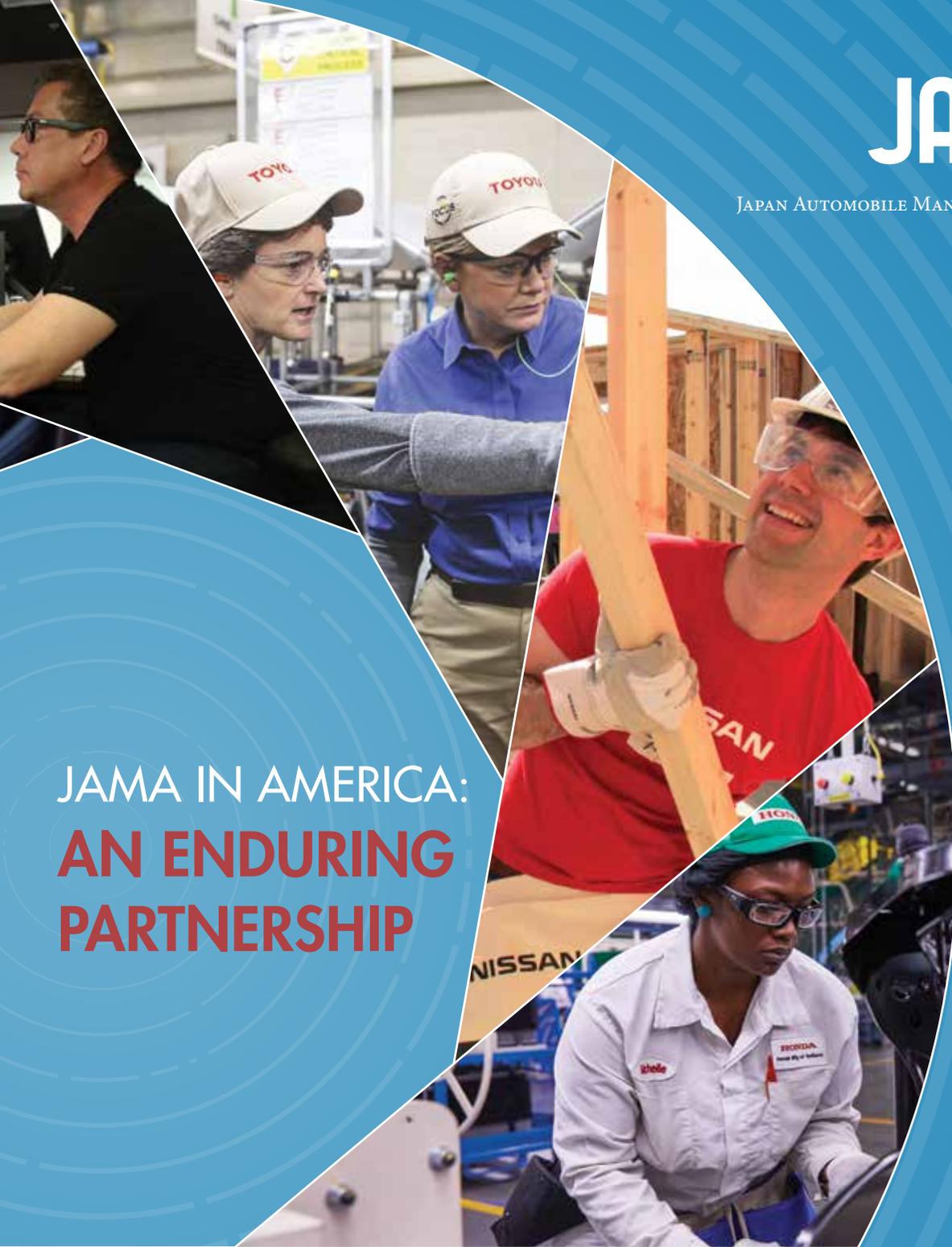


JAMA

JAPAN AUTOMOBILE MANUFACTURERS ASSOCIATION, INC.

JAMA IN AMERICA: AN ENDURING PARTNERSHIP



2019-2020
CONTRIBUTIONS REPORT

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NISSAN MOTOR CORPORATION



JAMA in America: An Enduring Partnership

Over nearly four decades, Japanese-brand automakers have built up a vast American presence:

- approximately \$51 billion in cumulative manufacturing investment
- over 84 million vehicles produced
- over \$1 trillion in U.S. auto parts purchased

Today, our members build one-third of all vehicles produced in the U.S. This provides more than 93,000 direct American jobs and supports over 1.6 million U.S. jobs throughout the value chain (suppliers, dealerships and services, as well as spin-off employment). Our footprint touches every state in the country, forging a network of enduring partnerships that are a central theme in the success story of Japanese-brand automakers in America.

Those impressive figures enable me to talk often about JAMA members' contributions using economic data. But what strikes me most during my travels around the country are the individual stories of the people I meet:

- The hotel clerk in Georgetown, Kentucky, who appreciates the economic benefits Toyota's presence means for her job and the broader community
- The dedicated and brilliant people at the Transportation Research Center in East Liberty, Ohio, which thrives to a large degree due to Honda's longtime manufacturing and R&D presence
- The staff at the Japan-America Society of Indiana, who understand that the Honda, Subaru, and Toyota auto plants in that state create thousands of jobs and lift up the economic prospects of thousands more across the state
- And there are the students at the Tennessee College of Applied Technology (TCAT) at Murfreesboro's Smyrna Campus, where Nissan is a partner supporting skills development for TCAT students and employees of Nissan's nearby auto plant

The people powering JAMA member companies are at the forefront of the auto industry. Their spirit of partnership pervades our members' workforce development initiatives. JAMA members actively partner with local educational institutions, businesses, and non-profit groups around the country to cultivate the creative, innovative, and sustainable talent pipeline that is essential to a company's success. These programs enable employees and members of the public alike to take advantage of the best skill-building opportunities available.

These examples reflect the human element behind our members' local engagement and the 1.6 million U.S. jobs they support. And the enduring partnerships JAMA members have forged are the building blocks of the American auto industry.

Yet the industry is undergoing dramatic changes. No matter what challenges we face – an increasingly complicated and uncertain trade environment, regulatory challenges, or finding innovative ways to pursue the connected and autonomous mobility future – the auto industry must always evolve. With new investments and a changing industry on the horizon, our members will continue to tap into the unique American spirit to create affordable, fun, and innovative vehicles for current and future generations of drivers and their families.

The JAMA member success story is the result of decades of collaboration between JAMA member companies and multiple generations of American workforce talent. The focus: building cars and trucks that U.S. consumers love. This is the core mission that drives our members' dedication to the full spectrum of advanced manufacturing, high-tech research and development, and innovative design at facilities around the country.

Manny Manriquez
General Director
JAMA USA

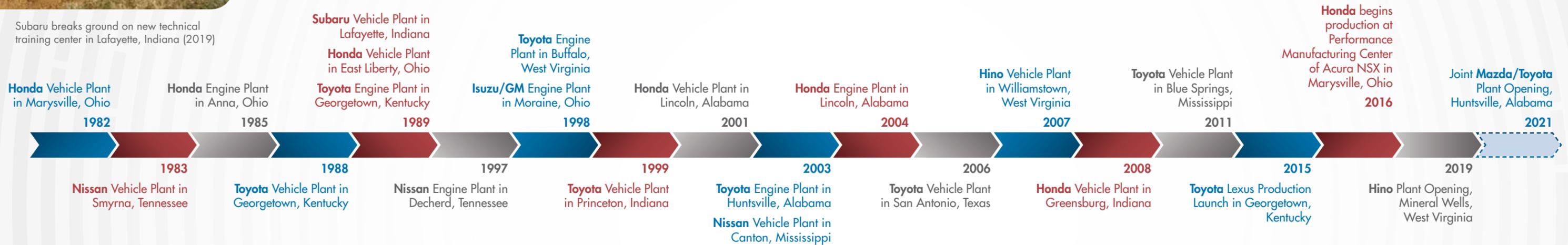


MANUFACTURING IN AMERICA



Subaru breaks ground on new technical training center in Lafayette, Indiana (2019)

Japanese-brand automakers' U.S. manufacturing investment goes back nearly 40 years and, with recent investments, has reached \$51 billion cumulatively. JAMA members are deeply rooted in the fabric of American communities across the country, and are a testament to the long-standing economic partnership between the U.S. and Japan.



Honda associates gather to celebrate 10 years of mass production in Greensburg, Indiana (2018)



Mazda and Toyota celebrate breaking ground on new plant venture in Huntsville, Alabama (2018)



Nissan employees celebrate 10 million engines produced in Decherd, Tennessee (2016)

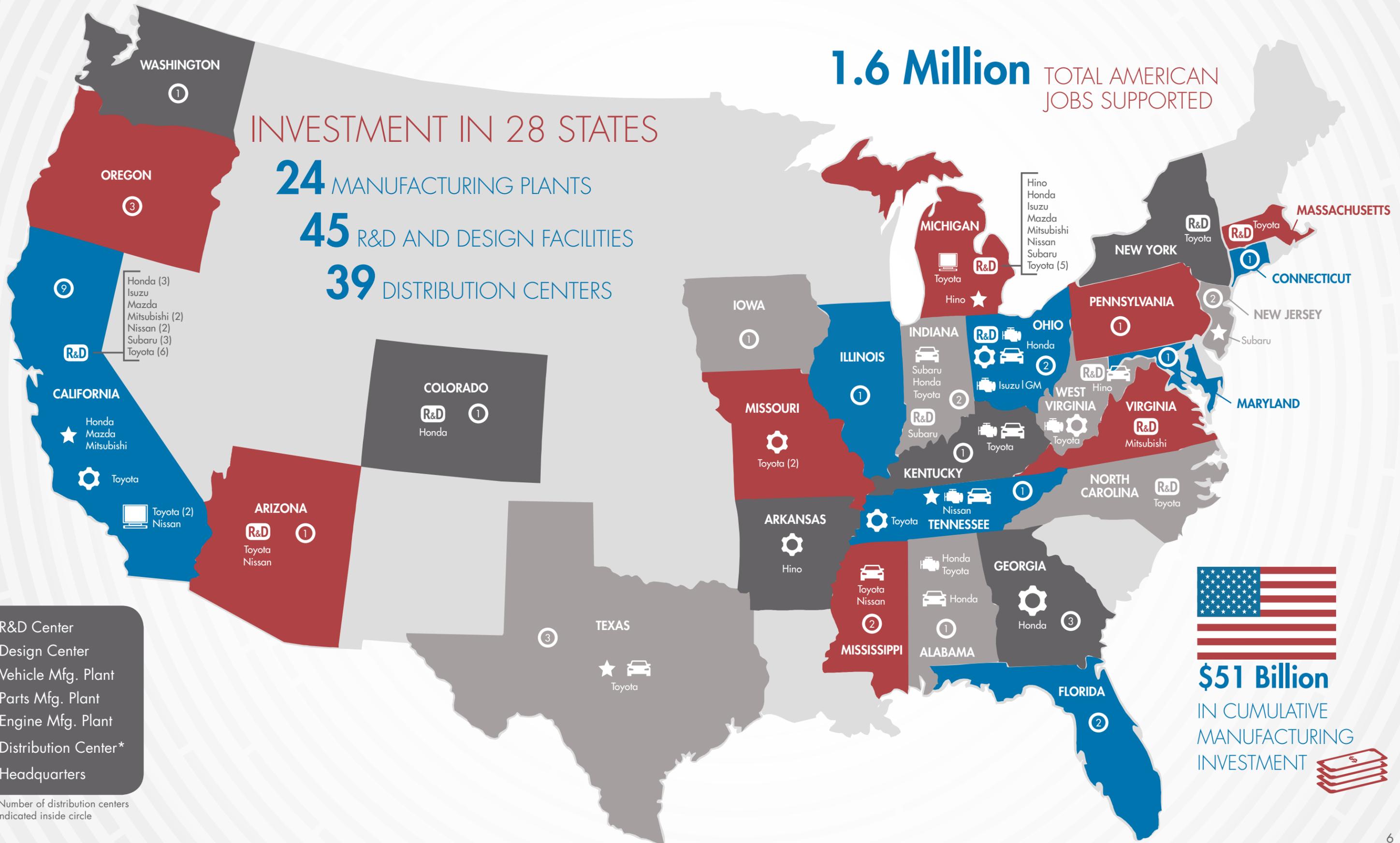
1.6 Million TOTAL AMERICAN JOBS SUPPORTED

INVESTMENT IN 28 STATES

24 MANUFACTURING PLANTS

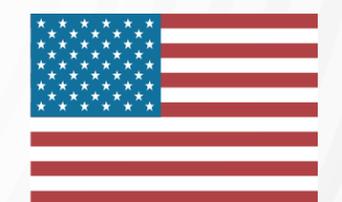
45 R&D AND DESIGN FACILITIES

39 DISTRIBUTION CENTERS



- R&D Center
- Design Center
- Vehicle Mfg. Plant
- Parts Mfg. Plant
- Engine Mfg. Plant
- Distribution Center*
- Headquarters

*Number of distribution centers indicated inside circle

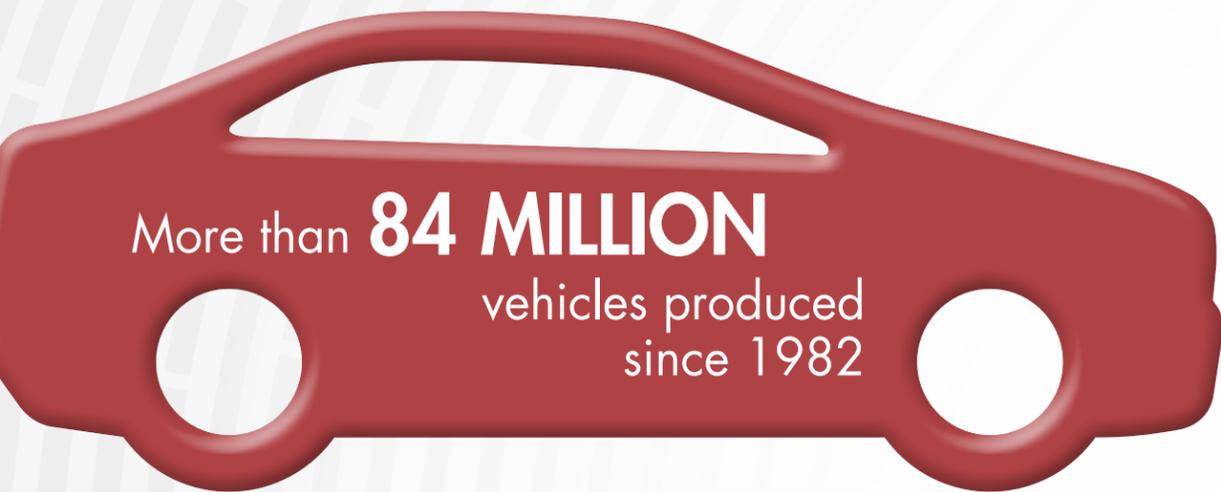


\$51 Billion
IN CUMULATIVE
MANUFACTURING
INVESTMENT



JAMA MEMBERS' U.S. ECONOMIC IMPACT

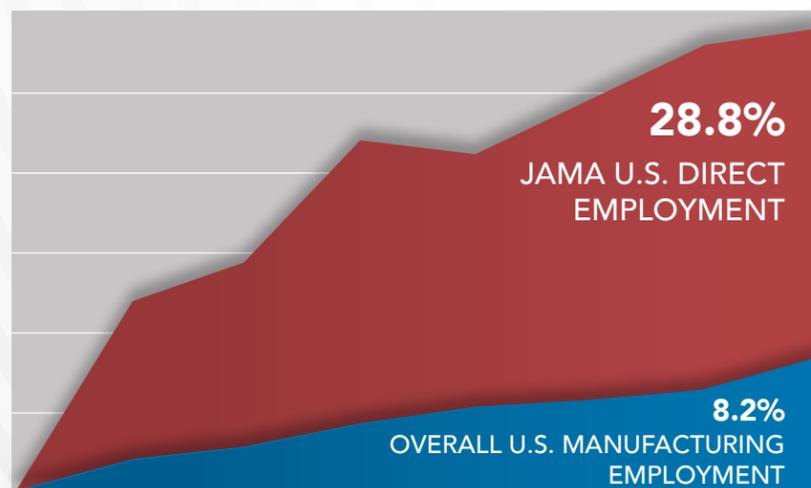
JAMA members have shown their commitment to and support for the U.S. auto industry over a nearly four-decade long history in which they have reached several milestones.



More than **\$1 TRILLION** in U.S. parts purchased since 1986



U.S. DIRECT EMPLOYMENT GROWTH 2011-2018



Source: Dr. Thomas Prusa, Rutgers University, BLS

In 2018 nearly

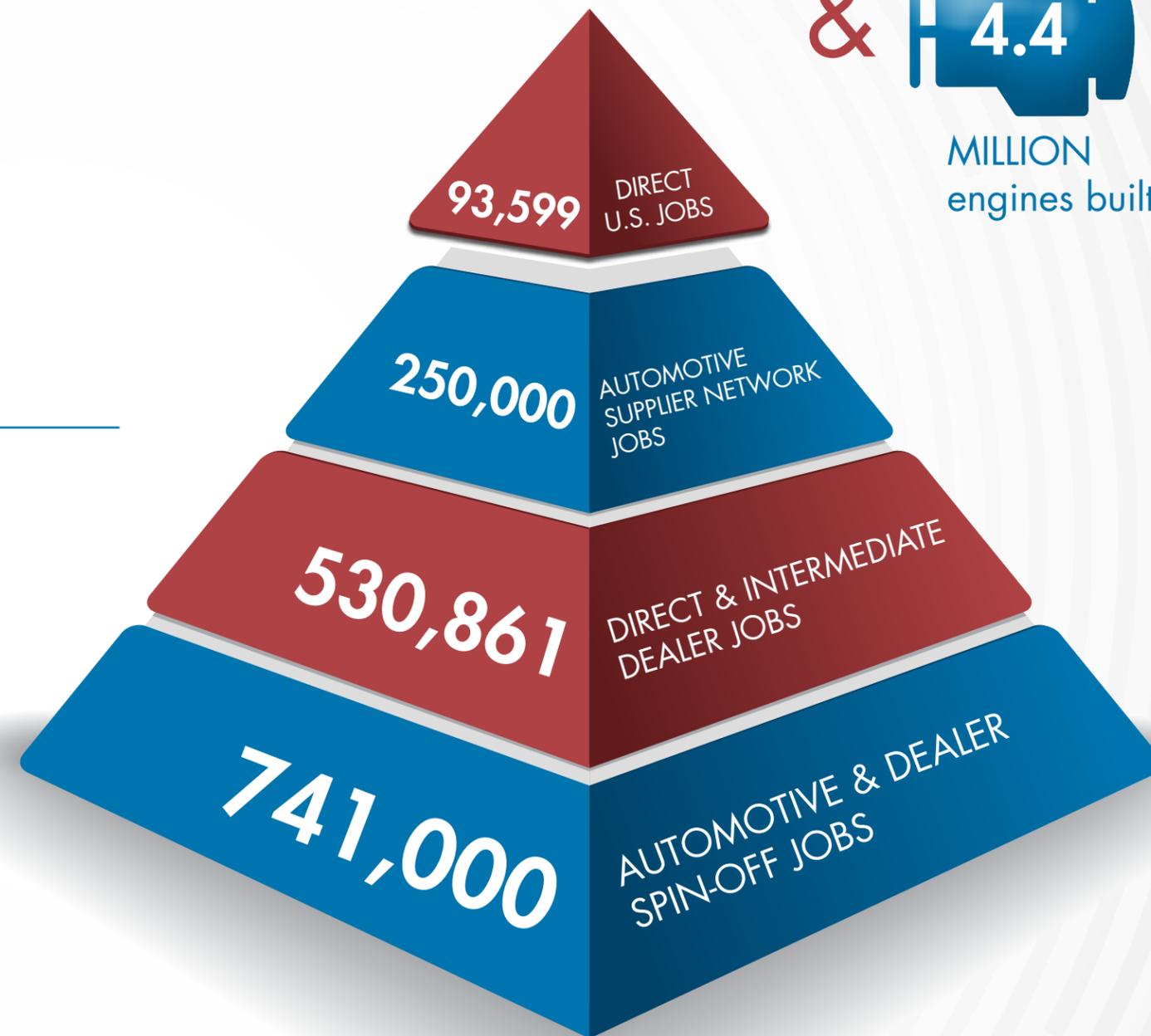


3.7 MILLION vehicles

&



4.4 MILLION engines built



1,615,460 TOTAL AMERICAN JOBS SUPPORTED*

*Source: Dr. Thomas Prusa, Rutgers University

JAMA MEMBERS' U.S. ECONOMIC IMPACT

Models Designed or Developed in the U.S.

HONDA

- Honda Passport
- Honda Ridgeline
- Honda Civic
- Honda Odyssey
- Honda Pilot
- Honda Accord
- Acura RDX
- Acura NSX
- Acura TLX
- Acura MDX



- Mazda 3
- Mazda 6
- MX-5
- CX-3
- CX-5
- CX-9

NISSAN MOTOR CORPORATION



- Altima
- Sentra
- Maxima
- Leaf
- Versa Note
- Versa Sedan
- Rogue
- Murano
- Kicks
- Pathfinder
- Frontier
- Titan
- NV
- NV200
- Infiniti QX50
- Infiniti QX60

TOYOTA

- Avalon/Avalon Hybrid
- Highlander/Highlander Hybrid
- Sienna
- Sequoia
- Tacoma
- Tundra



Vehicle Exports

424,163

Cars & trucks exported from Japanese-brand auto plants in the U.S. in 2018



Research, Development, and Design Centers in the U.S.

 California Honda R&D Americas, Inc. Isuzu Technical Center of America, Inc. Mazda North American Operations, Inc. Mitsubishi Motors R&D of America, Inc. Nissan Technical Center North America Nissan Design America Subaru Research and Development, Inc. Toyota Motor North America, Research & Development (formerly Toyota Technical Center) Caltex Design Research, Inc. (Toyota) Toyota InfoTechnology Center, U.S.A., Inc. Toyota Research Institute TRD, U.S.A., Inc. (Toyota)	 Michigan Hino Motors Manufacturing U.S.A., Inc. Honda R&D Americas, Inc. Isuzu Technical Center of America, Inc. Mazda North American Operations, Inc. Mitsubishi Motors R&D of America, Inc. Nissan Technical Center North America Nissan Technical Center North America Subaru Research and Development, Inc. Toyota Motor North America Research & Development (formerly Toyota Technical Center) Caltex Design Research, Inc. (Toyota) Toyota Research Institute	 Arizona Nissan Technical Center North America Toyota Arizona Proving Ground	 Colorado Honda R&D Americas, Inc.	 Indiana Subaru Research and Development, Inc.	 Massachusetts Toyota Research Institute
 North Carolina TRD, U.S.A., Inc. (Toyota)	 New York Toyota InfoTechnology Center, U.S.A., Inc.	 Ohio Honda R&D Americas, Inc.	 Virginia Mitsubishi Motors R&D of America, Inc.	 West Virginia Hino Motors Manufacturing U.S.A., Inc.	



WORKFORCE DEVELOPMENT

Japanese-brand automakers recognize that the nature of manufacturing is changing. That is why they are invested in preparing their current employees for a career of lifelong skill development and working with local schools, colleges, and universities to help students thrive in the workplaces of the future.

NISSAN

Starting in January 2017, Nissan and the Tennessee Board of Regents joined forces to form the Tennessee College of Applied Technology at Murfreesboro's Smyrna Campus and Nissan Training Center. The 162,000-square-foot facility with a total investment of \$45.75 million offers programs to equip Tennessee students and Nissan employees with skills for successful careers in advanced manufacturing and automotive technology.

HONDA

Honda facilities across the country fully embraced National Manufacturing Day (the first Friday in October) by hosting students for plant tours and robotics demonstrations. The day offered students a chance to understand the nature of advanced manufacturing today, and to showcase the innovative spirit of Honda.

SUBARU

In 2018, Subaru of Indiana Automotive (SIA) and Indiana Next Generation Manufacturing Competitiveness Center (IN-MaC) partnered to create a STEM Learning and Discovery Laboratory at SIA. The lab provides a variety of opportunities for schools, educators, students, and incoming workers, to discover new ways to explore design-thinking, problem-solving, technology and creative skill sets. The lab provides hands-on experience with 3D printers, virtual reality (VR) stations, robotics, learning modules, and engineering and coding software.

MITSUBISHI

Staff members at Mitsubishi Motors R&D of America (MRDA) participated in leadership training with Leader Dogs for the Blind. This event, which had them training guide dogs, helped staff better understand how to work with a team and be leaders themselves.

TOYOTA

Toyota's Technician Training & Education Network (T-TEN) is a partnership between Toyota, community colleges, vocational schools, and Toyota and Lexus dealerships. The program provides state-of-the-art, hands-on education and training for automotive diagnosis and repair. T-TEN helps develop and place thousands of factory-certified technicians in challenging, rewarding, and well-paid positions in dealerships across the country.



SUPPORTING LOCAL COMMUNITIES

For the last four decades, Japanese-brand automakers and their employees have supported communities across America through charitable giving, volunteer programs, and community engagement initiatives.

HONDA

In 2018, Honda of America Associates in Indiana, South Carolina, and Ohio, in conjunction with the Honda Federal Credit Union, made back-to-school season a little easier for those parents and students in need. Associates gathered new pencils, notebooks, backpacks and other tools for the new school year that are vital to the success of the students. All donations were distributed to students through partnerships with local United Way chapters.



NISSAN

Nissan North America continued its long-standing partnership with Habitat for Humanity with a \$1 million donation to help build affordable homes in partnership with families in need of housing. Nissan's contributions to Habitat for Humanity in North America amount to more than \$15.5 million over the past 13 years. Since 2006, Nissan has donated an additional 96 vehicles, and Nissan's employees have logged nearly 100,000 volunteer hours with Habitat for Humanity, building 86 homes across the United States.

MAZDA

In 2018, Mazda Foundation (USA), Inc. (MFUS) awarded a three-year, \$300,000 grant to Second Harvest Food Bank of Orange County to benefit the Produce Capacity Building Project, which will allow the food bank to provide critical hunger relief to the food insecure population in Orange County. The grant will allow Second Harvest to provide more nutritious and fresh produce to over 315,000 children, seniors, and families in the greater Orange County community who are at-risk of hunger. Since 2005, Mazda Foundation has provided Second Harvest with over \$1 million to support programs integral to the success of Second Harvest. Mazda employees have also contributed 1,522 hours of volunteer service.



SUBARU

Through its Subaru Serves program, Subaru of Indiana Automotive (SIA) connects Associates with nonprofit organizations seeking volunteers and recognizes those who give back to their community. Associates are also encouraged to participate in SIA-organized Subaru Serves volunteer days during the year. In 2018, Associates spent time cleaning, organizing and making other facility improvements at two different organizations—one providing mental health support, and the other assisting individuals with disabilities and special needs.

MITSUBISHI

In 2018, Mitsubishi Motors North America (MMNA) announced its support of The Asher House, an organization that helps shelter dogs find homes across the country. In addition to the donation of a vehicle to help Lee Asher, the founder, transport shelter dogs, MMNA will also provide support for rescue events and other social gatherings across the U.S.



TOYOTA

Toyota Family Learning is a multi-generational solution to educational challenges that responds to societal changes and opportunities. To date, 420 Toyota Family Learning Centers have impacted more than 4.5 million parents and children across the U.S. This nationwide initiative is led by the National Center for Families Learning (NCFL), a national nonprofit organization in partnership with Toyota for 28 years. To help celebrate the 30th anniversary of NCFL, Toyota recently donated \$1 million, bringing Toyota's total contribution over its 28-year partnership with NCFL to \$50 million.

ADVANCED VEHICLE TECHNOLOGIES

The automobile industry in America is changing rapidly, and Japanese-brand automakers are helping to shape the path forward. With an eye toward the future, JAMA members are at the forefront of emerging technologies, including the development of connected and autonomous vehicles, advanced driver assistance systems, and environmentally friendly technologies.

HINO

Hino 195h Diesel-Electric Hybrid cab-over represents a giant leap for alternative fuel commercial vehicles in North America. It is designed from the ground-up for the U.S. and arrives with the benefit of six generations of technology evolution and more than 10,000 production vehicles already on the road around the world, solidifying Hino as the leader in commercial truck diesel-electric hybrid technology.



HONDA

At Honda R&D, safety is a priority. That's why they have gone to great lengths to produce the world's first ultra-high-strength steel inner and outer door ring system. Through a partnership with ArcelorMittal, Honda has designed and implemented the new technology for use in the new 2019 Acura RDX. This system allows the vehicle to be stronger, safer, lighter, and more fuel efficient.



MAZDA

Pedestrian deaths are on the rise, and Mazda has worked to implement a driver assistance system that should help mitigate this growing concern. The technology is called Advanced Smart City Brake Support (SCBS). Advanced SCBS detects pedestrians as they cross in front of the vehicle and then automatically engages the emergency braking. The system also works by sensing the car in front while driving at low speeds common in urban areas or congested traffic to help avoid frontal collisions. Mazda has worked closely with the Insurance Institute for Highway Safety to evaluate and test the highly-rated technology.



MITSUBISHI

The Outlander PHEV boasts a 22-mile all-electric driving range and EPA-estimated 74 MPG-e, and leverages the increasingly cleaner U.S. power grid as a fuel source to significantly increase the environmental benefits of the plug-in SUV powertrain.



NISSAN

In 2018, Nissan North America announced an agreement with NASA's Ames Research Center to collaborate on research and technology development for future autonomous mobility services, including a working demonstration in Silicon Valley. Under the terms of the five-year research and development partnership, originally announced in 2017, researchers from the Nissan Research Center in Silicon Valley and NASA Ames have been working together to advance autonomous vehicle systems.



SUBARU

The Crosstrek Hybrid is an environmentally friendly vehicle equipped with the newly developed Plug-In Hybrid system, the first such system for Subaru. It has been engineered to fine-tune the superb rough road drivability and driving enjoyment that Subaru provides based on its symmetrical AWD technology. The vehicle improves all aspects of these qualities, without compromising safety or other features.



TOYOTA

Toyota Research Institute Inc. (TRI) is an R&D enterprise with a focus on artificial intelligence and robotics. TRI's primary mission is to accelerate R&D in a range of fields to help resolve society's future challenges by using artificial intelligence and big data which can contribute to a sustainable future where everyone can experience a safer, freer, and unconstrained life. TRI has invested millions in research collaborations with MIT, Stanford, and the University of Michigan. Together, TRI seeks to advance the state of science and contribute to the research community, while enabling young researchers to realize their dream of completing a PhD degree.



JAMA MEMBERS' PRODUCTION, EMPLOYMENT, & INVESTMENT IN THE U.S.

COMPANY		LOCATION	PRODUCTS	UNITS PRODUCED IN 2018	EMPLOYEES	TOTAL INVESTMENT (\$ MILLION)
HINO	Hino Motors Manufacturing U.S.A., Inc.	Marion, AR	Differential, Rear Axle & Suspension Related parts for Toyota vehicles	425,468	786	342
		Williamstown, WV	Class 6-7 Commercial Vehicles	10,460	510	128
HONDA	Honda of America Manufacturing, Inc.	Marysville, East Liberty & Anna, OH	NSX, Accord Sedan, Accord Hybrid CR-V, Acura ILX, Acura TLX, Acura RDX, Acura MDX	639,212	10,800	7270 -Marysville 5,300 -East Liberty 1,900 -PMC 70
			Engines	1,078,562		2,600
		Russells Point, OH	Automatic Transmissions	841,402	1,150	915
			Gear Sets	1,116,706		
			4WD Differential Gear	271,465		
			4WD Transfer Cases	271,081		
		Lincoln, AL	Odyssey, Passport, Pilot, Ridgeline Engines	359,816 359,278	4,500	2,800
Tallapoosa, GA	Automatic Transmissions	343,466	500	420		
Greensburg, IN	Civic Sedan, CR-V, Insight	241,459	2,500	1,200		
ISUZU	DMAX, Ltd.	Moraine, OH	Diesel Engines	153,186	812	695
		Smyrna, TN	Altima, Infiniti QX60, LEAF, Maxima, Pathfinder, Rogue Lithium-Ion Batteries	576,304	8,100	6,800
NISSAN	Nissan Smyrna Vehicle Assembly Plant and Battery Plant	Decherd, TN	Engines	925,919	1,700	1,300
		Decherd, TN	Engines	91,210	450	320
		Canton, MS	Altima, Frontier, Murano, NV Cargo, NV Passenger, Titan	259,017	6,450	3,450
		Lafayette, IN	Ascent, Impreza, Legacy, Outback	359,399	5,685	2,238
		Long Beach, CA	Sub-assemblies Stamping parts Front arms	1,331,842 6,930,780 454,752	300	434
TOYOTA	Toyota Motor Manufacturing Kentucky, Inc. (TMMK)	Georgetown, KY	Camry, Camry Hybrid, Avalon, Avalon Hybrid, Lexus ES Engines	430,224 530,895	8,000	7,962
		St. Louis & Troy, MO	Engine Brackets, Differential Carrier Covers	542,446	1,200	737
			Cylinder heads Cylinder blocks	2,732,188 208,358		
		Jackson, TN	Cylinder blocks Transmission Case & Housing	1,636,685 648,466		
		Buffalo, WV	Engines Transmissions	613,575 358,243	1,400	1,470
		Princeton, IN	Highlander, Highlander Hybrid, Sequoia, Sienna	422,394	5,400	4,949
		Huntsville, AL	Engines	629,386	1,100	949
		San Antonio, TX	Tacoma, Tundra	252,889	2,600	2,771
		Blue Springs, MS	Corolla	136,108	1,500	1,249
		TOTAL		VEHICLE	3,687,282	65,443
		ENGINE	4,382,011			

JAMA WORLDWIDE



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JAMA

Japan Automobile Manufacturers Association, Inc.



DATA AS OF 2018 UNLESS OTHERWISE NOTED
PUBLISHED MAY 2019