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## MONITOR APPLICATION

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Application to act as Independent Monitor of:

**TK Holdings Inc. (“Takata”) and the Coordinated Remedy Program**

Pursuant to the Consent Order dated November 3, 2015 and  
the Coordinated Remedy Order dated November 3, 2015

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The National Highway Traffic Safety Administration (“NHTSA”), an operating administration of the U.S. Department of Transportation, requests that interested individuals or firms submit the following information to assist the agency in identifying potential candidates to serve as the independent monitor of TK Holdings Inc. and the Coordinated Remedy Program. Please email your application to [Elizabeth.Mykytiuk@dot.gov](mailto:Elizabeth.Mykytiuk@dot.gov) by November 30, 2015.

1. **Name and Contact Information:** Please provide your name and contact information including address, telephone, and email.
2. **Statement of Interest:** Please state why you are interested in serving as the Monitor and how your qualifications make you a suitable candidate for the position.
3. **Relevant NHTSA and Safety Act Experience:** Please summarize your experience, if any, in supervising or auditing compliance with the Motor Vehicle Safety Act of 1966, as amended and recodified, 49 U.S.C. § 30101, *et seq.*, or any of the regulations promulgated thereunder, or any otherwise related to NHTSA.
4. **Relevant Auto Industry Experience:** Please summarize your experience, if any, in working with vehicle manufacturers, motor vehicle equipment suppliers, or others in the automotive industry.
5. **Other Relevant Qualifications:** Please summarize your experience, if any, in monitoring, auditing, evaluating, or otherwise reviewing performance of organizations, including experience in monitoring settlements, consent decrees, or court orders. If you have ever served as a court-appointed monitor or government agency-appointed monitor, please provide information about that service, including: (a) the government agency or court that appointed you; (b) the names and positions of others on the team who participated in the assignment with you, if any; (c) the name of the monitored entity; (d) a point of contact from the monitored entity and the relevant government agency; and (e) a brief description of the scope of the assignment.

6. **Staffing Plan:** Please state whether you are applying as an individual or whether you intend to lead a team comprised of your employees, consultants, or others. If you intend to lead a team, please identify the name, contact information, and relevant experience of each person you propose for the team.
7. **Potential Conflicts of Interest or Bias:** For purposes of assessing potential conflicts, we need certain information from you. If you are proposing a team for this assignment, please provide this information separately with respect to yourself and each member of your proposed team. Please provide this information with respect to actions or events regardless of when they took place.
  - (a) Please disclose any potential or perceived conflicts of interest involving yourself, your firm or organization (if any), including current or former employment or contracts with any of the following entities or any of their parent companies, subsidiaries, affiliates, successors, or predecessors: TK Holdings Inc.; American Honda Motor Company; BMW of North America, LLC; FCA US, LLC; Daimler Trucks North America, LLC; Daimler Vans USA, LLC; Ford Motor Company; General Motors, LLC; Jaguar Land Rover North America, LLC; Mazda North American Operations; Mercedes-Benz US, LLC; Mitsubishi Motors North America, Inc.; Nissan North America, Inc.; Spartan Motors, Inc.; Subaru of America, Inc.; Suzuki Motor of America, Inc.; Tesla Motors, Inc.; Toyota Motor Engineering and Manufacturing; Volkswagen Group of America, Inc.; ARC Automotive, Inc.; Autoliv Americas; Daicel Safety Systems America, LLC; Key Safety Systems; Toyota Gosei North America Corporation; ZF TRW; Dechert LLP, Mayer Brown LLP, and/or Squire Patton Boggs.
  - (b) Please disclose any potential or perceived conflicts of interest involving yourself, your firm or organization (if any), including current or former employment or contracts, with any of the following individuals or their employers: Norman Y. Mineta, Rodney E. Slater, Samuel K. Skinner, Marion C. Blakey, Nelda J. Connors, John C. Landgraf, Julio M. Ottino, Jeffrey W. Runge, John W. Snow, and/or Kenneth Weinstein.
  - (c) Please identify any close, familial, or business relationship with any of the entities or individuals referenced in sections 7(a) and 7(b) above, or their agents or employees.
  - (d) Please disclose whether you have been the proponent or subject of any complaint, claim, or lawsuit alleging misconduct.
  - (e) To the extent a conflict, potential bias, or appearance of conflict exists, explain why it does not bar your selection, including any legal or ethical opinions or waivers upon which you rely.
8. **Fee Schedule:** Provide a schedule of your proposed fees for the monitorship.

9. **References:** Provide the names and contact information of three references with knowledge of your prior relevant experience.
10. **Additional Information:** Please feel free to submit any additional pertinent information.