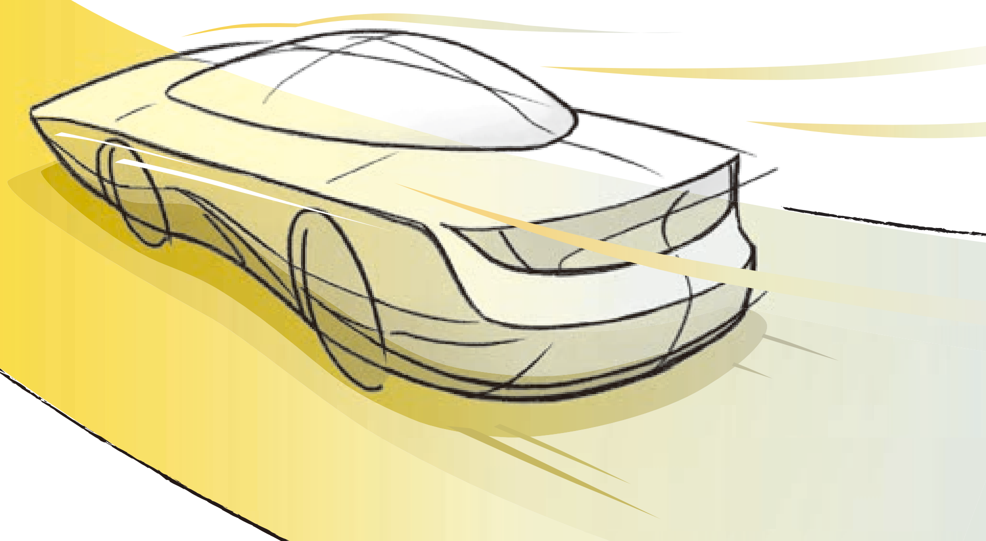
DRIVING GROWTH TOWARDS THE FUTURE 2025

Hand-in-Hand between ASEAN and Japan



jama
Japan Automobile Manufacturers Association

Contents

This brochure is based on publicly available data from JAMA member companies.

Production Facitlities in ASEAN in 2024 & Related Data by Country

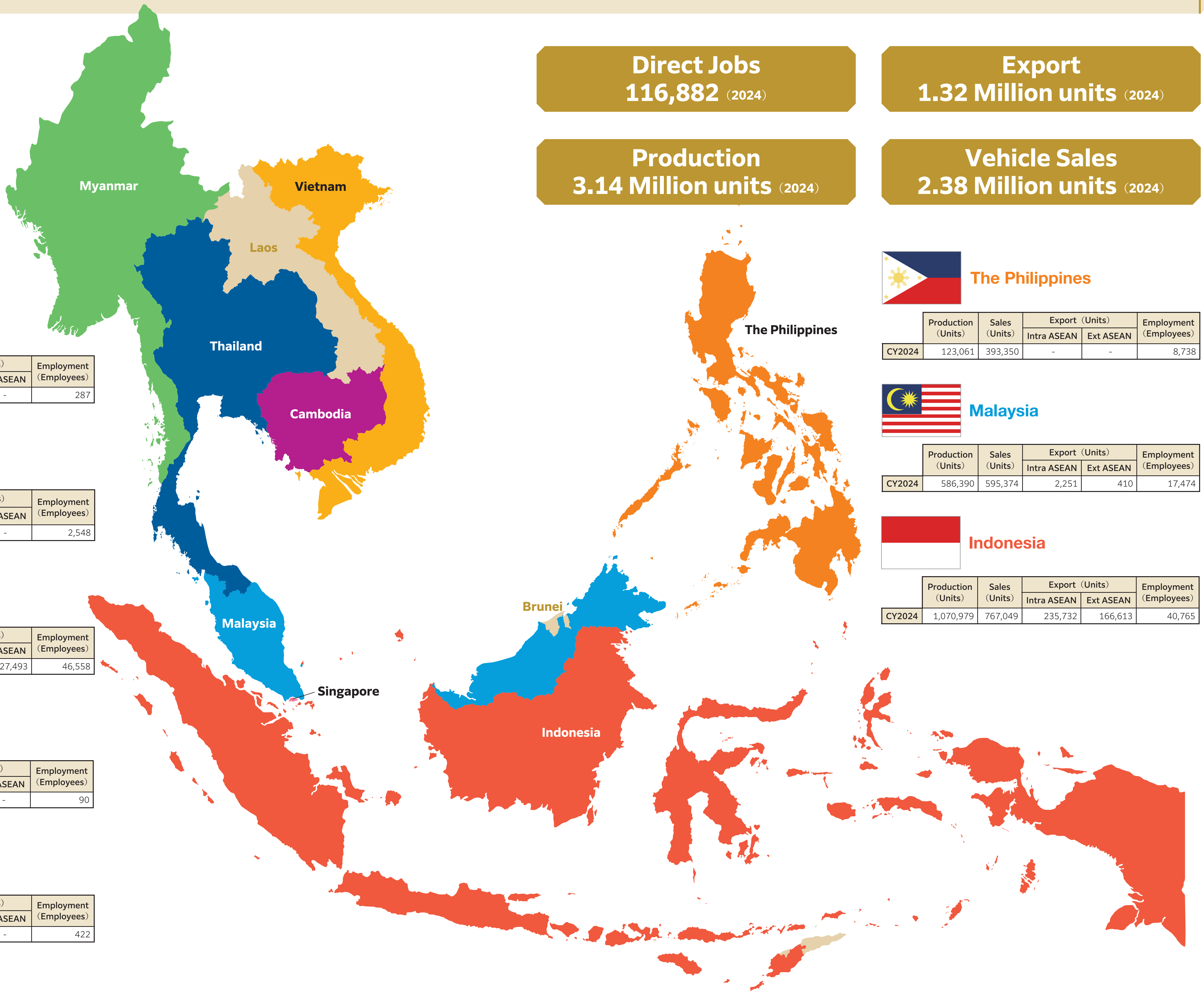
ASEAN

Direct Jobs
116,882 (2024)

Export
1.32 Million units (2024)

Production
3.14 Million units (2024)

Vehicle Sales
2.38 Million units (2024)



Myanmar

	Production (Units)	Sales (Units)	Export (Units)		Employment (Employees)
			Intra ASEAN	Ext ASEAN	
CY2024	2,028	1,924	-	-	287

Vietnam

	Production (Units)	Sales (Units)	Export (Units)		Employment (Employees)
			Intra ASEAN	Ext ASEAN	
CY2024	91,347	193,209	-	-	2,548

Thailand

	Production (Units)	Sales (Units)	Export (Units)		Employment (Employees)
			Intra ASEAN	Ext ASEAN	
CY2024	1,268,291	408,443	185,647	727,493	46,558

Cambodia

	Production (Units)	Sales (Units)	Export (Units)		Employment (Employees)
			Intra ASEAN	Ext ASEAN	
CY2024	1,280	4,779	-	-	90

Singapore

	Production (Units)	Sales (Units)	Export (Units)		Employment (Employees)
			Intra ASEAN	Ext ASEAN	
CY2024	653	14,378	-	-	422

The Philippines

	Production (Units)	Sales (Units)	Export (Units)		Employment (Employees)
			Intra ASEAN	Ext ASEAN	
CY2024	123,061	393,350	-	-	8,738

Malaysia

	Production (Units)	Sales (Units)	Export (Units)		Employment (Employees)
			Intra ASEAN	Ext ASEAN	
CY2024	586,390	595,374	2,251	410	17,474

Indonesia

	Production (Units)	Sales (Units)	Export (Units)		Employment (Employees)
			Intra ASEAN	Ext ASEAN	
CY2024	1,070,979	767,049	235,732	166,613	40,765

Indonesia

●AUTOMOBILE PRODUCTION COMPANIES

Location/ Number	Manufacturer	Company Name/facility name		Est.	Capitalization (x 1 milliion)	Equity Stake	Products	Employees (2024)
1	Daihatsu	PT Astra Daihatsu Motor	Sunter Assembly Plant	Jan.92	IDR 894,370	61.75%	Terios, Gran Max, Luxio Rush, TownAce, LiteAce[*1] Bongo[*2]	10,900
2			Karawang Assembly Plant	Oct.12			Sigra, Rocky Calya, Raize[*1]	
3			Karawang Assembly Plant 2	Dec.24			Ayla,Xenia Agya, Wigo, Avanza[*1]	
4			Karawang Engine Plant	Nov.06			Engine, Engine/Transmission parts	
5	Hino	PT. Hino Motors Manufacturing Indonesia		Dec.82	USD 112.5	90%	Trucks & buses	1,640
6	Honda	P. T. Honda Prospect Motor	1st Plant	Feb.03	USD 70	51%		-
7			2nd Plant	Jan.14			Brio RS, Brio Satya, BR-V, WR-V,HR-V(PET/HEV)	
8	Isuzu	P.T. Isuzu Astra Motor Indonesia		Apr.08	IDR 1,092,000	50%	Medium Duty Trucks, Light Duty Trucks, Small-Sized Buses, Panther Wagon and Trucks	1,128
9	Mitsubishi	PT Mitsubishi Motors Krama Yudha Indonesia		Feb.15	IDR 2,200,000	51%	Xpander, Pajero Sport, Xforce, L300, L100 EV,Destinator	3,179
10	Mitsubishi Fuso	P.T.Krama Yudha Tiga Berlian Motors		Jul.70	IDR 20,944	30%	Canter, FUSO	311
11	Suzuki	PT Suzuki Indomobil Motor	Tambun Plant	Jan.91	IDR 632,096	94.9%	Motorcycle/Automobile	679
12			Cikarang Plant	Jan.15			Automobile	847
	Toyota	PT. Toyota Motor Manufacturing Indonesia		Apr.71	IDR 23,736	95%		7,946
13			Sunter I	Aug.73			Engine	
14			Sunter II	May.77			Stamping parts / dies, aluminum casting	
15			Karawang I	Mar.98			Fortuner, Innova, Innova Zenix	
16			Karawang II	Mar.13			Avanza, Yaris, Yaris Cross, Veloz	
17			Karawang III	Feb.16			Engine	

●COMPONENTS MANUFACTURING COMPANIES

Location/ Number	Manufacturer	Company Name	Est.	Capitalization (x 1 milliion)	Equity Stake	Products	Employees (2024)
18	Daihatsu	PT Daihatsu Drivetrain Manufacturing Indonesia	Feb.21	IDR 635,100	100%	Transmission (CVT)	300
19	Honda	P.T. Honda Precision Parts Manufacturing Ltd.	Jul.02	USD 150	95%	Transmissions and engine valves for automobiles	
20	Isuzu	P. T. Mesin Isuzu Indonesia	Feb.83	IDR 13,200	36.7%[*3]	Diesel engines and related parts	351
21		P. T. Asian Isuzu Casting Center	Apr.97	USD 74.3	8.4%[*4]	Casting Parts	615
22		P. T. TJForge Indonesia	Mar.13	IDR 1,500,000	35.5%[*5]	Forging, Processing and assembly of automobile parts	369
23	Mitsubishi Fuso	PT. Mitsubishi Krama Yudha Motors and Manufacturing	Aug.73	IDR 11,451	32.28%	Engines, Pressed parts and Body parts	396
24	Toyota	PT. Sugity Creatives	Apr.95	IDR 37,740	0%[*6]	Conversion of vehicles. Production of resin parts	1,204

●R&D & OTHER OPERATIONS

Location/ Number	Manufacturer	Company Name	Est.	Capitalization (x 1 milliion)	Equity Stake	Functions	Employees (2024)
25	Daihatsu	PT Astra Daihatsu Motor Research & Development Center	Apr.13	-	-	Research & Development	10,900[*7]
26	Honda	PT. Honda R&D Indonesia	Nov.12	-	-	Research & Development	-

Chart based on publicly available data from JAMA member companies

(*1)Toyota Brand models
(*2)Mazda Brand model
(*3)Isuzu Motors Limited 36.7%, PT Isuzu Astra Motor Indonesia 33.7%, Isuzu Motors Asia 29.6%
(*4)IJTT 51%, Isuzu Motors Asia 40.6%, Isuzu Motors Limited 8.4%
(*5)IJTT 49.5%, Isuzu Motors Limited 35.5%, Isuzu Motors Asia 15%
(*6)P.T.Sugity Creatives is 6% owned by P. T. Toyota Motor Manufacturing Indonesia
(*7)R&D employees are included in PT Astra Daihatsu Motor.

Production Facitlities in ASEAN in 2024 & Related Data by Country

Malaysia

●AUTOMOBILE PRODUCTION COMPANIES

Location/ Number	Manufacturer	Company Name/facility name		Est.	Capitalization (x 1 milliion)	Equity Stake	Products	Employees (2024)
❶	Daihatsu	Perodua Manufacturing Sdn. Bhd.		Nov.93	RM 574	0%*1	Myvi, Alza, Aruz / Veloz*2	4,669
❷		Perodua Global Manufacturing Sdn. Bhd.		Feb.13	RM 200	0%*1	Axia, Bezza, Ativa	2,815
❸	Hino	Hino Motors Manufacturing (Malaysia) Sdn. Bhd.		Oct.12	RM 78.7	80%	Trucks and buses	337
❹	Honda	Honda Malaysia Sdn. Bhd.		Nov.00	RM 170	51%	City(PET/HEV), Civic(PET/HEV), CR-V(PET/HEV), City Hatchback(PET/HEV), HR-V(PET/HEV), WR-V	-
❺	Isuzu	Isuzu Hicom Malaysia Sdn. Bhd.		Jul.96	RM 100	0%*3	Medium Duty Trucks, Light Duty Trucks, Small-Sized Buses	523
❻	Mazda	Mazda Malaysia Sdn. Bhd.		2012	RM 85	70%	CX-30,CX-5,CX-8	122
❼	Mitsubishi	Mitsubishi Motors Malaysia Sdn. Bhd.	HICOM Automotive Manufacturers (Malaysia) Sdn. Bhd.	2005	RM 60	0%	Xpander	186
❽	Mitsubishi Fuso	Hap Seng Trucks Distribution Sdn. Bhd.	HICOM Automotive Manufacturers (Malaysia) Sdn. Bhd.	Sep 83	RM251.5	0%	Canter	
❾	Toyota	Assembly Services Sdn. Bhd.		Feb 68	RM 7.5	0%*4	Corolla Cross, Fortuner, Hilux, Yaris, Yaris Ativ	2,068
❿	UD Trucks	Tan Chong Motor Assemblies Sdn Bhd		-	-	0%	Trucks	-

●COMPONENTS MANUFACTURING COMPANIES

Location/ Number	Manufacturer	Company Name	Est.	Capitalization (x 1 milliion)	Equity Stake	Products	Employees (2024)
⓫	Daihatsu	Daihatsu Perodua Engine Manufacturing Sdn. Bhd	Sep.14	RM 165	51%	Engines	548
⓬		Perodua Engine Manufacturing Sdn. Bhd	Sep.96	RM 40	0%*5	Engines	1,519
⓭	Honda	Honda Assembly (Malaysia) Sdn. Bhd.	Mar.13	RM 1	51%	Transmissions and engine valves for automobiles	-
⓮	Mitsubishi	MMC Manufacturing Malaysia Sdn. Bhd.	2019	RM 20	60%	Module Assembly	18

●R&D & OTHER OPERATIONS

Location/ Number	Manufacturer	Company Name	Est.	Capitalization (x 1 milliion)	Equity Stake	Functions	Employees (2024)
⓯	Daihatsu	Perodua Manufacturing Sdn. Bhd.	-	-	-	Product planning, Styling design, Development, Engineering and Testing	4,669*6

Chart based on publicly available data from JAMA member companies

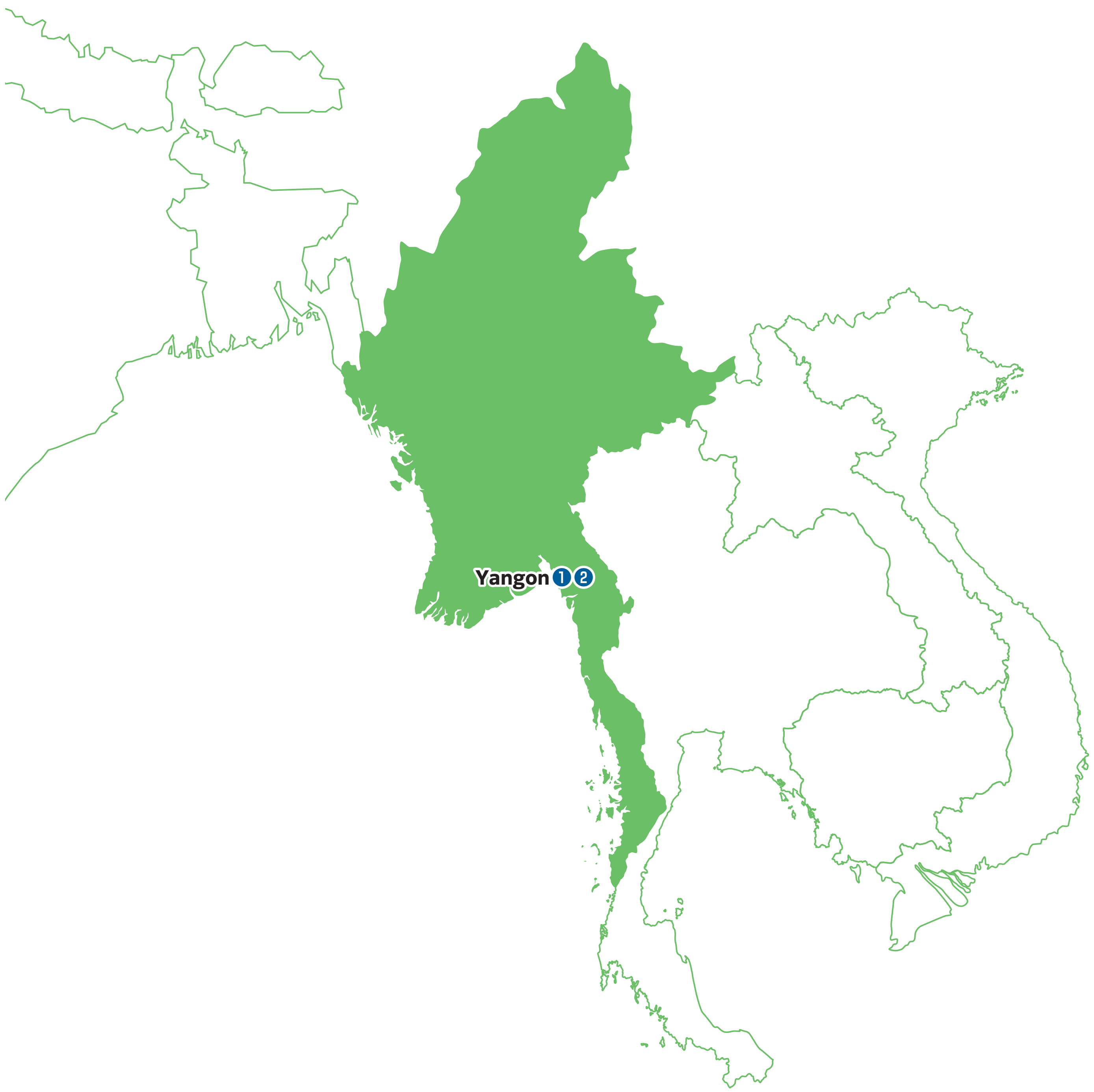
(*1)An investment through local subsidiary company
(*2)Toyota Brand models
(*3)Isuzu Motors Asia 51%
(*4)Assembly Services Sdn. Bhd. is 100% owned by UMW Toyota Motor Sdn.Bhd.and UMWT is 39% owned by Toyota Motor Corporation
(*5)An investment through local subsidiary company
(*6)R&D employees are included in Perodua Manufacturing Sdn.Bhd.

Myanmar

●AUTOMOBILE PRODUCTION COMPANIES

Location/ Number	Manufacturer	Company Name/facility name	Est.	Capitalization (x 1 milliion)	Equity Stake	Products	Employees (2024)
❶	Suzuki	Suzuki Thilawa Motor Co.,Ltd.	Jul.15	USD 35	100%	Vehicle	223
❷	Toyota	Toyota Myanmar Co., Ltd.	Jun.19	USD 24	85%	Hilux	64

Chart based on publicly available data from JAMA member companies



Production Facitlities in ASEAN in 2024 & Related Data by Country

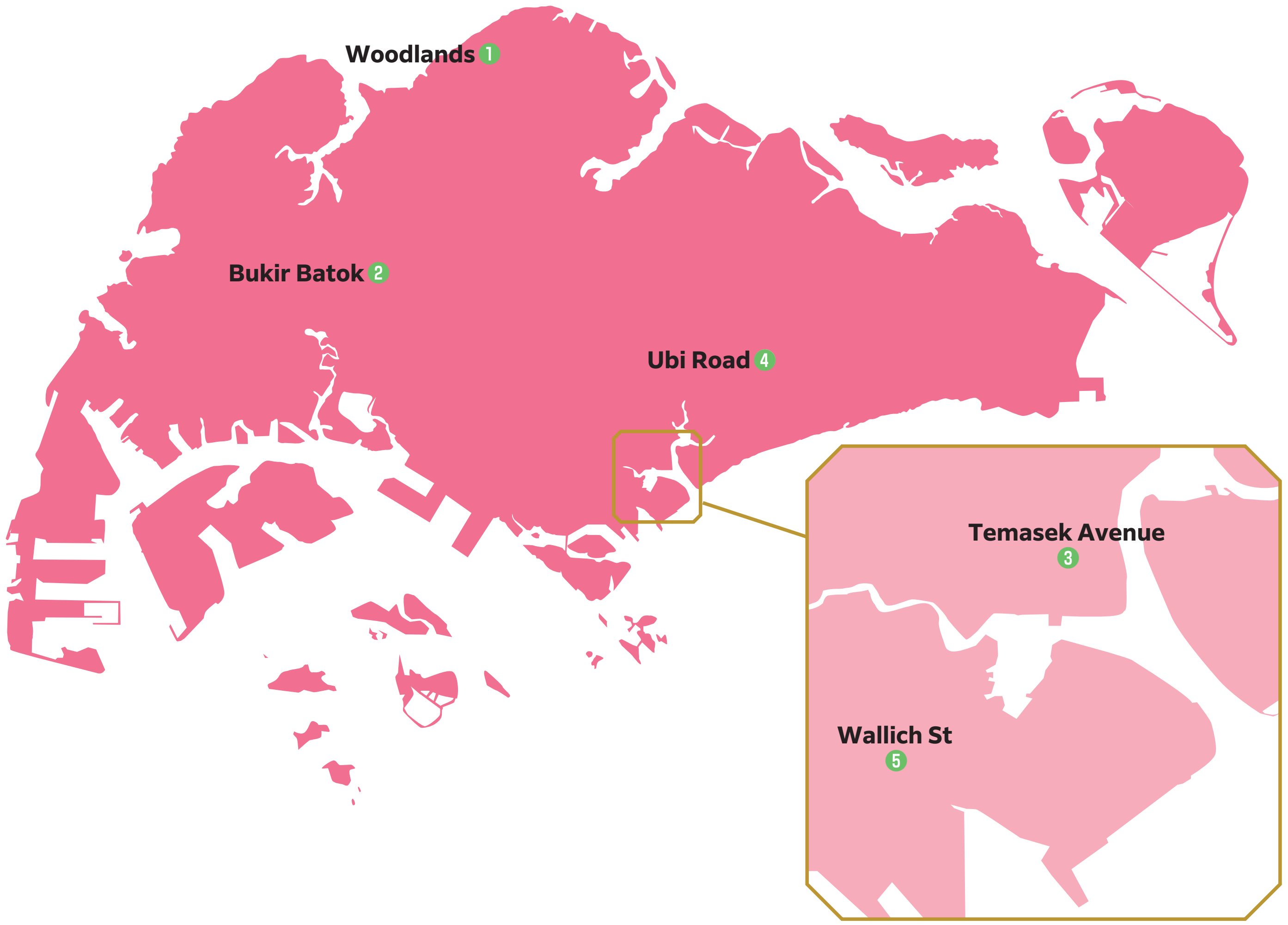
Singapore

●R&D & OTHER OPERATIONS

Location/ Number	Manufacturer	Company Name	Est.	Capitalization (x 1 milliion)	Equity Stake	Function	Employees (2024)
1	Honda	Singapore Safety Driving Centre Ltd.	Jul.83	SGD 2	27.5%	Education at the time of obtaining motorcycle riding or automobile driver's licenses and safety training for companies and communities.	-
2		Bukit Batok Driving Centre Ltd	Apr.88	SGD 5	26%	Education at the time of obtaining motorcycle riding or automobile driver's licenses and safety training for companies and communities.	-
3	Isuzu	Isuzu Motors ASIA Ltd.	Mar.96	USD 220	100%	Wholesale of manufacturing and service parts Control of Business and Distribution in the Asian Area Marketing in Cambodia, Laos and Myanmar	66
4	Nissan	NISSAN Singapore Pte. Ltd.	Apr.12	USD 10	100%	Wholesales of new vehicles in Singapore. Support of marketing, sales operations and franchise supervision in Singapore	6
5	Toyota	Toyota Motor Asia (Singapore) Pte. Ltd[*1]	Jul.90	SGD 3	100%	Sales and marketing support for sales companies in Asia Parts supply to ASEAN countires	350

Chart based on publicly available data from JAMA member companies

(1) The company name was changed from Toyota Motor Asia Pacific Pte. Ltd. to the current name in June 2024.



The Philippines

●AUTOMOBILE PRODUCTION COMPANIES

Location/ Number	Manufacturer	Company Name/facility name	Est.	Capitalization (x 1 milliion)	Equity Stake	Products	Employees (2024)
1	Hino	Hino Motors Philippines Corporation	Mar.75	PHP 900	74%	Trucks, Buses & Body	897
2	Isuzu	Isuzu Philippines Corporation	Aug.95	PHP 1,000	35%	Assembly of small and medium-sized CVs, LCVs and buses	442
3	Mitsubishi	Mitsubishi Motors Philippines Corp.	Feb.63	PHP 1,640	100%	Mirage G4 (Attrage), Mirage, L300	1,492
4	Toyota	Toyota Motor Philippines Corp.	Aug.88	PHP 1,549	34%	Innova, Vios, Tamaraw	3,968

●COMPONENTS MANUFACTURING COMPANIES

Location/ Number	Manufacturer	Company Name/facility name	Est.	Capitalization (x 1 milliion)	Equity Stake	Products	Employees (2024)
5	Honda	Honda Parts Manufacturing Corp.	Dec.92	USD 27	100%[*1]	Manual transmissions	-
6	Isuzu	Isuzu Autoparts Manufacturing Corporation	Nov.96	PHP 442	0%[*2]	Transmissions	483
7	Mitsubishi	Asian Transmission Corp.	Jan.73	PHP 770	100%	Processing and assembly of transmissions	540
8	Toyota	Toyota Aisin Philippines, Inc.	Aug.90	PHP 1,000	34%	Transmission	916

●R&D & OTHER OPERATIONS

Location/ Number	Manufacturer	Company Name	Est.	Capitalization (x 1 milliion)	Equity Stake	Functions	Employees (2024)
9	Honda	Honda Cars Philippines Inc.	Oct.90	PHP 1,100	74.2%	Sales	-

Chart based on publicly available data from JAMA member companies

(*1)HMSB100%
(*2)Isuzu Motors Asia 100%

Production Facitlities in ASEAN in 2024 & Related Data by Country

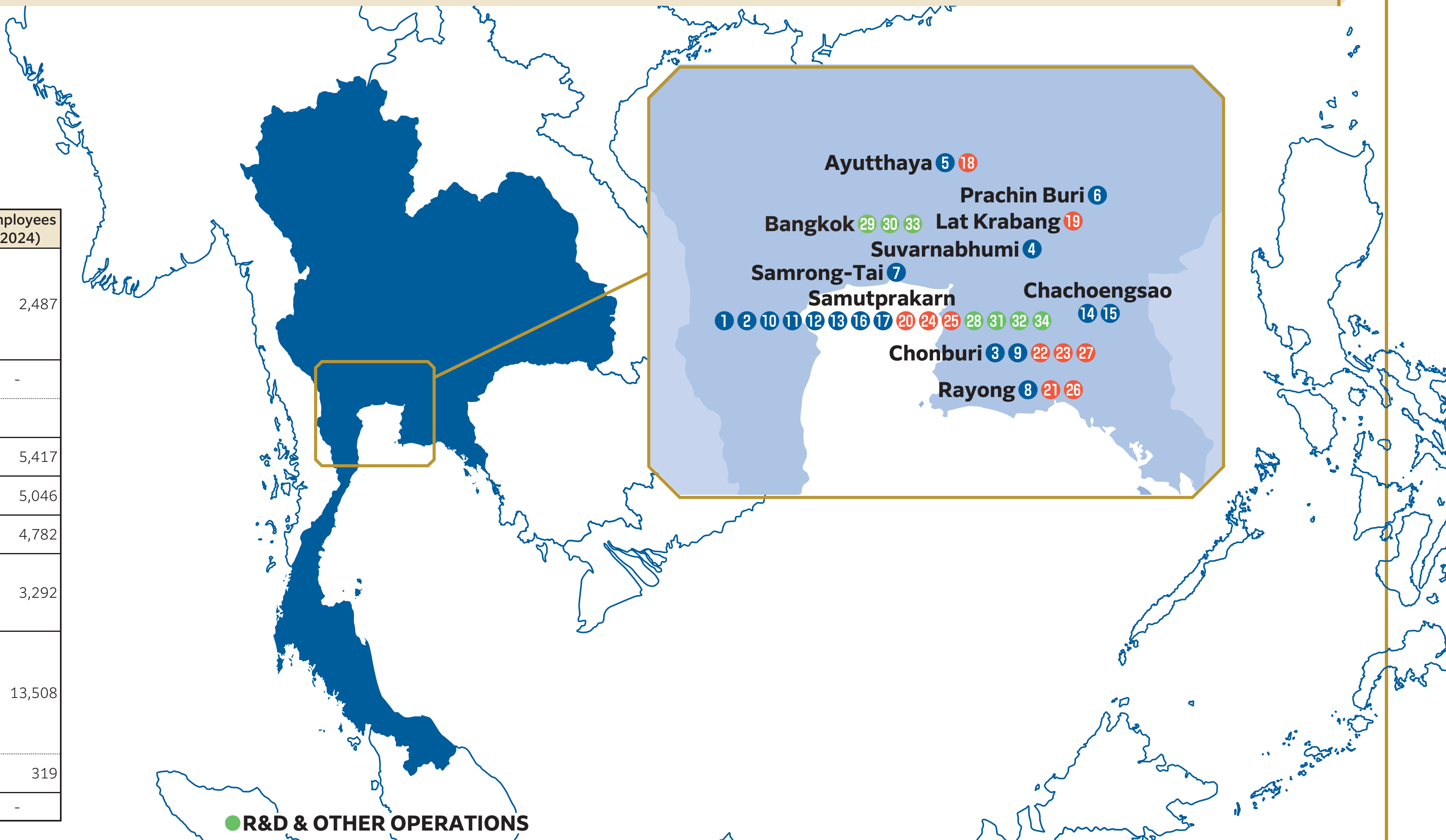
Thailand

●AUTOMOBILE PRODUCTION COMPANIES

Location/ Number	Manufacturer	Company Name/facility name		Est.	Capitalization (x 1 milliion)	Equity Stake	Products	Employees (2024)
1	Hino	Hino Motor Manufacturing (Thailand) Ltd.	Samrong Plant	Jul. 64	2,500 Baht	80%	Trucks and Unit Production	2,487
2			Bangplee Plant	Nov.92				
3			Bangpakong Plant	Feb.04				
4			Suvarnabhumi Plant	Jan.23				
5	Honda	Honda Automobile (Thailand) Co., Ltd.	Ayutthaya	Apr.96	THB5,460	88.99%[*1]	Accord(HEV), CR-V(PET/HEV), Civic(PET/HEV)	-
6			Prachinburi	Mar.16			City Sedan(PET/HEV), City Hatchback(PET/HEV), HR-V(HEV)	
7	Isuzu	Isuzu Motor Co., (Thailand) Ltd.		Apr.66	THB 8,500	0%[*2]	Large And Small-Sized CVs and Pick Up Trucks	5,417
8	Mazda	Auto Alliance (Thailand) Co., Ltd.		1995	THB 8,440	50%	MAZDA2, MAZDA3, CX-3, CX-30	5,046
9	Mitsubishi	Mitsubishi Motors (Thailand) Co., Ltd.		May.61	THB 7,000	100%	Triton, Pajero Sport, Xpander HEV, Xforce HEV, Mirage/Attrage	4,782
10	Nissan	Nissan Motor (Thailand) Co., Ltd. (Plant 1)		Sep.77	THB 1,930.91	75%	Almera, Kicks	3,292
11		Nissan Motor (Thailand) Co., Ltd. (Plant 2)		Jul.14	THB 3,700	75%	Navara, Terra	
12	Toyota	Toyota Motor Thailand Co., Ltd.		Oct.62	THB 7,520	86.4%		13,508
13			Samrong	Feb.64			Hilux Revo	
14			Gateway	Feb.96			Camry, Corolla, Corolla Cross, Yaris, Yaris Ativ, Yaris Cross	
15			Ban Pho	Jan.07			Fortuner, Hilux Revo, Hilux Champ	
16		Toyota Auto Works Co., Ltd		Dec.12	THB 21.7	0%[*3]	Hiace	319
17	UD Trucks	Thai-Swedish Assembly		Nov.91	THB 357	49%	Trucks	-

●COMPONENTS MANUFACTURING COMPANIES

Location/ Number	Manufacturer	Company Name/facility name		Est.	Capitalization (x 1 milliion)	Equity Stake	Products	Employees (2024)
18	Honda	Asian Parts Manufacturing Co., Ltd.	Ayutthaya	Apr.06	THB700	100%	Large sheet metal parts and medium/small sheet metal parts for repair of major in-house components of old and new 4-wheel models	-
19	Isuzu	Isuzu Engine Manufacturing Co., (Thailand) Ltd.		Jul.87	THB 1,025	1.4%[*4]	Diesel engines	1,367
20		Thai International Die Making Co., Ltd.		Sep.87	THB 212.7	0%[*5]	Forging of press molds, Press processing	612
21		IT Forting (Thailand) Co., Ltd.		Dec.94	THB 700	0%[*6]	Forged parts	295
22	Mazda	Mazda Powertrain Manufacturing (Thailand) Co.,Ltd.		2013	THB 8,167	100%	Engine,Transmission	791
23	Mitsubishi	MMTh Engine Co., Ltd.		May.88	THB20	100%[*7]	Engines, Stamping parts	
24	Nissan	Nissan Powertrain (Thailand) Co., Ltd.		Aug.87	THB 1,400	90%[*8]	Engines	388
25		SNN Tools & Dies Co., Ltd.		Feb.89	-	27.8%	Stamping dies, Tools & Jigs, Stamping parts	255
26	Suzuki	Suzuki Motor (Thailand) Co., Ltd.		Aug. 11	THB12,682	100%	Automobile	777
27	Toyota	Siam Toyota Manufacturing Co., Ltd.		Jul.87	THB 2,850	96%	Engine	3,150



●R&D & OTHER OPERATIONS

Location/ Number	Manufacturer	Company Name	Est.	Capitalization (x 1 milliion)	Equity Stake	Functions	Employees (2024)
28	Hino	Hino Motors Asia Ltd.	Aug.20	560	100%	Manage and operate business as region headquarters. R&D, Demand & Supply and Total support.	311
29	Honda	Honda R&D Asia Pacific Co., Ltd.	Dec.05	THB 200	100%[*9]	Product Planning, Styling Design, Engineering Design, Vehicle Test and Material Research	-
30	Isuzu	Isuzu Global CV Engineering Center Co., Ltd	Jan.14	THB 100	0%[*10]	Planning and engineering of new product including a commercial vehicle and its relevant parts and components for emerging markets	296
31		Isuzu Technical Center of Asia Co., Ltd.	Dec.91	THB 40	0%[*11]	Vehicle Engineering	195
32	Nissan	Nissan Motor Asia Pacific Co., Ltd.	July.11	THB 224.5	100%	Regional marketing and sales function. Product planning and management office. R&D strategy and management	370
33	Subaru	Tan Chong Subaru Automotive (Thailand) Co.,Ltd	Dec.17	THB 5,000	25.1%	Vehicle Assembly. Product planning and management.	400
34	Toyota	Toyota Motor Asia (Thailand) Co., Ltd.[*12]	Apr.07	THB 1,300	100%	Vehicle development for Asia and emerging countries, Operational support for manufacturing companies in Asia	2,500

Chart based on publicly available data from JAMA member companies

(*1) Honda Automobile (Thailand) Co., Ltd. is 63.99% owned by Honda Motor Co., Ltd. and 25.00% owned by Asian Honda Motor Co., Ltd.
(*2)Isuzu Motors Asia 71.1%
(*3)Toyota Auto Works Co., Ltd. is 37% owned by Toyota Motor Thailand Co., Ltd.
(*4)Isuzu Motors Asia 68.6%, Isuzu Asia Thailand 25%, Isuzu Motros Co (Thailand) Ltd 5%, Isuzu Motors Limited 1.4%
(*5)Isuzu Motors Co., (Thailand) Ltd 40%, Isuzu Motors Asia 35%, Isuzu Asia Thailand 25%
(*6)Isuzu Asia Thailand 39.3%, Isuzu Motors Co., (Thailand) Ltd 28.6%, IJTT 25%, Tri Petch Isuzu Sales Co., Ltd.7.1%
(*7) MMTh Engine Company Limited is 100% owned by Mitsubishi Motors Thailand Co., Ltd.
(*8)Nissan Powertrain (Thailand) Co., Ltd. is 35% owned by Nissan Motor Co., Ltd. and 55% owned by Nissan Motor (Thailand) Co., Ltd.
(*9)Honda R&D Asia Pacific Co., Ltd. is 100% owned by Honda R&D Co., Ltd.
(*10) Isuzu Motors Asia Thailand 100%
(*11) Isuzu Asia 75%, Isuzu Motors Asia Thailand 25%
(*12) The company name was changed from Toyota Daihatsu Engineering & Manufacturing Co., Ltd to the current name in June 2024.

Vietnam

●AUTOMOBILE PRODUCTION COMPANIES

Location/ Number	Manufacturer	Company Name/facility name		Est.	Capitalization (x 1 milliion)	Equity Stake	Products	Employees (2024)
1	Hino	Hino Motors Vietnam, Ltd.		Jun.96	USD 8.11	51%	Trucks and buses	229
2	Honda	Honda Vietnam Co., Ltd.	Vĩnh Phúc	Mar.96	USD 62.9	70%*1	Accord, Civic(PET/HEV), HR-V(PET/HEV),BR-V,CR-V (PET/HEV) ,CITY, Type-R	-
3	Isuzu	Isuzu Vietnam Co., Ltd.		Oct.95	USD 15	42%	Heavy Duty Trucks, Medium Duty Trucks, Light Duty Trucks & Bus Chassis	
4	Mazda	THACO-MAZDA AUTOMOBILE MANUFACTURING ONE MEMBER LIMITED LIABILITY COMPANY		-	-	-	CX-3,CX-5,CX-8,MAZDA3	-
5	Mitsubishi	Mitsubishi Motors Vietnam Co., Ltd.		Apr.94	USD 18	41.2%	Xpander	459
6	Mitsubishi Fuso	THACO Lorry Assembly & Manufacturing Co., Limited		Dec.17		0	Canter	
7	Suzuki	Vietnam Suzuki Corp.	Long Binh	Apr.95	USD 76	100%	Vehicle	361
8	Toyota	Toyota Motor Vietnam Co., Ltd.		Sep.95	USD 49	70	Avanza, Fortuner, Innova, Veloz, Vios	1,499

●COMPONENTS MANUFACTURING COMPANIES

Location/ Number	Manufacturer	Company Name	Est.	Capitalization (x 1 milliion)	Equity Stake	Products	Employees (2024)
9	Honda	Vietnam Autoparts Co.,ltd	Mar.03	USD 15	65.1%*2	Aluminum parts (Cylinder, Transmission Case, Hub, R/L Case, Exterior Parts, Cast Wheels)	-

Chart based on publicly available data from JAMA member companies

(*1) Honda Vietnam Co., Ltd. is 42% owned by Honda Motor Co., Ltd. and 28% owned by Asian Honda Motor Co., Ltd.
(*2)Vietnam Autoparts Co. Ltd is 37.2% owned by Asian Honda Motor CO. Ltd. and 27.9% owned by Honda Vietnam Co. Ltd.

Cambodia

●AUTOMOBILE PRODUCTION COMPANIES

Location/ Number	Manufacturer	Company Name/facility name	Est.	Capitalization (x 1 milliion)	Equity Stake	Products	Employees (2024)
1	Toyota	Toyota Tsusho Manufacturing (Cambodia) Co., Ltd.	Aug.23	USD 21	0% *1	Hilux, Fortuner	90

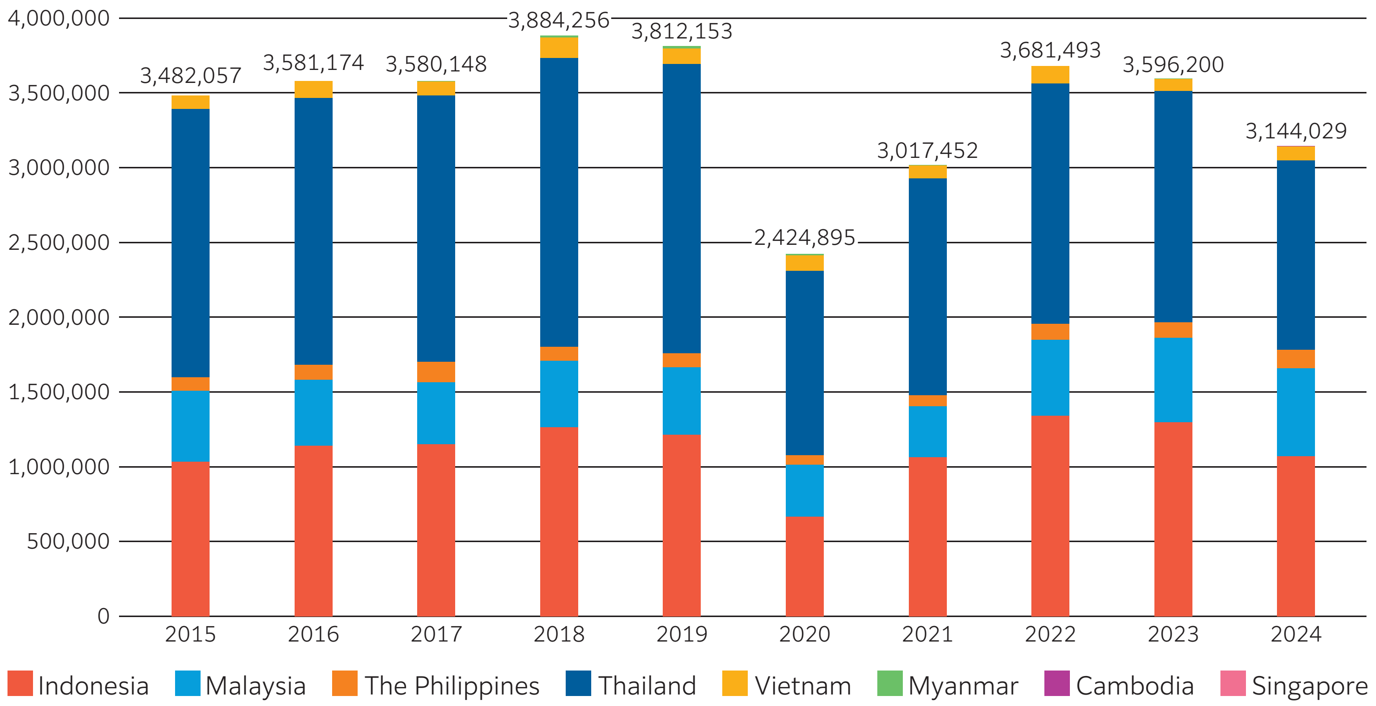
Chart based on publicly available data from JAMA member companies

(*1)Toyota Tsusho Manufacturing (Cambodia) Co., Ltd. is 90% owned by Toyota Tsusho Corporation and Toyota Tsusho Corporation is 21.69% owned by Toyota Motor Corporation

Statistics

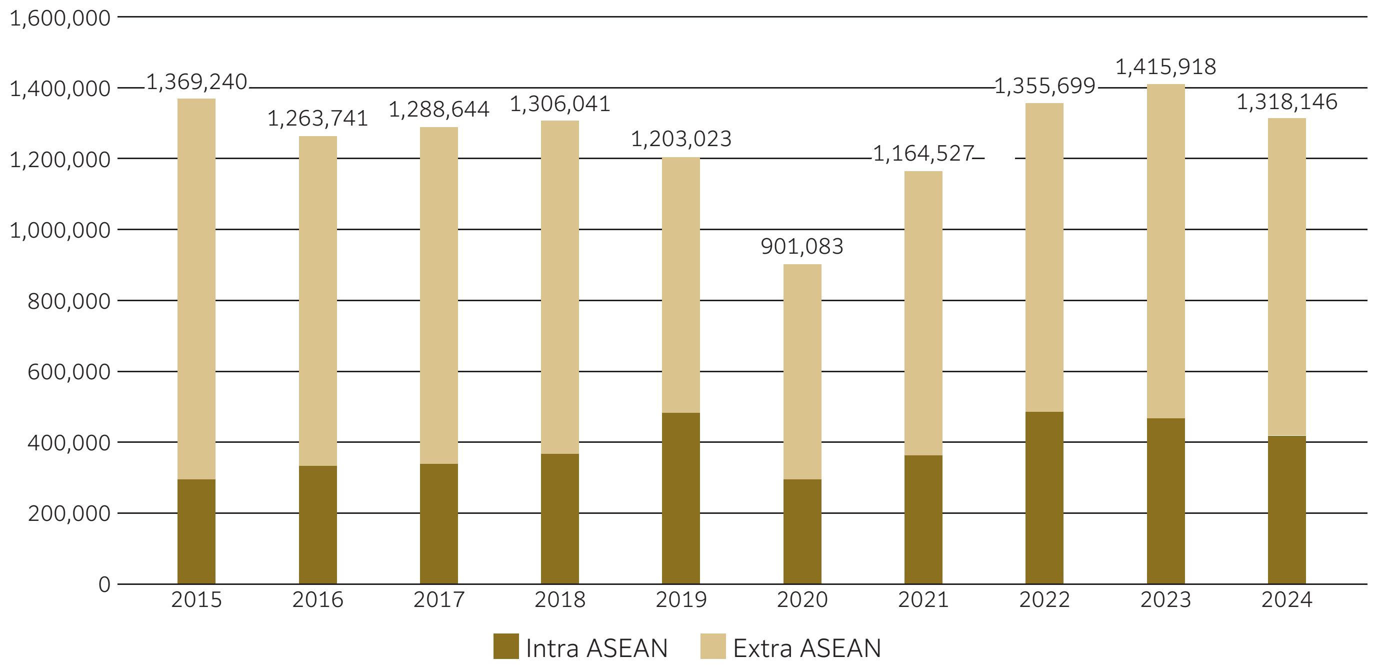
Production

A total of 3.14 million cars, trucks and buses were produced by JAMA member companies and their ASEAN counterparts in 2024.



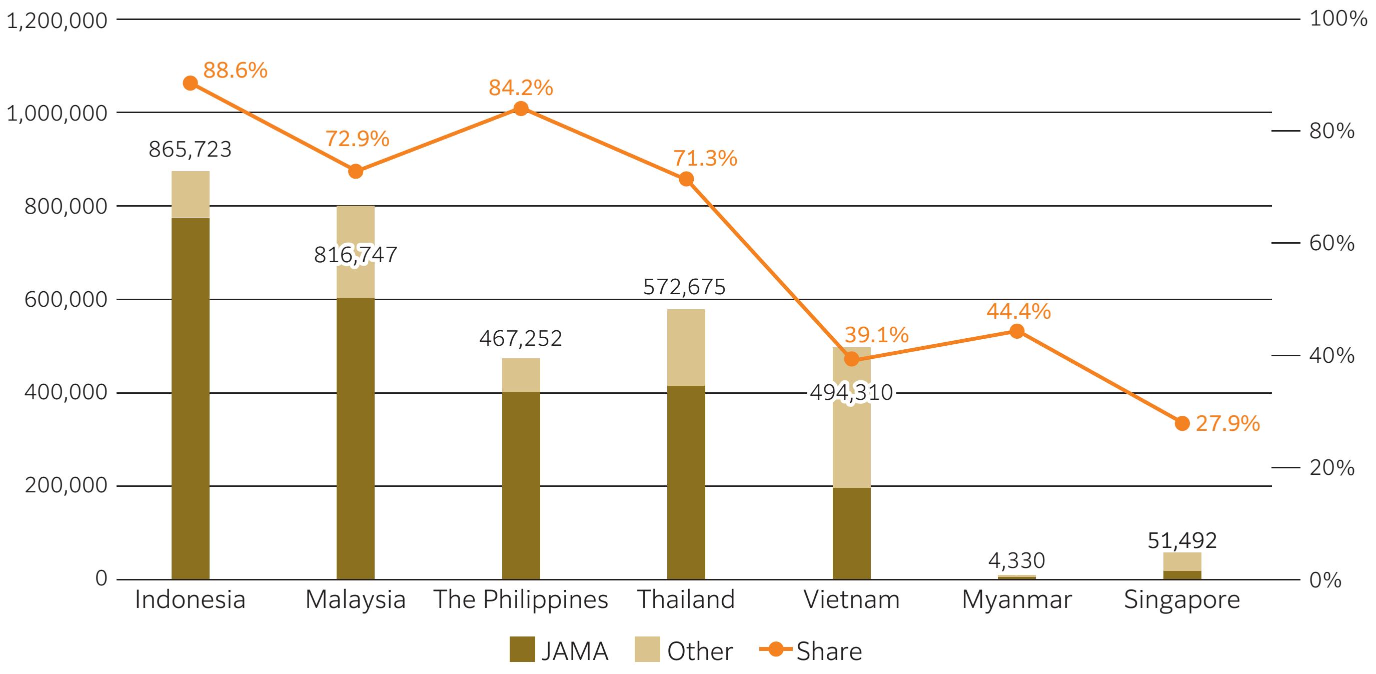
Exports

In 2024, a total of 1.31 million passenger cars, trucks and buses were exported by JAMA member companies and their ASEAN counterparts. Among these, 894 thousand units were bound for destinations outside ASEAN, with the remaining vehicles classified as intra-ASEAN exports.



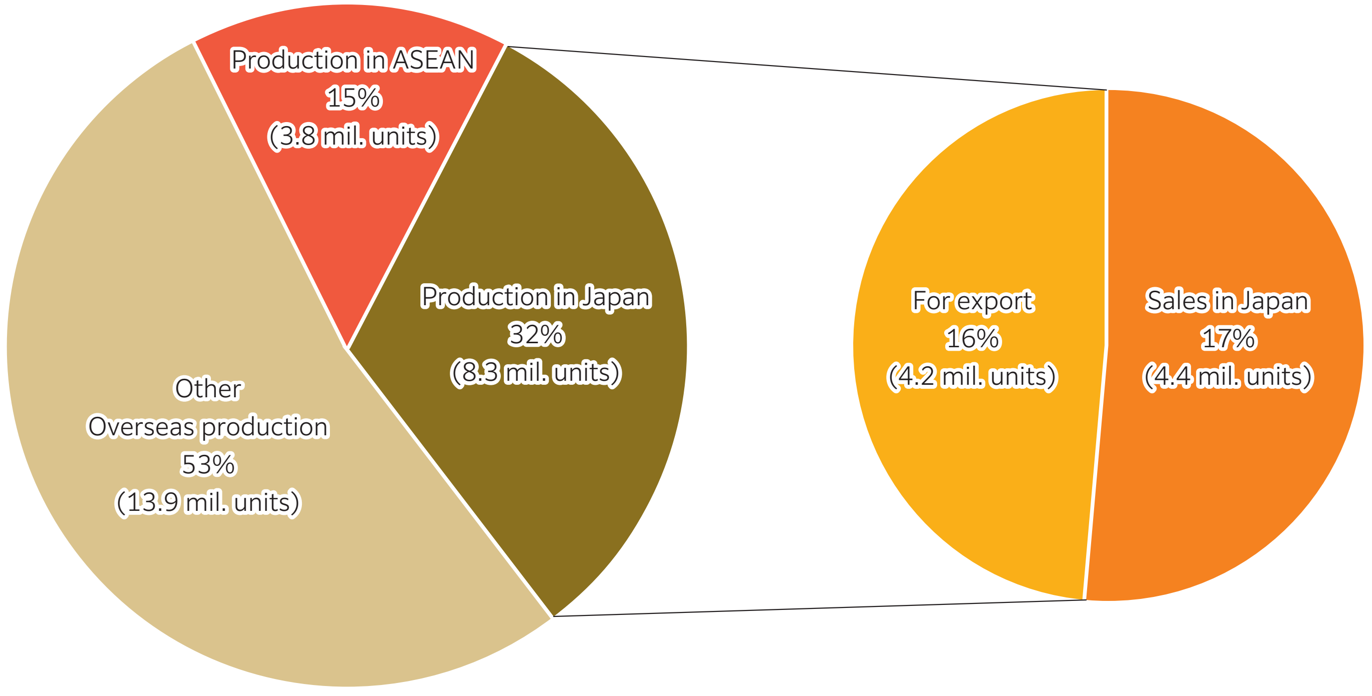
Sales

Out of the 3.27 million new passenger cars, trucks and buses sold in ASEAN in 2024, JAMA members' vehicles accounted for approximately 72.5% (2.37 million vehicles), highlighting the continued importance of these partners in the region.



ASEAN's Role in JAMA Members' Global Production

Of the 25.94 million units manufactured globally by JAMA members in 2024, 15 percent were produced in the ASEAN region.



JAMA Activities in ASEAN

The Future of Sustainable Mobility

Seven Challenges Facing the Automotive Industry

Amid what is said to be a once-in-a-century period of major transformation for the automotive industry, JAMA is advancing initiatives to expedite the achievement of carbon neutrality and the uptake of CASE—connected, autonomous, shared/services, electrified—technologies. **With issues continuing to emerge that cannot be addressed by the automotive industry alone, actions and solutions integrating mobility factors and perspectives are essential.** Taking into account urgency and ripple-effect considerations, JAMA has, accordingly, identified seven challenges to be pursued as priorities going forward.

Seven Challenges

1. Enhancing value and efficiency in logistics, commerce, and mobility
2. Infrastructure development for the proliferation of electrified vehicles
3. International competitiveness of batteries and semiconductors
4. Stable procurement of critical resources to ensure resilient supply chains
5. Trade policy based on free and open trade
6. Competitive green energy
7. Facilitating cross-industry data collaboration and component traceability

Policies aimed at achieving carbon neutrality (CN) and promoting free and fair trade are common challenges for both ASEAN countries and Japan. To accelerate such efforts on the basis of mutual cooperation, JAMA, for its part, engages in various activities through exchanges with countries across Asia.

Toward CN : The Power of Biofuels

Among the seven challenges facing the automotive industry as outlined above, JAMA is undertaking a range of initiatives related to competitive green energy, particularly in the area of biofuels. One such initiative involving collaboration with Indonesia concerns biofuels. Amid evolving elements in the environment surrounding the automotive industry aimed at achieving a CN-based society, such as the steady strengthening of emissions regulations and the growing use of hydrotreated vegetable oil (HVO), and in adherence to the principle of ensuring vehicle user-friendliness, **JAMA members' position is that carbon neutrality must be reached without jeopardizing user convenience.** JAMA will therefore continue its efforts to promote a better understanding of biofuel quality and its use.

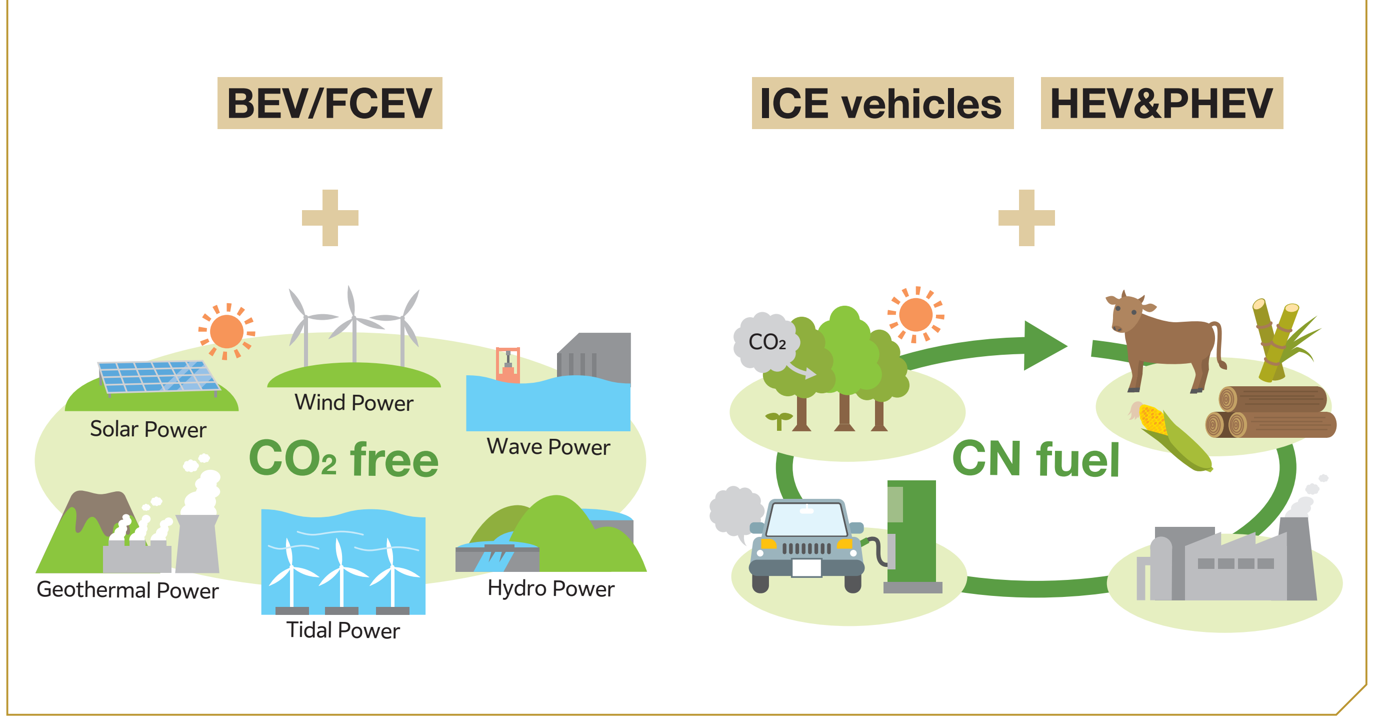
Reaching carbon neutrality requires timely initiatives that are tailored to the energy-supply and infrastructure conditions of individual countries or regions. By providing diverse technology options for powertrains, energy and fuels in order to align with country/region-specific circumstances, CN can be pursued in a practical and sustainable manner. Even for in-use ICEVs (internal combustion engine vehicles), HEVs, and PHEVs, the use of carbon-neutral fuels—biofuels and synthetic fuels—can balance greenhouse gas emissions and absorption, making the use of such fuels one of the promising options for achieving CN.

The 5th Indonesia-Japan Automotive Dialogue, co-hosted by Indonesia's Ministry of Industry and Japan's Ministry of Economy, Trade and Industry, was held in Jakarta in June 2024. In its message to the forum, JAMA expressed its desire to contribute to the achievement of CN and to regional economies through a "multi-pathway" approach and also reported on the progress of initiatives such as biodiesel impact assessments and human resource development projects.

A Multiple-Pathway Approach

JAMA member companies have adopted a crucially important policy of making utmost efforts, together with stakeholders around the world, to achieve carbon neutrality by 2050. That is the goal, and **JAMA and its members believe that the best way to reach this goal is to promote technological neutrality and diverse approaches,** rather than narrowing down technological options. By providing diverse options or pathways for achieving CN suited to the specific circumstances—economic, energy-supply, climatic, and so on—of individual countries, CO2 reduction can be effectively addressed without limiting freedom of mobility, to ensure that no one is left behind. As OEMs, JAMA members believe that achieving this goal is their mission, and they are therefore advancing efforts to that end not only in Japan but across the globe.

Multiple Pathway Approach



JAMA Activities in ASEAN

Hand in Hand Towards the Future

To respond swiftly and comprehensively to the array of challenges faced on a collective basis, JAMA members engage in information exchanges with their ASEAN counterparts on automobile-related policies.

1 AMEICC-WGAI

JAMA's steadfast commitment to ASEAN can be witnessed in part via its participation in and organization of multiple annual gatherings. With the goal of strengthening the competitiveness of the ASEAN automotive industry, JAMA has continued to meaningfully participate in the **AEM-METI Economic and Industrial Cooperation Committee Working Group on the Automobile Industry (AMEICC-WGAI)** since the group's inception in 1998.

The 24th AMEICC-WGAI Meeting, November 21, 2024, Vientiane, Lao PDR

2 AAF/TC3-JAMA Meeting

Meetings between **AAF/TC3 (ASEAN Automotive Federation Technical Committee 3 for four-wheelers), TC5 (Technical Committee 5 for two-wheelers) and JAMA** are also held on a regular basis. At the conference, dialogue sessions are held on topics such as "Environment and Fuel," "Certification and ASEAN MRA," and "UN Regulations Adoption and Safety."

The 39th AAF/TC3-JAMA Meeting, February 24-25, 2025, Kuala Lumpur, Malaysia

Advancing Mobility in ASEAN: Example of a Cooperative Project-Based Initiative

JAMA works to contribute to the creation of a society in which mobility is not only safe, with "zero accidents," but also optimally efficient, with "zero congestion," and optimally accessible. Below is a synopsis of one ongoing initiative to which JAMA contributes in collaboration with the public and private sectors in ASEAN.

The New Car Assessment Program for Southeast Asian Countries (ASEAN NCAP) aims, it states, to "improve motor vehicle safety standards, build a market for safer vehicles and raise consumer awareness." JAMA endorses these goals and, since the program's establishment, has been working to improve road traffic safety in the ASEAN region through exchanges of opinions and technical cooperation. Rather than indiscriminately adopting methods applied in other countries, JAMA has emphasized the need to introduce safety improvements taking into account local context in order to optimize the development of safety technologies and evaluation methods in line with real-world road traffic conditions and accident circumstances in the ASEAN region. Road safety involves the interrelationship of three factors—road users, vehicles, and road infrastructure—and increased road safety therefore requires that progress be made in all three areas. JAMA will continue to contribute to efforts aimed at achieving greater road safety in the region, building on its trust-based relationship with ASEAN NCAP through ongoing dialogue and collaboration.

ASEAN NCAP-JAMA Meeting, February 28, 2025, Kajang, Malaysia

"Safer Vehicle Award" received by JAMA from ASEAN NCAP in recognition of its contributions to vehicle safety in the region, December 2021

Conclusion

For more than half a century, Japanese automobile manufacturers have been working hand in hand with public and private stakeholders in ASEAN countries to help build the automotive industry in the region. The scope of these cooperative efforts goes far beyond vehicle assembly, extending not only to the development of supporting industries including parts manufacturing, but also to broad-based human resource development and technology transfer encompassing related industries.

From affordable small cars that serve as essential transportation for the public to multi-purpose vehicles supporting family mobility, light-duty commercial vehicles supporting small and medium-sized enterprises, pickup trucks supporting agriculture, forestry and fisheries, and heavy-duty trucks and buses supporting logistics and passenger movement, **Japanese automobile manufacturers will continue to provide a full lineup of products tailored to the diverse national conditions and customer needs in the ASEAN countries, ensuring that no one is left behind.**

Together over the decades, ASEAN and Japan have overcome various challenges, not least the Asian financial crisis, to achieve major advances in the ASEAN automotive industry. The multiple new challenges facing the global industry today, including carbon neutrality and the adoption of CASE technologies, are considerable, but we believe that through cooperation between the public and private sectors in ASEAN and Japan built on our longstanding mutual trust, we can meet the challenges involved in the transition to a sustainable and vibrant mobility-based society. **Looking towards the half-century ahead of us, JAMA is more committed than ever to contributing to the creation of a bright future.**

Chronology

For more than 60 years, JAMA member companies, hand in hand with their local partners, have been contributing to the automotive industry in ASEAN countries.

1960~

1975~

1962
- Hino: Signed dealership agreement in Thailand.
- Nissan: Started local assembly in Thailand.

1963
- Mitsubishi: Started local production in the Philippines.

1964
- Hino: Started local assembly in Thailand.
- Honda: Established local subsidiary in Thailand.
- Toyota: Started local production in Thailand.

1966
- Isuzu: Established local subsidiary in Thailand.
- Mitsubishi: Started local production in Thailand.

1967
- Hino: Participated in management of dealership JV in Thailand.
- Suzuki: Established local subsidiary in Thailand.

1968
- Mazda & Nissan: Started local assembly in Malaysia.
- Toyota: Started local production in Malaysia.

1969
- Honda: Started local production in Malaysia.
- Nissan: Started local assembly in Indonesia.

1971
- Toyota: Started operations in Indonesia.
- Mazda: Started local assembly in Indonesia.

1972
- Isuzu: Started truck assembly in Indonesia.

1974
- Mazda: Started local assembly in the Philippines.
- Suzuki: Established JV in Indonesia.

1975
- Hino: Established local subsidiary and started production in the Philippines.
- Honda: Started local production in Indonesia.
- Mazda: Started local assembly in Thailand.
- Mitsubishi: Started local assembly in Indonesia.

1977
- Hino: Established local subsidiary in Malaysia.
- Subaru: Signed technical support agreement in Thailand.

1978
- Daihatsu: Established local subsidiary in Indonesia.

1979
- UD Trucks: Started local production and sales in Malaysia.
- UD Trucks: Signed technical support agreement in Thailand.

1980
- Daihatsu: Established local subsidiary in Malaysia.
- Suzuki: Started local production in Thailand.

1981
- UD Trucks: Established local subsidiary in the Philippines.

1982
- Hino: Established local subsidiary in Indonesia.
- Nissan: Established local subsidiary in the Philippines.

1983
- Isuzu: Established local subsidiary in Indonesia.
- Mitsubishi: Established with Malaysian government state-owned Proton enterprise in Malaysia.

1984
- Honda: Started local production in Thailand.
- Isuzu: Invested in company in Malaysia.

1985~

2005~

1985
- Mitsubishi: Signed technical support agreement in Malaysia.

1987
- Suzuki: Started local production in Malaysia.

1989
- Toyota: Started local production in the Philippines.

1991
- Isuzu: Established technical center in Thailand.

1992
- Daihatsu: Established joint venture JV in Indonesia.
- Honda: Started mass production in the Philippines.
- Mazda: Started local production in Vietnam.
- Mitsubishi: Its JV in Thailand began local production.

1994
- Daihatsu: Started production at new plant in Malaysia.
- Mitsubishi: Established JV in Vietnam.

1996
- Daihatsu: Started production at JV in Vietnam.
- UD Trucks: Established JV in Indonesia.
- Suzuki & Toyota: Started local production in Vietnam.

1997
- Nissan: Started production at new plant in the Philippines.

1998
- Suzuki: Signed joint production agreement in Myanmar.

2001
- Suzuki: Established R&D center in Thailand.

2003
- Honda: Opened new plants in Malaysia and Indonesia.
- Toyota: Established R&D center in Thailand.

2004
- Honda: Opened automotive technical training center in Thailand.
- Mitsubishi: Announced Proton's independently developed passenger car in Malaysia.

2005
- Nissan: Announced additional investment of 29 billion baht to expand, upgrade facilities in Thailand.
- Toyota: Started production of IMV platform-based models in the Philippines and Malaysia.

2006
- Honda: Started production in Vietnam.

2007
- Toyota Motor Thailand: Started production at Ban Pho plant.
- Isuzu: Reached cumulative production of 2 million units in Thailand.

2010
- Honda: Honda-affiliated Singapore Safety Driving Center relocated, opened new facility with SE Asia's first multi-story driving circuit.

2011
- Mitsubishi Vietnam: Started production of Pajero Sport.

2013
- Toyota: Opened second plant in Karawang, Indonesia.

2014
- Daihatsu: Its JV company Perodua built new plant in Malaysia.
- Honda: Indonesian subsidiary P.T. Honda Prospect Motor opened new plant in Karawang.

2015
- Suzuki: Opened assembly plant in Cikarang, Indonesia.
- Suzuki: Agreed to collaborate with Malaysia's Proton enterprise.

2016
- Honda: Opened new plant in Prachinburi, Thailand.

2017
- Subaru: Opened new plant in Lat Krabang, Thailand.
- Mitsubishi Fuso: Truck production launched at Thaco Auto LLC in Bien Hoa, Vietnam.
- Mitsubishi: Opened new plant in Indonesia.

2018
- Mazda: Thaco Mazda started operations at new plant in Bien Hoa, Vietnam.

2023
- Hino: Opened new plant in Suvarnabhumi, Thailand.

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