

JAMA

JAPAN AUTOMOBILE MANUFACTURERS ASSOCIATION, INC.



Investing in **America**

Annual Contributions Report
2015-2016

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Amidst uncertainties about the future of manufacturing in our country, there is one fact we can count on: Japanese automakers in the United States continue to invest in the American economy, the American workforce, and the energy-efficient and environmentally friendly technologies that appeal to American consumers.

Alongside the recovery of the U.S. auto market to pre-recession sales levels, JAMA member companies are setting all-time high U.S. economic impact figures across the board. Not only do our members directly employ a record high 88,384 workers at our manufacturing plants, R&D/Design Centers, Headquarters and other U.S. facilities, but if you include Japanese automakers' dealership network, supplier, and spin-off jobs, we support 1.5 million jobs nationwide— another all-time high (see pages 5 and 6).

Each time we ask someone the question, “what percentage of Japanese autos sold in the U.S. are made in North America?,” we are delighted to find that increasingly, Americans are aware that the percentage is well over half. In fact, at 74%, it's nearly three quarters! More often these days, people are not surprised by this figure. That's because people now know that Japanese automakers employ Americans to build American cars with American parts in the United States. Americans are car lovers. And American consumers know quality when they see it. Combine those two factors and you can understand why Japanese-brand auto production in the United States has climbed from about 2.3 million units in 1995 to over 3.8 million in 2014.

This translates directly to jobs. Last year, more Americans were engaged in each phase of American-made Japanese-brand auto R&D, production, marketing, and sales than ever before. From the folks who design, develop and test vehicles in our 34 state-of-the-art R&D, Design and Test Centers, to the plant employees, who are increasingly well-trained in the high-tech field of automotive manufacturing, to the

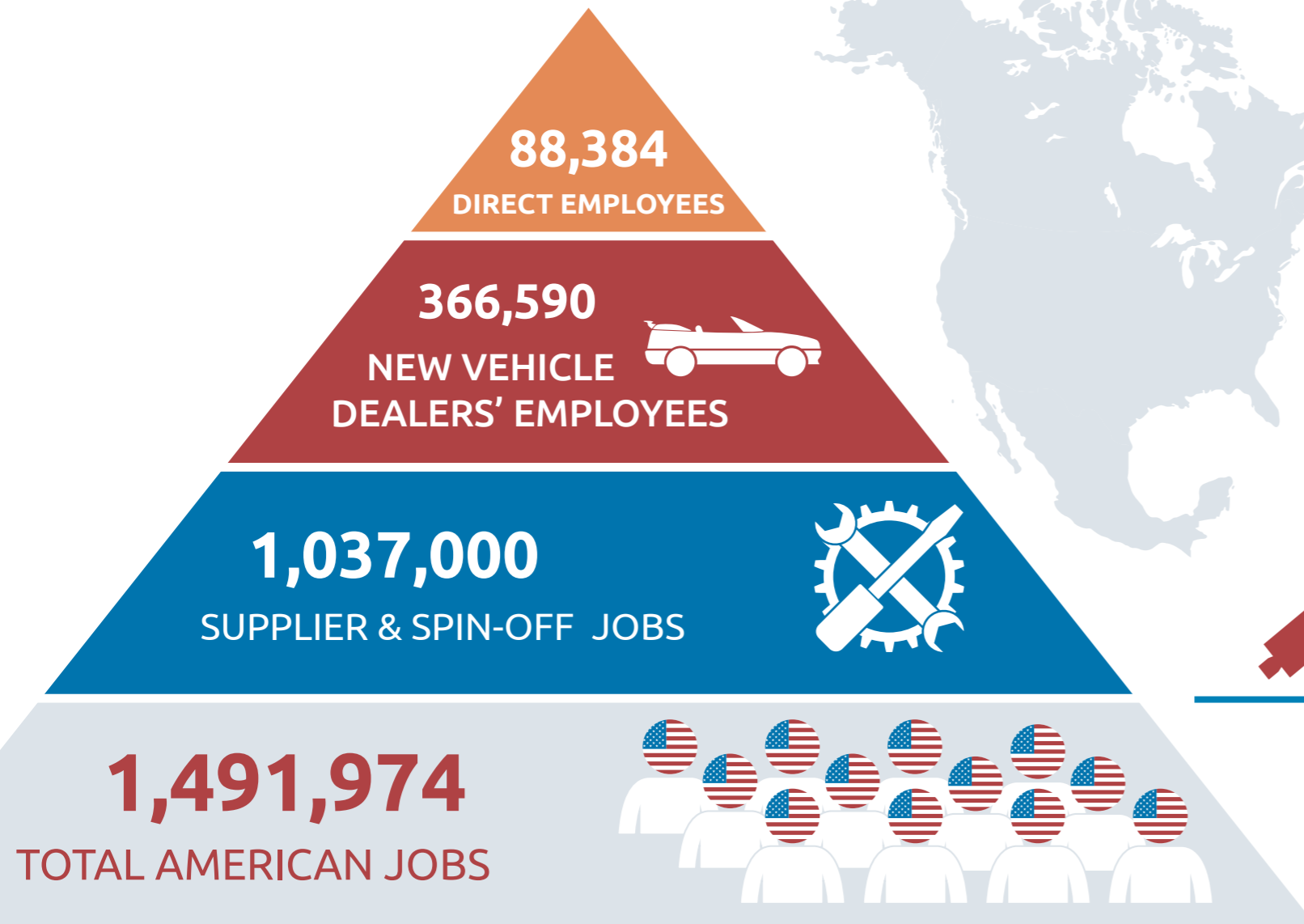
auto parts suppliers, whose jobs depend on the ongoing manufacturing of vehicles, engines and parts in our 26 plants, these Americans are happy to have the economic opportunities made possible through jobs tied to our members' U.S. production. We know because we've spoken to many of them ourselves.

When economic times are tough, our companies hunker down and look for ways to retain their workers by providing training, professional development opportunities and community service. When economic times get better, as they have in recent years, Japanese automakers invest even more in the current and future American workforce by supporting STEM training initiatives at public schools and universities, which are a crucial factor in meeting the needs of high-tech, modern manufacturing in America. Japanese automakers will continue to invest in the future of this country by providing high-quality jobs throughout the United States.

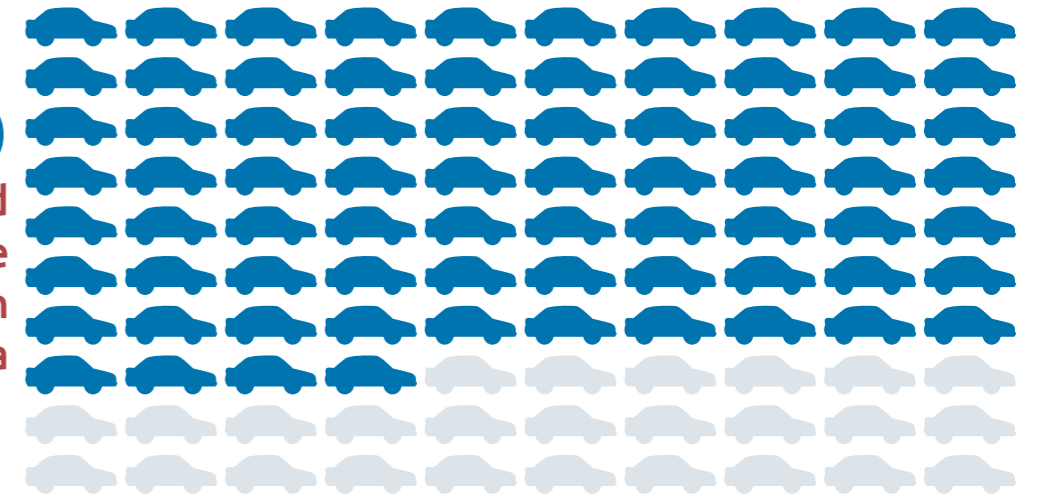
The awareness that Japanese automakers are dedicated to investing in America is strong and growing stronger. And if folks don't know about our members' other contributions to this country and hundreds of communities across America, this report illustrates that with just a few examples of the many social contributions our members make here (see pages 11 and 12). To understand more of our story, we invite you to read on!



JAMA



74%
of Japanese-Brand Vehicles Sold in the U.S. are Built in North America



Japanese Automakers Purchased **\$66 Billion** in U.S. Automotive Parts in 2014

EMPLOYMENT

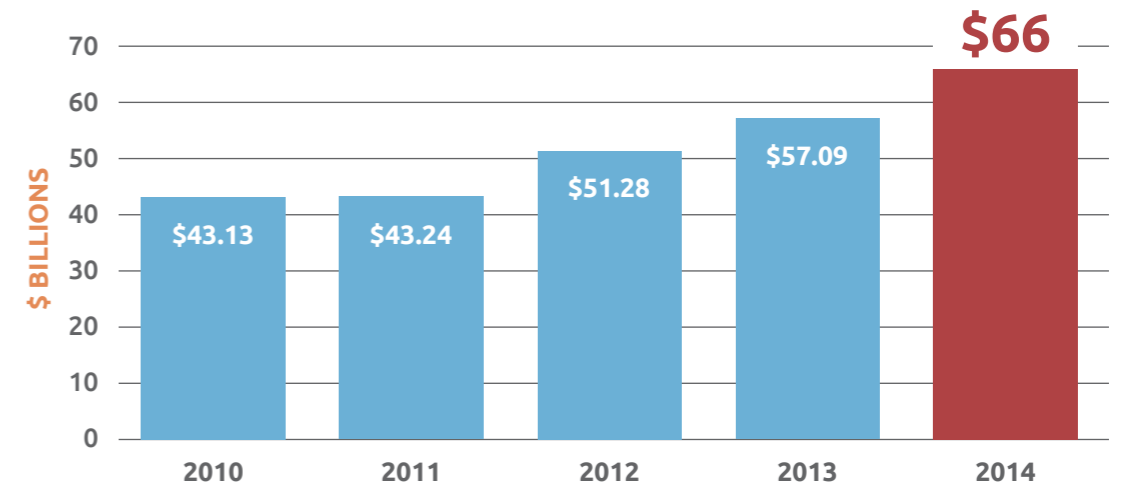
Number of Employees in 2014

Note: Supplier and spin-off employment are estimates

	AUTOMAKERS	NEW VEHICLE DEALERS	TOTAL
Manufacturing	61,078		
R&D/Design	4,998		
Headquarters, Sales & Others	22,308		
Subtotal (Direct Employees)	88,384	366,590	454,974
Suppliers	232,000	119,000	351,000
Spin-Off Jobs	411,000	275,000	686,000
GRAND TOTAL	731,384	760,590	1,491,974

Source: Japanese Automakers/Prof. Thomas Prusa, Rutgers University

U.S. PARTS PURCHASED





472,000

Cars & Trucks Exported from Japanese Auto Plants in the U.S. in 2014

HONDA

Accord Coupe | Accord Sedan | Civic Hybrid
Civic Sedan | Crosstour | CR-V | Odyssey
Pilot | Ridgeline
Acura (ILX, MDX, RDX, TLX)



MITSUBISHI

Outlander Sport



NISSAN

Altima | Altima Hybrid | Armada | Frontier
Infiniti QX60 | LEAF | Maxima | NV
Pathfinder | Rogue | Sentra | Titan | Xterra



SUBARU

Legacy | Outback



TOYOTA

Avalon | Camry | Corolla | Highlander
Sequoia | Sienna | Tacoma | Tundra | Venza



INVESTING IN ENVIRONMENTALLY FRIENDLY & ENERGY-EFFICIENT TECHNOLOGIES

FUEL-EFFICIENT

The Mazda CX-3, which incorporates Mazda's SKYACTIV Technology, featuring a high compression ratio gasoline engine, super-efficient manual and automatic transmissions, and lightweight chassis and body components, is highly fuel efficient.



Mazda CX-3

HYBRID

Whether it is the Subaru XV Crosstrek, which merges AWD and drivability with a highly efficient hybrid system, the ergonomically-advanced Hino Diesel Electric Hybrid truck or, the new more efficient 2016 Prius, Japanese automakers are pushing the boundaries of hybrid technology to offer better range and performance.



Subaru XV Crosstrek Hybrid



Hino Diesel-Electric Hybrid Truck



Toyota Prius

ELECTRIC

Several Japanese automakers have worked hard to bring customers advanced fuel efficiency with battery electric vehicles. Nissan first introduced the zero-emission LEAF in 2010. The new 2016 model boasts an EPA-estimated 110 mile range powered by its new 30kWh battery. The Mitsubishi i-MiEV, first introduced in 2011, has an impressive range and unique styling.



Nissan LEAF



Mitsubishi i-MiEV

HYDROGEN

Hydrogen fuel cells are another breakthrough technology pioneered by our members. With the Toyota Mirai which was released in late 2015 and the Honda CLARITY FUEL CELL due out in 2016, a growing number of Americans will soon be able to harness the power of Hydrogen in a safe and highly efficient manner with water as the only emission.



Toyota Mirai



Honda CLARITY FUEL CELL

Each year Japanese automakers and their employees donate time, energy and money for the betterment of communities across America

HINO

One way Hino works to protect the global environment is through their periodic clean-up activities. Pictured are members of the Hino team cleaning up a road side near their Marion, Arkansas parts manufacturing plant.



MITSUBISHI



More than 40 Mitsubishi Motors North America employees and their family and friends raised money and awareness of multiple sclerosis (MS) by participating in Walk MS 2015 on the University of California at Irvine campus.

HONDA

Honda Manufacturing of Alabama, LLC (HMA) employees recently completed another successful "Volunteer Summer." Employees volunteered at the certified non-profit of their choice, building homes for the disadvantaged or helping out local Boys and Girls Clubs, among other activities. HMA then also donates funds to the chosen organization.



NISSAN



Nissan makes contributions to nonprofit organizations working in three focus areas – education, environmental stewardship and humanitarian relief – in American communities where it has an operational presence. Thousands of hours of community service have been donated in Michigan, Tennessee, Mississippi, Texas, California, and other states.

SUBARU



Subaru has helped more than 3,500 youth participate in the Student Spaceflight Experiment Program, in which they used professional research processes to design and propose science experiments for possible placement on the International Space Station.

MAZDA

The Mazda Drive for Good winter event, from November 21, 2014 through January 2, 2015, was in its second year of fundraising and donated \$150 per new Mazda sold or leased to various charities. In addition, Mazda employees and dealers across the nation also will donate more than 66,000 charitable service hours in 2015 through various local charitable service opportunities, with pledging one hour of charitable service for every test drive of a new Mazda.



TOYOTA



Toyota's TeenDrive365 program works to empower student drivers and parents to be better drivers through the use of a virtual-reality driving simulator that allowed them to see first-hand how distractions can impair their ability to drive safely.

INVESTING IN EDUCATION, TRAINING, & POSITIVE LABOR PRACTICES

Japanese automakers demonstrate that they care deeply about their employees and the communities in which they are located by empowering their team members to learn and develop new skills. They also partner with local communities to spread positive labor practices beyond the plants.

HONDA

In 2014, Honda unveiled EPIC (Enthusiasm, Passion, Innovation, Commitment), an Ohio-based workforce development initiative to create interest among middle school and college students in manufacturing careers and to provide educational and training opportunities in the manufacturing industry for those students and for current Honda associates.



NISSAN

In December of 2014, Nissan announced a partnership with the state of Tennessee to train manufacturing workers for its Tennessee auto plants and its many suppliers in the region. Nissan is building a state-of-the-art training center next to its Smyrna plant, which will provide critical opportunities for current and prospective employees to learn valuable skills in advanced manufacturing.



SUBARU

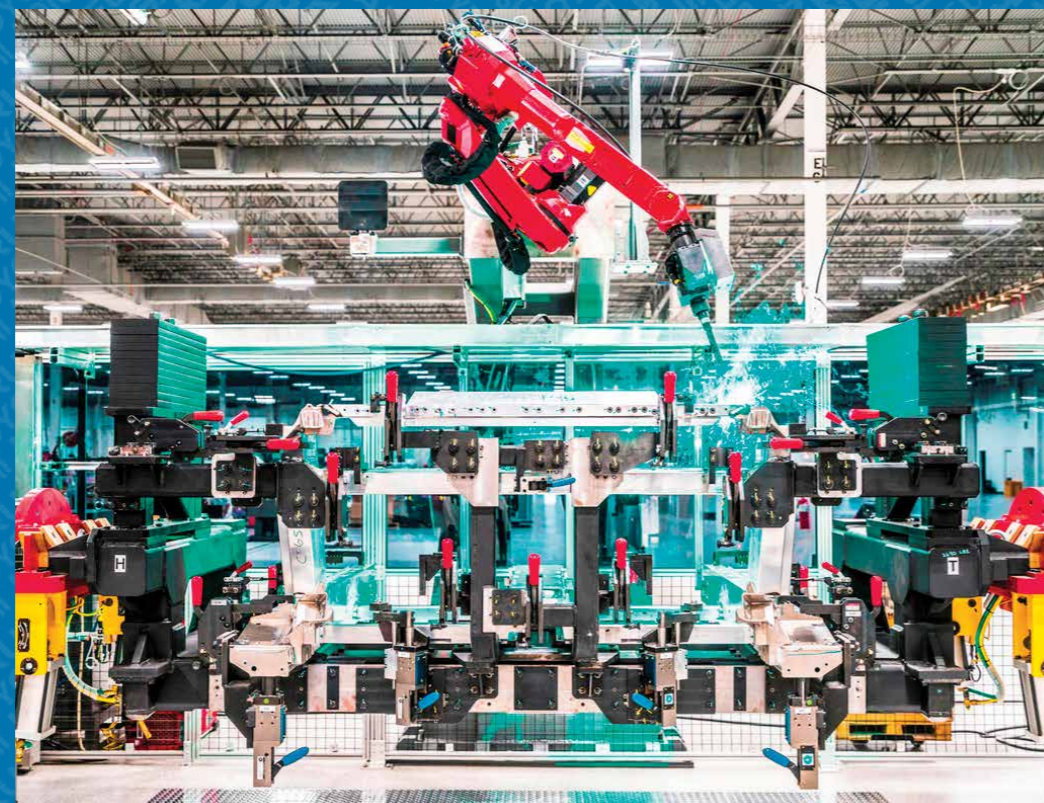
Subaru of Indiana (SIA) uses a selective hiring process and rigorous hands-on training to teach its employees to master the state-of-the-art equipment, advanced engineering, and sophisticated robotics employed in its Lafayette vehicle manufacturing plant.



TOYOTA

One of Toyota's shared values initiatives is to sustain and improve advanced manufacturing operations in the U.S. through the recruitment of globally competitive, high quality technicians. Coordinated through vocational colleges, the program allows students to work in a manufacturing environment while also obtaining classroom credit.





Given the vast differences between Japanese and American vehicle markets, many of the products that JAMA members sell in the U.S. are designed and built in America. JAMA members' R&D centers are responsible for tracking consumer trends and developing products that satisfy American preferences and needs

NAME OF COMPANY	R&D, DESIGN, AND TEST CENTERS	CURRENT FUNCTIONS
Hino Motors Manufacturing U.S.A., Inc.	Farmington Hills, MI; Williamstown, WV	1,5,8
Honda R&D Americas, Inc.	Torrance, Los Angeles & Mountain View, CA; Raymond & Columbus, OH; Detroit, MI; Denver, CO	1,2,3,4,5,6,7,8
Isuzu Technical Center of America, Inc.	Plymouth, MI; Garden Grove, CA	1,2,3,5,6,7,8
Mazda North American Operations, Inc.	Irvine, CA; Wixom, MI	1,2,3,4,5,6,7
Mitsubishi Motors R&D of America, Inc.	Ann Arbor, MI; Cypress, CA; Washington, DC	1,2,3,8
Nissan Technical Center North America, Inc. - e-Powertrain Technical Affairs and Testing Center	West Sacramento, CA	1,3,8
Nissan Technical Center North America, Inc.	Farmington Hills, MI	1,2,3,5,6,7
Nissan Research Center Silicon Valley	Sunnyvale, CA	8
Nissan Design America, Inc.	San Diego, CA	4
Nissan Technical Center North America, Inc., Arizona Test Center	Stanfield, AZ	3
Subaru Research and Development, Inc.	Cypress, CA; Lafayette, IN; Ann Arbor, MI	1,2,3,4,6,8
Toyota Technical Center	Ann Arbor, Livonia, Plymouth, & Saline, MI; Gardena, Sacramento & Silicon Valley, CA; Wittmann, AZ	1,2,3,4,5,6,7
Calty Design Research, Inc. (Toyota)	Newport Beach, CA; Ann Arbor, MI	4

KEY TO CURRENT FUNCTIONS

- | | |
|--|---|
| 1. Technical support for procurement of parts for local production | 5. Parts design |
| 2. Evaluation of parts | 6. Vehicle design |
| 3. Evaluation of vehicles | 7. Prototype production |
| 4. Styling & general design | 8. Technical support & marketing research |

All data as of December 2014.

JAPANESE AUTOMAKERS' PRODUCTION, EMPLOYMENT, & INVESTMENT IN THE U.S.

	NAME OF COMPANY	LOCATION	PRODUCTS	UNITS PRODUCED IN 2014	PRODUCTION CAPACITY	EMPLOYEES	TOTAL INVESTMENT (\$ MILLION)
HINO	Hino Motors Manufacturing U.S.A., Inc.	Ontario, CA	Vehicle components for Toyota vehicles	178,000	180,000	200	60
		Marion, AR	Differential, Rear Axle & Suspension Related Parts for Toyota vehicles	180,000	275,000	440	250
		Williamstown, WV	Class 6-7 Commercial Vehicles	9,000	10,300	220	50
HONDA	Honda of America Manufacturing, Inc.	Marysville, East Liberty & Anna, OH	Accord Coupe, Accord Sedan, Accord Hybrid, CR-V, Crosstour, Acura ILX, Acura TLX, Acura RDX Engines	663,492	680,000	9,400	8,250
		Russells Point, OH	Automatic Transmissions	1,042,348	1,180,000		
			Power Train Parts	856,582	1,000,000	1,100	750
		Lincoln, AL	Odyssey, Pilot, Acura MDX Engines	683,245	608,000		
		Tallahpoosa, GA	Automatic Transmissions	363,419	340,000	4,000	2,200
			Automatic Transmissions	366,017	340,000		
		Greensburg, IN	Civic Sedan, Civic Hybrid, Civic Natural Gas	365,375	375,000	475	275
			Diesel Engines	241,993	250,000	2,150	800
		Moraine, OH (Joint Venture: GM)		108,754	200,000	562	546
		Normal, IL	Outlander Sport	69,161	70,000	1,268	1,797
NISSAN	Nissan North America, Inc.	Smyrna, TN	Altima, Leaf, Maxima, Pathfinder, Rogue, Infiniti QX60	648,049	640,000	8,400	6,000
		Decherd, TN	Lithium-Ion Batteries	n/a	n/a		
		Canton, MS	Engines	921,141	1,650,000	1,800	1,229
SUBARU	Subaru of Indiana Automotive, Inc.		Altima, Armada, Frontier, Murano, NV Passenger, NV Cargo, Titan, Xterra	299,509	450,000	6,300	2,900
		Lafayette, IN	Legacy, Outback, Tribeca & Toyota Camry	286,475	310,000	3,850	1,470
TOYOTA	TABC Inc. (TABC)	Long Beach, CA	Sub-assemblies	4,020,000	4,600,000	300	270.7
			Stamping parts	11,271,000	24,000,000		
			Steering columns	178,000	210,000		
			Front arms	738,000	1,000,000		
		Georgetown, KY	Camry, Camry Hybrid, Avalon, Avalon Hybrid, Venza	465,711	500,000	7,530	6,100
			Engines	617,772	600,000		
		St. Louis & Troy, MO Jackson, TN	Engines brackets	5,092,048	n/a	1,335	629.2
			Cylinder heads	2,302,778	n/a		
			Cylinder blocks	1,635,010	n/a		
			Transmission Case & Housing	793,406	n/a		
	Engines	680,287	653,000	1,090	1,200		
	Transmissions	537,989	500,000				
	Sienna, Highlander, Highlander HV, Sequoia	349,522	365,000	4,700	4,200		
	Engines	609,789	750,000	1,030	785.6		
	Tundra, Tacoma	236,668	200,000	2,928	2,400		
	Corolla	189,314	160,000	2,000	953.7		
TOTAL				3,822,313	3,975,300	61,078	43,116
				4,346,108	5,373,000		

All data as of December 2014.





JAPAN AUTOMOBILE MANUFACTURERS ASSOCIATION, INC.

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ASIA

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