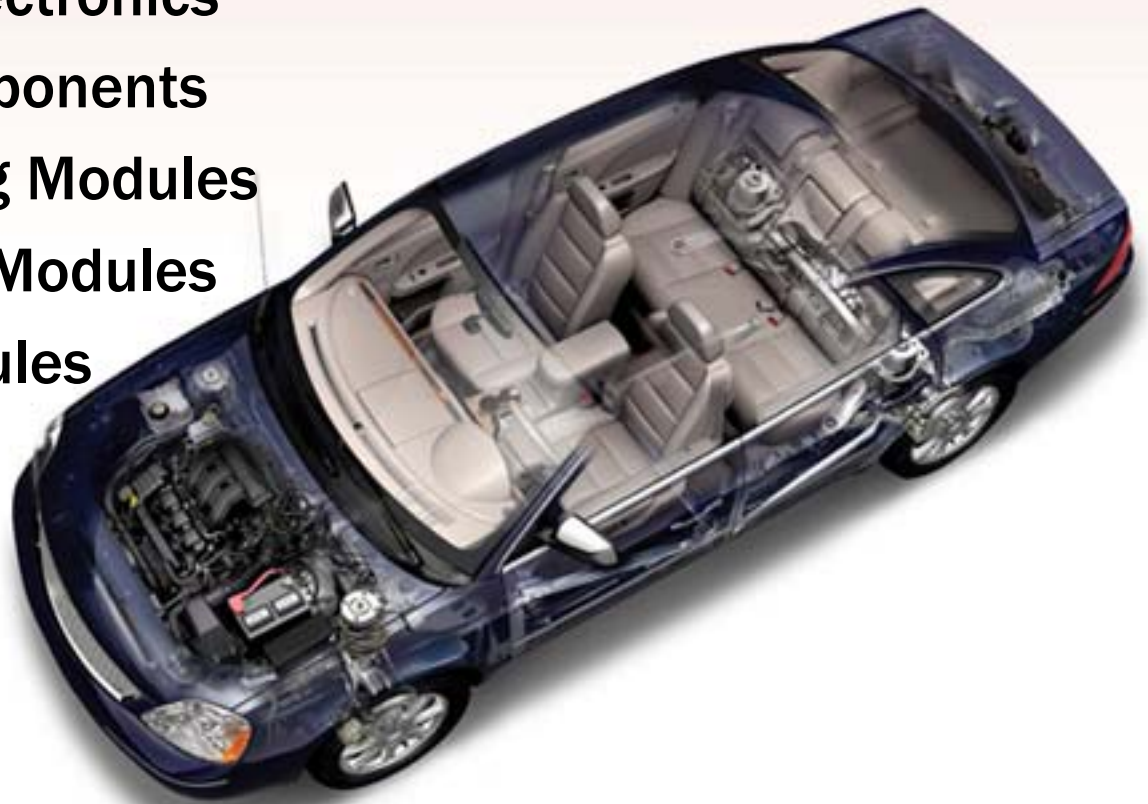


\*Other includes Subaru, Mitsubishi, Hyundai, VW, BMW and Heavy Truck sales



# A Total Safety Systems Provider

- Crash Sensing, Diagnostics, Clocksprings & Control System Electronics
- Active Safety Components
- Side Impact Airbag Modules
- Passenger Airbag Modules
- Driver Airbag Modules
- Seat Belt Systems
- Steering Wheels
- Interior Trim
- Textiles



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# Global Collaboration

- **What Does “Global” Mean?**

- **Geographic**
- **Time**
- **Culture**
- **Currency**
- **Language**
- **Government**



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# Global Collaboration

## Our experience...

- Many companies have presence in multiple countries or regions, but very few truly operate as a global company



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# Global Collaboration

## Operating Globally

- Much more than doing business in another country or region
- Business culture “Standardization”
- Product / Process Globalization



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# Global Collaboration

Playing field is changing....

- OEM Global Demands
- Global Products
- Global Pricing
- Global Supplier Sourcing
- Global Logistics



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# Global Collaboration

Playing field is changing....

The great “Trade Off”

Market/Demand  
Labor  
Logistics  
Quality

The need to analyze the TOTAL picture...



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# Global Collaboration

How Information Systems are changing....

- ERP Systems are the basic requirement
  - Demand Processing
  - MRP
  - Procurement
  - Financials
- Design and Simulation systems provide the ability to share engineering data



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# Global Collaboration

But is a global ERP system enough to take a company global?

- ERP Systems provide the basic transactional data to support the daily operation
- Engineering systems provide the basic design and configuration data

How can this data be used to truly collaborate to operate globally?



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# Global Collaboration

## Takata's Initiatives:

- Work closely with the OE's to understand their goals and requirements as they evolve globally
- Develop in-region requirements that fit within an overall global framework
- Share data with customers, suppliers to improve the value to the end customer



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# Global Collaboration

## Takata's Initiatives:

- Standardize the global processes and data generation
- Mine the data that is available and develop ways to capture data that is not available
- Create Macro level models to pull this aggregate data into decision support structures

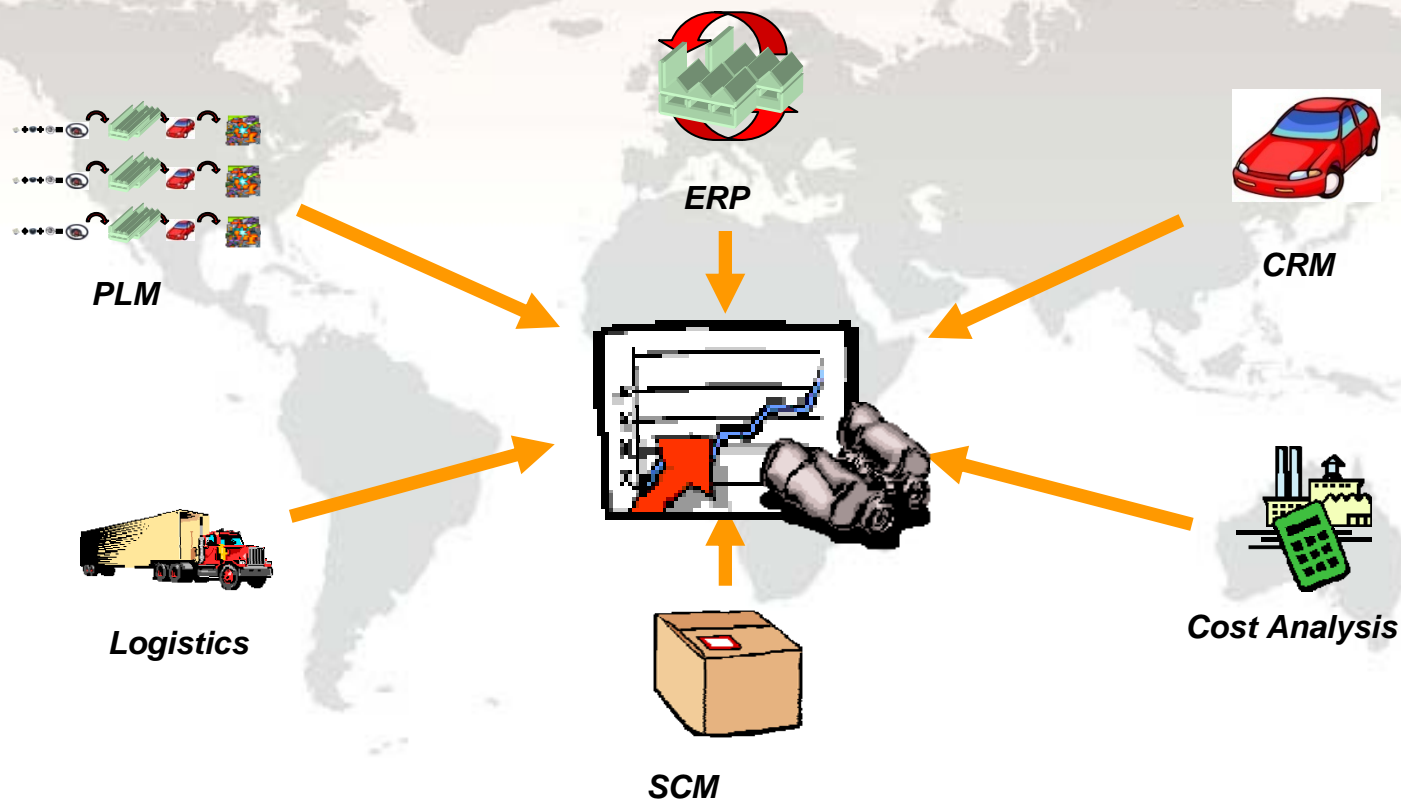


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# Global Collaboration

## Business Intelligence...



# Global Collaboration

## The Goal...

- To provide fast and accurate information that leads to an optimum business decision in a changing environment
- To have a flexible model that can adapt to changes in various conditions and support



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