

Management
Briefing Seminars
2007



Manufacturing

It's a Small World After All



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Noble International, Ltd.

21st Century Auto Body SolutionsSM

Management Briefing Seminars

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Today's Challenges are Global



The World Needs *21st Century Auto Body Solutions*SM

Pressures on Auto Industry:

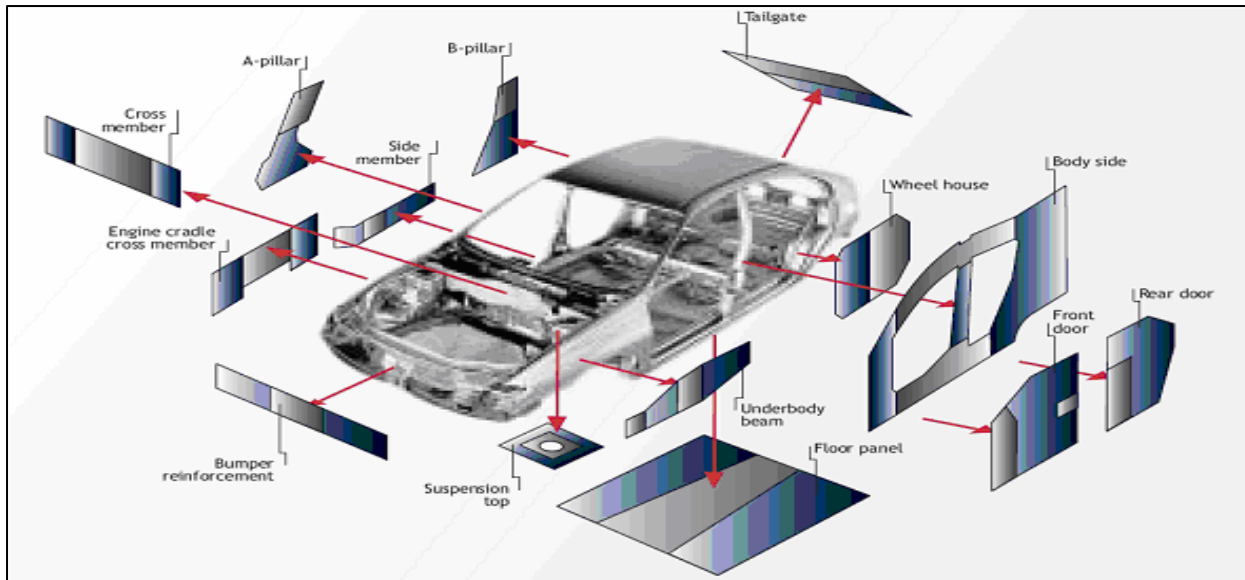
- ▶ Steel Prices Rising
- ▶ Steel Supplies Tight in Some Regions
- ▶ Volatile Fuel Prices Worldwide
- ▶ US Raising CAFE Standards

- ▶ Global CO₂ Emissions Standards Tightening
- ▶ Safety Requirements Becoming More Stringent
- ▶ Global Competition Intensifying
- ▶ Consumers Demand Higher Quality & Performance

Overview of Laser Welded Blanks

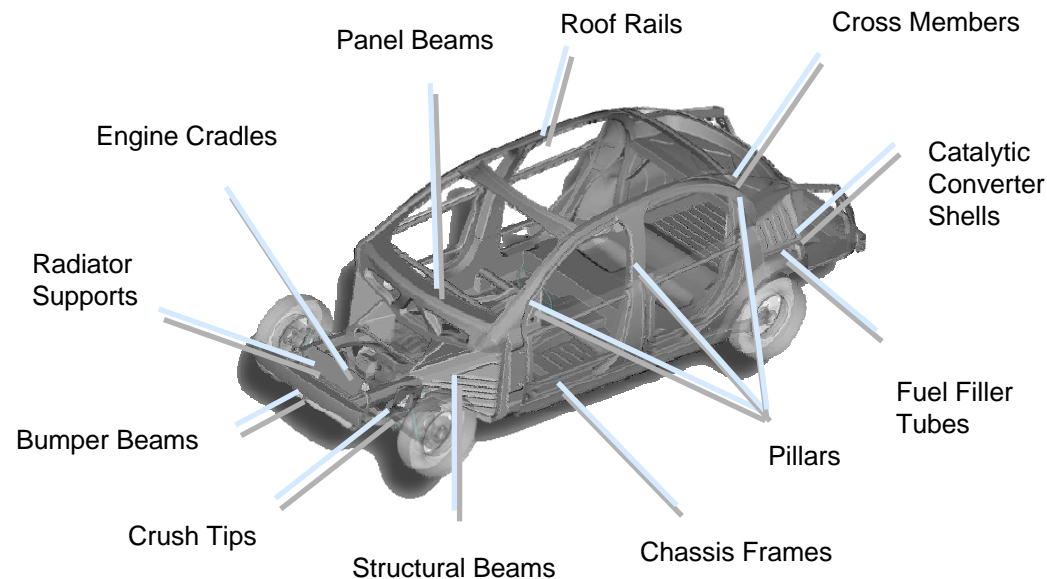
- ▶ Laser Welded Blanks (LWB) are created by laser welding steel blanks of varying thickness & alloys
- ▶ Advantages include:
 - ▶ *Greater Safety*
 - ▶ *Higher Quality*
 - ▶ *Fewer Reinforcement Parts*
 - ▶ *Reduced Weight and Steel Usage*
 - ▶ *Lower Total Cost*
- ▶ LWBs help industry solve challenge to produce lighter, more fuel-efficient, safer cars at lower cost

Application Examples



Overview of Roll-formed Products

- ▶ **Roll-formed Products Include:**
 - ▶ **Structural components:** A-D pillars, door frames, cross-members/bows/headers
 - ▶ **Impact systems:** Door impact beams/bumpers, b-pillars
 - ▶ **Trim components:** Glass channels
 - ▶ **Non-Automotive:** Office furniture
- ▶ **Trademarked and patented P-Tech® process:**
 - ▶ Transforms mild steel into ultra high-strength steel “UHSS”
 - ▶ UHSS bumpers for Ford Mustang – 30% Weight Savings

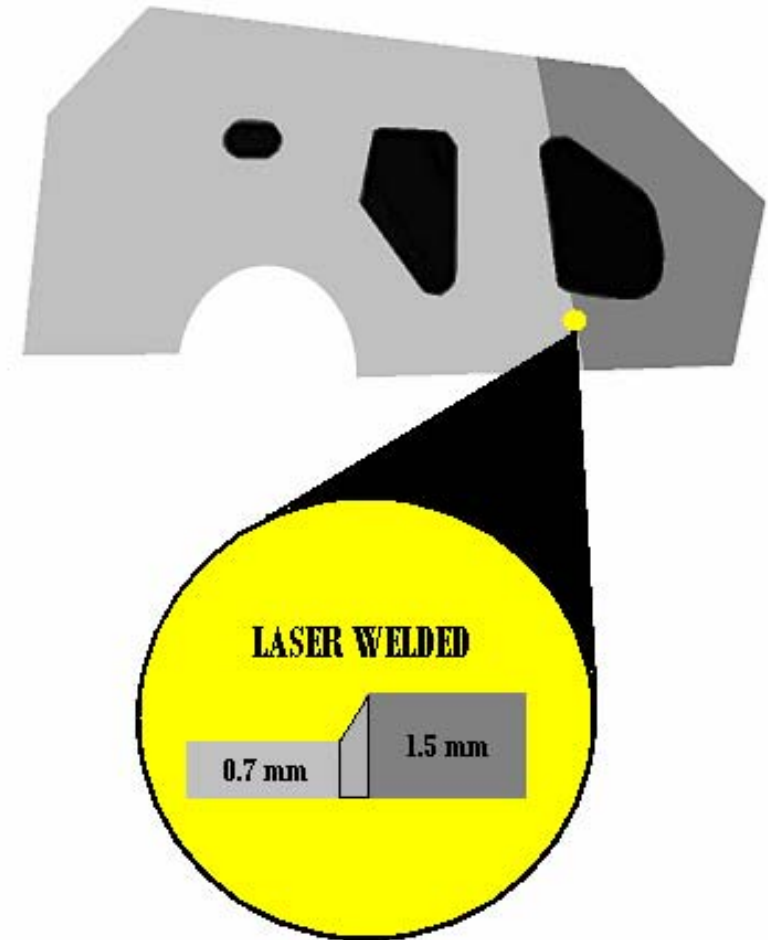


Value Equation

Laser Welded Blank

Light Truck Example:

- ▶ Laser Welded Bodysides Eliminate 60 Lbs of Steel
 - ▶ Reduced Engineered Scrap
 - ▶ Eliminates Reinforcements
- ▶ Component Count Reduced 80%
- ▶ Assembly Process Simplified
- ▶ Fewer Stamping Dies Required = Less Capital



Total Cost Savings:

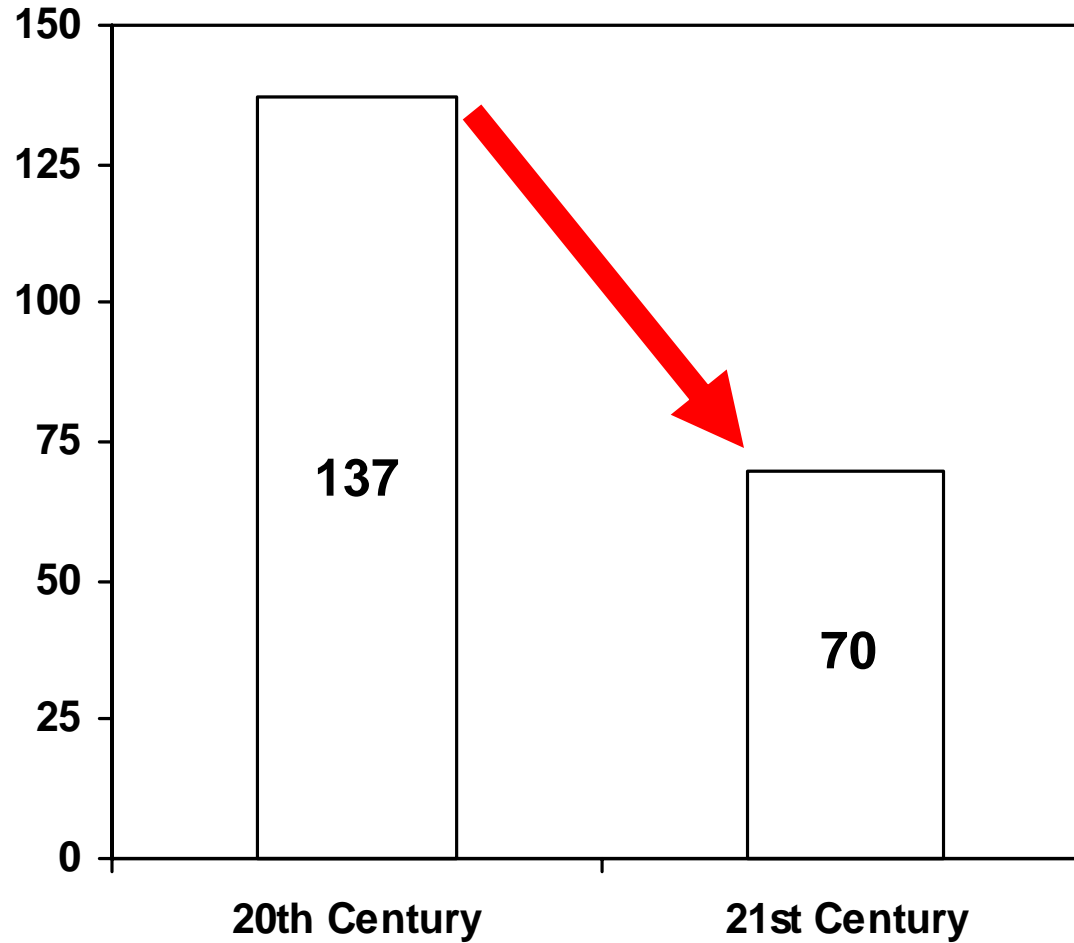
\$25 Per Vehicle!

The 21st Century Evolution

Eliminate Nearly Half of Major Car BIW Parts



BIW Parts Per Vehicle



Noble: 21st Century Auto Body SolutionsSM

Value Equation

Global Industry Savings Approach \$9 Billion



Estimated Industry Savings

North America **\$ 2 Billion**

Rest of World **7 Billion**

Total Global Savings: **\$ 9 Billion**

Global Business Strategy



Diversify Revenue Sources

- ▶ Establish relationships with new customers
- ▶ Expand market share with European OEMs
- ▶ Establish presence in emerging markets

Drive Continuous Improvement

- ▶ Reduce capital requirements and improve capacity utilization
- ▶ Aggressively manage material usage to reduce scrap expense
- ▶ Implement new processes to enhance operating efficiency

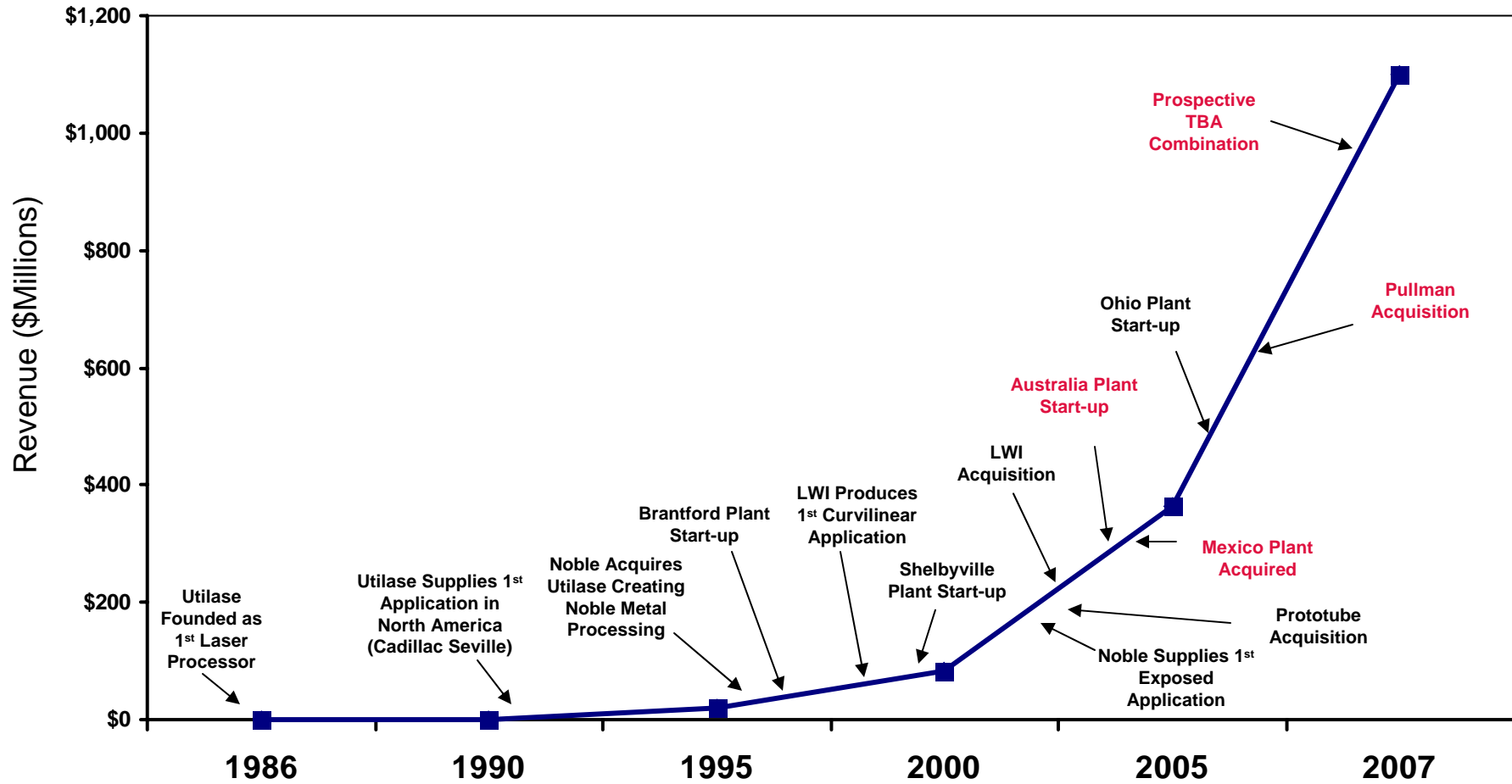
Integration of Past Acquisitions

- ▶ Communicate a clear organizational structure and accountabilities
- ▶ Dedicate resources to integration without compromising the existing business
- ▶ Convey a sense of urgency regarding realizing cost and revenue synergies

Expand Market Opportunity

- ▶ Explore non-automotive markets
- ▶ Expand market through industry groups such as Tailored Steel Products Alliance & AISI
- ▶ Develop new applications for existing products
- ▶ Increase market share
- ▶ Drive new technologies by investing in research and development

Noble Expansion History

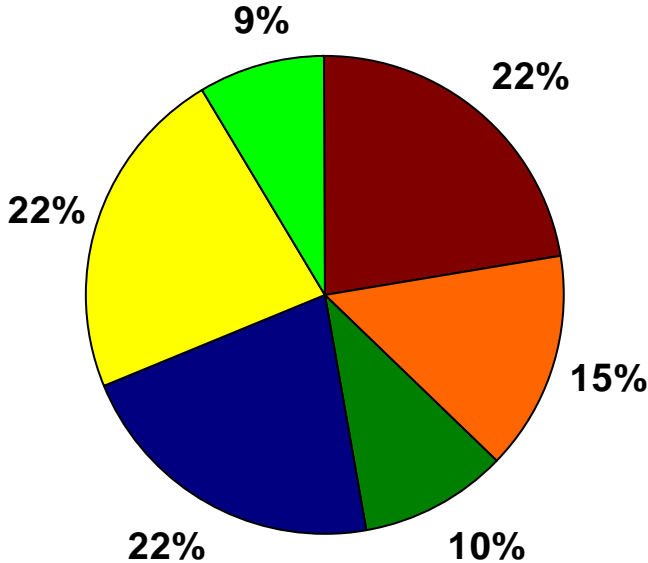


Global Vehicle Production

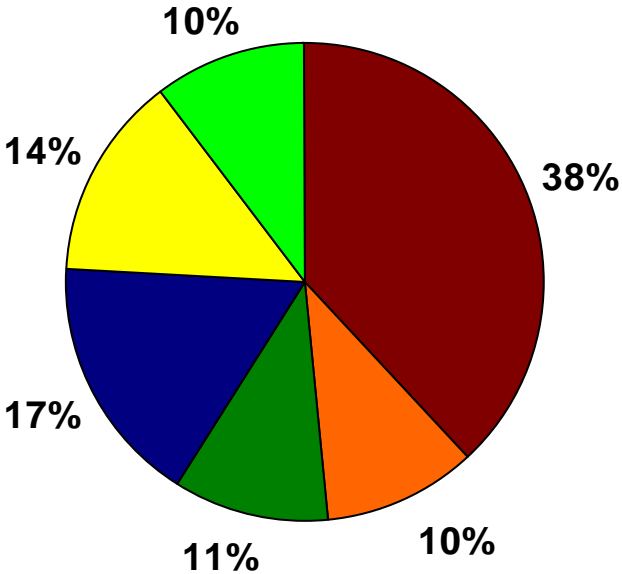
Shift to New Markets



2007



2022



Global Vehicle Volume 2007

70 Million

Global Vehicle Volume 2022

109 Million

Source: JD Power & Associates Forecast

Growth Opportunities Are Global



Noble is Leading Laser Welding Supplier in North America, But:

- ▶ **Developing Markets Growing at Faster Pace**
- ▶ **North America Accounts for Only 24% of 2006 Global Automotive Production**
- ▶ **New Entrants Gaining Market Share**

Continuing Growth Requires Overseas Expansion

- ▶ **Customers Asking for Support in Overseas Markets**
- ▶ **Exporting Impractical Due to Transportation Costs**
- ▶ **Where to Focus Efforts?**

Critical Questions

Decision: Go Alone or Find a Partner?

- ▶ Do We Have Necessary Capital and Human Resources?
- ▶ Where Can We Find Needed Resources?
- ▶ How to Define Short- and Long-Term Success?
- ▶ How to Control Overseas Operations?
 - ▶ Centralized or Decentralized?
- ▶ How Do We Identify the Right Partner?

Decision: Grow with a Partner

Joint Venture Partners Easy to Establish, Harder to Manage

- ▶ JVs Most Appropriate for Entering Developing Markets
- ▶ Selecting Partner Critical to Success
- ▶ Must Maintain Control Over Your Technology and Management
- ▶ Partners Know Local Market and Regulatory Environment
- ▶ JV Partners May Have Contacts with Customer's Local Management
- ▶ Different Markets May Mean Different Partners

Partner with Sumitomo in Mexico

- ▶ JV in Silao, Mexico for LWB and Blanking
- ▶ Strong Partnership Offers Framework for Entry into Many Markets Worldwide
- ▶ Sumitomo Has Huge Asian Presence
- ▶ Partner Has Global Network and Prefers Joint Venture Model

Partner with WISCO in China

- ▶ Wuhan Iron and Steel Co. (WISCO) is #3 Steel Producer in China
- ▶ Located in Wuhan – “Industrial Midwest of China”
- ▶ Partnering with Steel Producer Secures Steel Access for Supplier
- ▶ WISCO Well-Connected in China
- ▶ Noble Supplies Management and Technology in 50/50 JV

Benefits:

- ▶ Creates Global Leader in Laser Welding and Providing Structural Solutions
- ▶ Noble Can Supply Global Vehicle Platforms
- ▶ Diversifies Geographic and Customer Base
- ▶ Establishes Strategic Partnership with AM - Largest Steel Producer Worldwide
- ▶ Access to AM's \$65 Million Annual Automotive R&D
- ▶ Improves Access to All Levels of Customer Base
- ▶ AM Will Own 40% of Noble Shares
- ▶ Structure Maintains Strong Balance Sheet

Summary



- ▶ You're Already IN a Global Automotive Market
- ▶ Decide How to Play on the Global Stage
- ▶ For Noble, Partners Are Key to Entering New Markets
- ▶ Protect Your Balance Sheet!
- ▶ Customers Want You Overseas
 - ▶ Customers Are Asking for Global Quotes
 - ▶ Overseas Business Already Being Quoted in North America

Tomorrow Is Here!

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