Takata Corporation is one of the world's leading automotive safety systems companies, supplying nearly all the world's major automakers with a product range that includes seat belts, airbag systems, steering wheels, child seats, and electronic devices such as satellite sensors and electronic control units.

Takata began operations in 1933 as a textile company in Shiga Prefecture, Japan, and began to focus on businesses relating to automotive safety systems from the early 1950s. Since bringing Japan's first seat belt to market in 1960, we have developed a strong track record of firsts—in Japan and worldwide. First with innovative products. First with sophisticated systems that take automotive safety to the next level.

Over the course of more than 80 years, we've grown organically and through acquiring and successfully integrating businesses around the globe. Today, Takata has 55 plants in 20 countries* and is one of the most vertically integrated manufacturers in the global automotive safety industry, operating within a regional and global framework that encompasses the entire value chain.

Six decades of firsts
Since beginning research into seat belts in 1952, Takata has been driven by the pursuit of safety. Takata continues to evolve today, advancing with each groundbreaking achievement toward a safer future.

1960
Seat belt
First in Japan to commercialize two-point seat belts

1962
Crash test
First in Japan to conduct public seat belt crash tests

1977
Child restraint systems
First in Japan to commercialize child restraint systems

1980
Airbags
First in world to commercialize driver airbag modules (Petri AG, now Takata AG)

1996
Force limiter seat belts
First in Japan to commercialize force limiter seat belts
Takata continues to undertake advanced research into high-technology safety systems and products, and has received numerous awards for innovation and excellence in automotive safety. We are investing for growth in emerging and developed markets worldwide, building on our strong relationships with global and local automakers to provide consistently high quality, reliable supply, and close alignment with end-user needs.

Of course, to be a company of firsts you must first have a dream. Our dream is for a society with zero fatalities from traffic accidents, and our mission is to make this dream a reality.

*As of March 31, 2013

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>Twin bag systems</td>
</tr>
<tr>
<td>2006</td>
<td>Motorcycle airbags</td>
</tr>
<tr>
<td>2006</td>
<td>First in world to commercialize twin bag systems</td>
</tr>
<tr>
<td>2010</td>
<td>Airbelts</td>
</tr>
<tr>
<td>2010</td>
<td>First in world to commercialize motorcycle airbags</td>
</tr>
<tr>
<td>2012</td>
<td>Front center airbags</td>
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<tr>
<td>2012</td>
<td>First in world to commercialize safety airbelts</td>
</tr>
<tr>
<td>2013</td>
<td>FVT airbag</td>
</tr>
<tr>
<td>2013</td>
<td>First in world to commercialize airbag with flexible venting technology</td>
</tr>
</tbody>
</table>
One World, One Takata

Takata is a global company with capital of ¥41,862 million and consolidated sales of ¥415,521 million*, operating 55 plants in 20 countries with 36,152 employees.

Our global headquarters is located in Tokyo, and in Japan Takata has eight manufacturing plants and one R&D facility. In February 2013, we completed construction of the new No. 3 Evaluation Building at our Echigawa Plant in Shiga, and introduced a new servo sled that incorporates the latest advances in crash scenario simulation. The addition of this facility will further enhance our global R&D network. We have approximately 1,500 employees in Japan.

Takata’s regional headquarters for the Americas is in Auburn Hills, Michigan. We have six plants and five R&D facilities in the U.S., and nine plants and one R&D facility in Mexico. In South America, we have three plants in Brazil, and recently commenced operations at our first plant in Uruguay. We currently have approximately 21,500 employees in the Americas.

Takata’s regional headquarters for Europe and Africa is located in Aschaffenburg, Germany, 40km southeast of Frankfurt. We have 16 factories and four R&D facilities in the region, and enhanced our manufacturing base in 2012 with the launch of operations at a new plant in Russia, to manufacture seat belts, airbags, and steering wheels, as well as acquiring SDI-Molan. We have approximately 11,500 employees in the region.

In the Asia region we have 12 plants and five R&D centers in eight countries, including China, India and Thailand. We are continuing to strengthen our presence in high growth areas of Asia. In 2012 we launched our first plant in Indonesia, and in January 2013 formed an agreement with L&T Technology Services to establish a Global Engineering Service Center (GSC) in India. We have approximately 2,500 employees in the region excluding Japan.

*Fiscal year ended March 31, 2013
Today’s automotive industry is global in every sense of the word. From product specifications and production through to supply chains and marketing, automakers have adopted a global perspective in their drive to remain competitive amid constant change.

At Takata, we are meeting the challenges of this global marketplace by providing our automaker customers with products and services through an integrated, cost-competitive network. Wherever in the world you talk to Takata, you’re talking to a single, unified company, committed to meeting your needs in every market. And whatever the form of transportation, you can be certain that Takata is at the forefront of technical development—for cars, commercial vehicles, motorcycles, aircraft and other special use categories.

On our quest to make transportation safer for everyone, Takata has become one of the leading safety suppliers in the world. And of course, it’s a great place to work, with a great environment in which to create advanced active and passive safety systems that help to save lives.

The catch phrase we use to summarize our focus on global business development is, “One World, One Takata”. Our aim is to achieve nothing less than the best in product innovation, the ultimate in product quality and service, and a reputation among our customers as their No. 1 supplier in the world.

Shigehisa Takada
Chairman and CEO
Total Safety Systems

Our product range encompasses the full spectrum of passive and active automotive safety technology, and the results of our advanced research and relentless attention to detail can be found throughout the anatomy of a car—helping to reduce the impact of traffic accidents on individuals and on society.

Seat belts

Since commercializing Japan’s first seat belts in 1960, we have continued to improve the effectiveness and comfort of seat belts through innovation in areas such as textiles and weaving technology. Recently we modified our motorized seat belt to provide enhanced comfort and safety. In addition to automatically tightening to restrain vehicle occupants when pre-crash sensors detect risk of collision, the new comfort function reduces the pressure exerted by the seat belt during normal driving while holding vehicle occupants in position during sudden braking or sharp turns. In 2010 we became the first in the world to commercialize the Airbelt, a new type of seat belt that inflates like an airbag at the time of impact. We also recently developed new state-of-the-art inkjet printing technology which allows us to create seat belt webbing with patterns, words or logos in a variety of colors.

1 Driver seat belts (Motorized seat belts)
2 Passenger seat belts (Motorized seat belts)
3 Rear seat belts (Airbelts)
Airbag systems

Takata successfully commercialized the world’s first driver airbags in 1980, which were supplied to Daimler Benz for its S-Class model. Since then we have continued to enhance our capabilities in the development, design and production of airbag systems and products, from airbag textiles to hazard detection control units and inflator technology, and today most of these operations are carried out in-house. In addition to driver and passenger airbags, side airbags, and knee airbags that protect the legs of front seat occupants, we have commercialized innovative products such as the curtain airbag, which protects the head.

In 2012 we marked the launch of the world’s first Front Center Airbag, which inflates between the left and right front seats and serves as an energy absorbing cushion between the driver and front seat passenger in both near and far side-impact crashes.

1. Driver airbags
2. Passenger airbags (Twin bag systems)
3. Knee airbags
4. Side airbags
5. Curtain airbags (D-shape curtain airbags)
6. Pedestrian head protection airbags
7. Front center airbags

Steering wheels

Steering wheels are an essential component of automotive safety systems, combining safety and other vehicle control functions in a package that must be both functional and stylish. Takata’s fully integrated steering wheel development and production system encompasses a variety of needs, from die-cast magnesium inner frames to leather wrapping, switching systems and final assembly.

Ongoing innovations, such as Takata’s Vacuum Folding Technology, have reduced the size of some driver airbags in Takata’s product line-up, and introduced new features for safety and comfort. This is enabling interior designers to explore new opportunities to enhance the driving environment and differentiate their vehicles for the needs of each market and consumer segment.

Takata has recently commercialized a vibration steering wheel, featuring a unit inside the spoke of the wheel that vibrates to notify the driver of potential dangers. This driver support device directly warns the driver, helping to prevent situations such as inadvertent lane departure, travelling too close to the car in front, over-acceleration, and falling asleep at the wheel.
Electronics

In vehicles of today, sophisticated electronics form part of nearly every automotive safety feature, and enable the integration of multiple passive and active safety functions to enhance total safety system effectiveness. In addition to the use of electronics in conventional safety systems such as airbags and seat belt pretensioners, active pre-crash safety systems have opened up new realms of possibilities in safety, with highly developed sensors being used to identify hazards and help prevent accidents from occurring.

- Satellite sensors
- Electronic control units (ECUs)
- Occupant classification sensors
- Vision sensors

Sales by product category (FY2013)

- Seat belts: 31.5%
- Airbag systems: 41.2%
- Other: 27.4%
Child restraint systems
Since pioneering child restraint systems in Japan with the first domestic commercial child seat in 1977, Takata has continued to set the most exacting standards for in-vehicle child safety, with the firm belief that they are the equivalent of seat belts for children.

Since the late 1980s, Takata has embraced the ISOFIX standard, created by the International Standards Organization to assure that child restraint systems for automobiles are installed properly. In 2011, Takata launched the takata04-i fix, Japan’s first ever ISOFIX child seat suitable for newborns through to toddlers which meets new EC standards.

ISOFIX is a system to prevent incorrect fitting of child seats, using a fitment method which differs from the traditional system of securing the child seat with the vehicle seat belt. Instead, it directly fixes the child seat in place using special connectors fitted to the vehicle.

Other
Takata produces a wide range of interior parts for automobiles, including seat covers, headrests, cargo shades, center and door armrests, sun visors and bolsters. Takata also produces specialty textile products, drawing on more than 60 years of experience in industrial fabrics. The diverse applications for Takata’s textiles include products in the aerospace, automotive and marine industries.

More recently, Takata has expanded into non-automotive safety systems, most notably with the 2012 acquisition of a BAE Systems subsidiary that produces and sells seat belts for planes and helicopters, and other safety equipment. Takata has also acquired SynTec Seating Solutions LLC, the largest independent school bus seat manufacturer in the U.S., extending an existing partnership with Takata in lap/shoulder belts and creating opportunities for safety products in other areas.

1 Child seats
2 Pop-up hood devices
3 Aircraft safety business
4 Seat systems for buses
5 Full harness seat belts for motor sports
A Pioneer’s History: 1933 – 2013

Takata has always been a pioneer in meeting the needs of the times. Driven by our dedication to save human life, we have spread our pioneering spirit to all of our locations worldwide.

1933
Takata Company, a textile manufacturer was established by Takezo Takada in Shiga Prefecture, Japan

1960
Began production and sales of Japan’s first seat belts

1965
Stimulated by American research on equipping cars with seat belts, Takata began its own research on using textile weaving technology to manufacture seat belts

1973
Participated in U.S. National Highway Traffic Safety Administration (NHTSA) crash tests. Takata was the only company out of six to clear the 32.3 mph standard

1977
Began a series of tests using crash test dummies, which received nationwide media coverage

1980
Began production of “Guardian™” child restraint systems

1983
Changed trade name to Takata Corporation

1984
Established Takata Fisher Corporation, a joint venture in Michigan, U.S.A., to manufacture and sell seat belts

1988
Established TK HOLDINGS INC. in North Carolina, U.S.A.

1989
Established European Components Company (ECC) in Northern Ireland as a production base for Europe. Began production and sales of seat belts in Europe
The logo mark of Takata is as unique as our history. It is a shape that represents the safety concept specific to Takata. Visually, it represents the space that is normally invisible between the world and Takata, the space that divides yet joins us. The curve on the left is taken from the sphere of the world and the shape to its right from the T of Takata.

Established Takata do Brasil Autopeças Ltda. (now TAKATA BRASIL S.A.) to serve the South American seat belt market

Established Takata (Shanghai) Safety Systems Co., Ltd. (now Takata (Shanghai) Automotive Components Co., Ltd.) in China

Began production and sales of “MiLib™” and “ISOFIX” child restraint systems

Began manufacturing of the world’s first mass-produced motorcycle airbags

Listed in the First Section of the Tokyo Stock Exchange

Began mass production of the world’s first TWIN BAG, an advanced passenger airbag

Established TAKATA INDIA PRIVATE LIMITED in India

Acquired PETRI AG, a major German steering wheel manufacturer, and established TAKATA-PETRI AG (now TAKATA AG)

Acquired BAE Systems subsidiaries BAE Systems Safety Product Inc. and Schrotth Safety Products GmbH, to enter the aircraft safety arena and strengthen business in motor sport

1997

1999

2002

2006

2010

2012

2000

2005

2007

2011

1997

2000

2005

2007

2011

Established TAKATA- PETRI MAROC SARL (now TAKATA Maroc S.A.R.L.) in Morroco, and TAKATA-PETRI Rus LLC (now TAKATA Rus LLC) in Russia

Listed in the First Section of the Tokyo Stock Exchange

Began manufacturing of the world’s first airbelt for passenger vehicles; began fitting to mass-produced vehicles

Established TAKATA-PETRI MAROC SARL (now TAKATA Maroc S.A.R.L.) in Morroco, and TAKATA-PETRI Rus LLC (now TAKATA Rus LLC) in Russia

Acquired SDI-Molan GmbH & Co. KG, and established TAKATA Ignition Systems GmbH

Established Takata Uruguay S.A. airbag manufacturing plant in Uruguay, South America, and PT. TAKATA AUTOMOTIVE SAFETY SYSTEMS INDONESIA in Indonesia

Acquired SDI-Molan GmbH & Co. KG, and established TAKATA Ignition Systems GmbH

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Takata Around the World

Japan

**Takata Corporation**
**Headquarters** 12-31 Akasaka 2-Chome, Minato-Ku, Tokyo, 107-8508 Japan
- Hikone Plant, Shiga
- Nagahama Plant, Shiga
- Echigawa Plant, Shiga
- Aisho Plant, Shiga
- Suzuka Plant, Mie
- Nagoya Office, Aichi
- Hiroshima Office, Hiroshima
- Hamamatsu Office, Shizuoka
- Utsunomiya Office, Tochigi
- Atsugi Office, Kanagawa

**Takata Kyusyu Corporation**
- Taku Plant, Saga
- Arita Plant, Saga

**Takata Service Corporation (Shiga)**

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The Americas

**TK HOLDINGS INC.**
**Headquarters** 2500 Takata Drive, Auburn Hills, Michigan, 48326 U.S.A.

- Harmon Rd. Office
- Washington D.C. Office
- Los Angeles Office
- Ohio Office
- Pontiac Facility
- Armada Facility
- San Antonio Plant
- Moses Lake Plant

- Agua Prieta Plant
- Acuna Plant
- Monterrey Technical Center
- Monterrey Plant 1
- Monterrey Plant 2
- Monclova Plant
- Torreon Plant

**Irvin Automotive Products Inc.**
(U.S.A.)
- Pontiac Facility

(Mexico)
- Jaropamex Plant 1
- Jaropamex Plant 2
- Sabinas Plant

**Highland Industries, Inc. (U.S.A.)**
- Kernersville HQ
- Cheraw Plant
- Kernersville Plant

**Takata Protection Systems Inc. (U.S.A.)**

**SynTec Seating Solutions LLC**

**TAKATA BRASIL S.A. (Brazil)**
- Jundiai Plant
- Piçarras Plant
- Mateus Leme Plant

**Takata Uruguay S.A. (Uruguay)**
- San José Plant

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Sales  ⚫
Research & Development  ⚫
Production  ⚫
Europe and Africa

TAKATA AG
Headquarters Bahnweg 1,
63743 Aschaffenburg, Germany
(Germany)
• Aschaffenburg-Nikheim Plant
• Berlin Facility
• Ulm Facility
(France)
• Paris Office
(Italy)
• Torino Office

TAKATA Sachsen GmbH (Germany)
• Elterlein Plant
• Freiberg Plant
• Döbeln Plant

TAKATA PlasTec GmbH (Germany)

SCHROTH Safety Products GmbH (Germany)

TAKATA Ignition Systems GmbH (Germany)

TAKATA Romanıa S.R.L. (Romania)

TAKATA Sibiu S.R.L. (Romania)

TAKATA Rutas Polska Sp. z o.o. (Poland)

TAKATA Parts s.r.o. (Czech Republic)
• Dolní Kalná Plant
• Ryne Plant

TAKATA Rus LLC (Russia)

TAKATA South Africa (Pty.) Ltd. (South Africa)

TAKATA Maroc S.A.R.L. (Morocco)

Asia (excluding Japan)

Takata Asia Pte Ltd (Singapore)

TAKATA CPI SINGAPORE PTE LTD (Singapore)

TAKATA KOREA CO., LTD. (Korea)
• Gyeonggi-Do Plant
• Busan Office

TAKATA-TOA CO., LTD. (Thailand)

Takata (Philippines) Corporation (Philippines)

Takata (Shanghai) Automotive Component Co., Ltd. (China)
• Shanghai Plant
• Guangzhou Office

Takata (Tianjin) Automotive Component Co., Ltd. (China)

Takata (Shanghai) Vehicle Safety Systems Technical Center Co., Ltd. (China)

Takata Automotive Electronics (Shanghai) Co., Ltd. (China)

TAKATA (CHANGXING) SAFETY SYSTEMS CO., LTD. (China)

Takata Automotive Safety Systems (M) Sdn. Bhd. (Malaysia)

PT. TAKATA AUTOMOTIVE SAFETY SYSTEMS INDONESIA (Indonesia)

TAKATA INDIA PRIVATE LIMITED (India)
• Gurgaon Head Office
• Neemrana Plant
• Chennai Plant
• Pune Office

*As of August 31, 2013