

Japanese Automakers in ASEAN 2019-2020

Japan Automobile Manufacturers Association

Data at a Glance (2019 CY)

| Country | Facilities | Employment | Production QTY |
|-----------------|------------|------------|----------------|
| Indonesia | 28 | 47,572 | 1,216,175 |
| Malaysia | 17 | 17,658 | 448,503 |
| Myanmar | 4 | 733 | 14,181 |
| Thailand | 30 | 63,722 | 1,933,404 |
| The Philippines | 10 | 7,430 | 96,733 |
| Singapore | 5 | 1,109 | - |
| Vietnam | 11 | 18,494 | 103,157 |
| Total | 105 | 156,718 | 3,812,153 |

* All charts based on publicly available data from JAMA member companies.

■ AUTOMOBILE PRODUCTION COMPANIES

| Manufacturer | Company Name/facility name | Est. | Capitalization (x 1 million) | Equity Stake | Products | Employees | Location |
|-----------------|--|--------|------------------------------|--------------|--|-----------|-------------|
| Daihatsu | PT Astra Daihatsu Motor | Jan.92 | IDR 894,370 | 61.75% | Xenia, Terios, Gran Max, Luxio, Ayla, Sigra, (Avanza, Rush, Townace, Liteace, Aqya, Wigo, Calya)*(1) | 13,340 | Jakarta |
| | Sunter Assembly Plant | Jan.92 | | | Xenia, Terios, Gran Max, Luxio | | |
| | Karawang Engine Plant | Nov.06 | | | Engine, Engine/Transmission parts | | |
| | Karawang Assembly Plant | Oct.12 | | | Ayla, Sigra, Terios | | |
| Hino | P.T. Hino Motors Manufacturing Indonesia | Dec.82 | USD 112.5 | 90% | Trucks and buses | 2,300 | Bukit Indah |
| Honda | P. T. Honda Prospect Motor | Mar.99 | USD 70 | 51% | | 6,900 | Jakarta |
| | 1st Plant | Feb.03 | | | CR-V, HR-V, Mobilio | | Karawang |
| | 2nd Plant | Jan.14 | | | Mobilio, Jazz, Brio RS, Brio Satya, BR-V | | |
| 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 | 1,025 | Jakarta |
| Mitsubishi | PT Mitsubishi Motors Krama Yudha Indonesia | Dec.14 | IDR 2,200,000 | 51% | Pajero Sport, Xpander, Xpander Cross, COLT L300 | 3,515 | Bekasi |
| Mitsubishi Fuso | P.T.Krama Yudha Tiga Berlian Motors*(2) | Jul.70 | IDR 20,944 | 30% | Canter, FUSO, Fighter | 389 | Jakarta |
| Nissan | P. T. Nissan Motor Indonesia | | USD 351 | 75% | | 2,395 | Purwakarta |
| | Purwakarta 1st Plant | Oct.95 | | | XTRAIL, Serena, Grand Livina, Datsun GO+ Panca, Datsun GO Panca, Datsun cross. | | |
| | Purwakarta 2nd Plant | May.14 | | | | | |
| Suzuki | P. T. Suzuki Indomobil Motor | | USD 89 | 94.94% | | 4,486 | Jakarta |
| | Tambun Plant | Jan.91 | | | APV, Carry, Wagon R | | Bekasi |
| | Cikarang Plant | Jan.15 | | | Ertiga, XL7 | | Bekasi |
| Toyota | PT. Toyota Motor Manufacturing Indonesia | Apr.71 | IDR 23,736 | 95% | Innova, Fortuner, Vios, Yaris, Sienta, Calya | 7,725 | Jakarta |
| | Sunter Plant 1 | Apr.73 | | | Engine | | Jakarta |
| | Sunter Plant 2 | Jun.77 | | | Stamping parts / dies, aluminum casting | | Jakarta |
| | Karawang Plant 1 | Mar.98 | | | Innova, Fortuner | | Karawang |
| | Karawang Plant 2 | Mar.13 | | | Vios, Yaris, Sienta, Calya | | Karawang |
| | Karawang Engine Plant | Feb.16 | | | Engine | | Karawang |
| | P.T. Sugity Creatives | Apr.95 | | | IDR 37,740 | | 0%(*3) |
| UD Trucks | PT GAYA Motors | - | - | 0% | Trucks | - | Jakarta |



Indonesia

| | |
|----------------|-----------|
| Facilities | 28 |
| Employment | 47,572 |
| Production QTY | 1,216,175 |

● COMPONENTS MANUFACTURING COMPANIES

| Manufacturer | Company Name | Est. | Capitalization (x 1 million) | Equity Stake | Products | Employees | Location |
|-----------------|--|--------|------------------------------|--------------|--|-----------|----------|
| Honda | P.T. Honda Precision Parts Manufacturing | Jul.02 | USD 150 | 95% | Transmissions and engine valves for automobiles | 3,100 | Cikampek |
| Isuzu | P. T. Mesin Isuzu Indonesia | Feb.83 | IDR 13,200 | 69.85% | Diesel engines and related parts | 358 | Bekasi |
| | P. T. Asian Isuzu Casting Center | Apr.97 | USD 74.3 | 70.22% | Casting Parts | 740 | Karawang |
| | P. T. TJForge Indonesia | Mar.13 | IDR 1,500,000 | 71.08% | Forging, Processing and assembly of automobile parts | 475 | Karawang |
| Mitsubishi Fuso | PT Mitsubishi Krama Yudha Motors & Manufacturing | Aug.73 | IDR 11,451 | 32.28% | Engines, Pressed parts and Body parts | 760 | Jakarta |

(*1) Toyota Brands

● R&D & OTHER OPERATIONS

| Manufacturer | Company Name | Est. | Capitalization (x 1 million) | Equity Stake | Functions | Employees | Location |
|--------------|--|--------|------------------------------|--------------|------------------------|-----------|------------|
| Daihatsu | PT Astra Daihatsu Motor Research & Development Center | Apr.13 | - | - | Research & Development | (*4) | Karawang |
| Nissan | Nissan Technical South East Asia-Indonesia Research & Development Center | 2011 | - | - | Research & Development | 64 | Purwakarta |
| Honda | PT. Honda R&D Indonesia | Nov.12 | - | - | Research & Development | - | Jakarta |

(*2) Consignment production to PT. Krama Yudha Rata Motor

(*3) P.T.Sugity Creatives is 6.5% owned by P.T. Toyota Motor Manufacturing Indonesia

(*4) R&D employees are included in PT Astra Daihatsu Motor



Malaysia

Facilities

17

Employment

17,658

Production
QTY

448,503

■AUTOMOBILE PRODUCTION COMPANIES

| Manufacturer | Company Name/facility name | Est. | Capitalization (x 1 million) | Equity Stake | Products | Employees | Location |
|-----------------|---|--------|---------------------------------|-----------------|--|-----------|--------------|
| Daihatsu | Perodua Manufacturing Sdn. Bhd. | Feb.93 | RM 574 | 0%(*1) | MYVI, ALZA, ARUZ, Rush(*2) | 4,490 | Rawang |
| Daihatsu | Perodua Global Manufacturing Sdn. Bhd. | Apr.13 | RM 200 | 0%(*1) | AXIA, BEZZA | 1,990 | Rawang |
| Hino | Hino Motors Manufacturing (Malaysia) Sdn. Bhd. | Oct.12 | RM 78.7 | 80% | Trucks and buses | 357 | Sendayan |
| Honda | Honda Malaysia Sdn. Bhd. | Nov.00 | RM 170 | 51% | City, Civic, Accord, CR-V, Jazz, HR-V, BR-V | 3,000 | Melaka |
| Isuzu | Isuzu Hicom Malaysia Sdn. Bhd. | Jul.96 | RM 100 | 51% | Medium Duty Trucks, Light Duty Trucks, Small-Sized Buses, Pick-Up Trucks | 633 | Pekan |
| Mazda | Inokom Corporation Sdn Bhd | Aug.97 | - | 0% | CX-5, CX-8 | - | Kedah |
| Mitsubishi Fuso | HICOM Automotive Manufacturers (Malaysia) Sdn Bhd | Sep.83 | RM251.5 | 0% | Canter, FUSO | 2,180 | Pekan |
| Mitsubishi | Tan Chong Motor Assemblies Sdn. Bhd. | Aug 76 | RM 2 | - | ASX, Outlander | 1,131 | Kuala Lumpur |
| Nissan | Tan Chong Motor Assemblies Sdn. Bhd. | | RM 2 | - | Serena, X-Trail, Grand Livina, NV200, Almera, Urvan | 1,200 | Kuala Lumpur |
| | Segambut Plant | Aug 76 | | | | | |
| | Serendah Plant | May 07 | | | | | |
| Subaru | Tan Chong Motor Assemblies Sdn. Bhd. | Aug 76 | RM 2 | - | Subaru XV | 1,129 | Kuala Lumpur |
| Toyota | Assembly Services Sdn. Bhd. | Feb 68 | RM 7.5 | 0%(*3) | Vios, Innova, Hilux, Fortuner, Hiace, Yaris | 2,560 | Shah Alam |
| | Shah Alam Plant | Feb 68 | | | Innova, Hilux, Fortuner, Hiace | | Shah Alam |
| | Bukit Raja Plant | Jan 19 | | | Vios, Yaris | | Selangor |
| UD Trucks | Tan Chong Motor Assemblies Sdn. Bhd. | 1978 | - | 0% | Trucks | - | Kuala Lumpur |

●COMPONENTS MANUFACTURING COMPANIES

| Manufacturer | Company Name | Est. | Capitalization (x 1 million) | Equity Stake | Products | Employees | Location |
|--------------|---|--------|---------------------------------|-----------------|------------------------------|-----------|----------|
| Honda | Honda Autoparts Manufacturing Sdn. Bhd. | 1992 | RM 25.8 | 51% | Manufacture automobile parts | 118 | Johor |
| Daihatsu | Perodua Engine Manufacturing Sdn. Bhd. | Sep.96 | RM 40 | 0%(*1) | Engines | 570 | Rawang |
| Daihatsu | Daihatsu Perodua Engine Manufacturing Sdn. Bhd. | Sep.14 | RM 165 | 51% | Engines | 480 | Seremban |

●R&D & OTHER OPERATIONS

| Manufacturer | Company Name | Est. | Capitalization (x 1 million) | Equity Stake | Functions | Employees | Location |
|--------------|---------------------------------|------|---------------------------------|-----------------|--|-----------|----------|
| Daihatsu | Perodua Manufacturing Sdn. Bhd. | - | - | - | Product planning, Styling design, Development, Engineering and Testing | (*4) | Rawang |

(*1) An investment through local affiliated company

(*2) Toyota Brands

(*3) Assembly Services Sdn. Bhd. is 100% owned by UMW Toyota Motor Sdn.Bhd.and UMWT is 39% owned by Toyota Motor Corporation

(*4) R&D employees are included in Perodua Manufacturing Sdn.Bhd.



Myanmar

■ AUTOMOBILE PRODUCTION COMPANIES

| Manufacturer | Company Name/facility name | Est. | Capitalization (x 1 million) | Equity Stake | Products | Employees | Location |
|--------------|----------------------------------|--------|---------------------------------|-----------------|---|-----------|----------|
| Suzuki | Suzuki (Myanmar) Motor Co., Ltd. | Feb.13 | USD 14.5 | 100% | Carry Truck | 162 | Yangon |
| | Suzuki Thilawa Motor Co., Ltd. | Jul.15 | USD 35 | 100% | Ertiga, Ciaz, Swift | 241 | Yangon |
| Nissan | Tan Chong Motor Myanmar Co., Ltd | Jun.13 | USD 3.15 | 100% | Sunny | 200 | Yangon |
| Toyota | Toyota Myanmar Co., Ltd. | Jun.19 | USD 52.6 | 85% | Hilux (Planned: Start of production is February 2021) | 130 | Yangon |

Facilities

4

Employment

733

Production
QTY

14,181

■AUTOMOBILE PRODUCTION COMPANIES

| Manufacturer | Company Name/facility name | Est. | Capitalization (x 1 million) | Equity Stake | Products | Employees | Location |
|--------------|---|---|---------------------------------|-----------------|--|-----------|--|
| Hino | Hino Motors Manufacturing (Thailand) Ltd. | Jul. 64 | THB 2,500 | 80% | Trucks and Unit Production | 3,263 | Samutprakarn/ Chonburi |
| | Samrong Plant | Jul. 64 | | | | | |
| | Bangplee Plant | Nov.92 | | | | | |
| | Bangpakong Plant | Feb.04 | | | | | |
| Honda | Honda Automobile (Thailand) Co., Ltd. | Dec.00 | THB5,460 | 88.99%(*1) | City, City(CNG), Accord, Accord(Hybrid), CR-V, BRIO, BRIO Amaze, HR-V, BR-V, Mobilio | 8,100 | Ayutthaya Ayutthaya |
| | Ayutthaya Plant | Apr.96 | | | | | |
| | Prachin Buri Plant | Mar.16 | | | | | |
| Isuzu | Isuzu Motors Co., (Thailand) Ltd. | Apr.66 | THB 8,500 | 71.10% | Large And Small-Sized CVs and Pick Up Trucks | 5,641 | Samrong-Tai |
| Mazda | AutoAlliance (Thailand) Co., Ltd. | Nov.95 | THB 8,435 | 50% | Mazda BT-50, Mazda2, Mazda3, CX-3 | 6,438 | Rayong |
| Mitsubishi | Mitsubishi Motors (Thailand) Co., Ltd. | May.61 | THB 7,000 | 100% | Triton, Pajero Sport, Mirage, Attrage | 5,888 | Bangkok Chonburi |
| | Laemchabang Plant(NO.1) | | | | | | |
| | Laemchabang Plant(NO.2) | | | | | | |
| | Laemchabang Plant(NO.3) | | | | | | |
| Nissan | Nissan Motor (Thailand) Co., Ltd | Sep-77 | THB 1,930.91 | 75% | March, New Almera, Note, Sylphy, Teana, X-Trail | 6,628 | Samutprakarn |
| | Plant No.1 | | | | | | |
| | Plant No.2 | | | | | | |
| Suzuki | Suzuki Motor (Thailand) Co., Ltd | Aug.11 | THB12,682 | 100% | Swift, Celerio, Ciaz | 1,157 | Rayong |
| Toyota | Toyota Motor Thailand Co., Ltd. | Oct.62 | THB 7,520 | 86.4% | Hilux Revo, Camry, Corolla, Vios, Yaris/ATIV, Fortuner, C-HR | 14,026 | Samutprakarn Samutprakarn Chachoengsao Chachoengsao Samutprakarn Ladkrabang |
| | Samrong Plant | Feb.64 | - | - | Hilux Revo | | |
| | Gateway Plant | Feb.96 | - | - | Camry, Corolla, Vios, Yaris/ATIV, C-HR | | |
| | Ban Pho Plant | Jan.07 | - | - | Hilux Revo, Fortuner | | |
| | Toyota Auto Works Co., Ltd. | Jun.88 | THB 21.7 | 0%(*2) | Hiace | | |
| | SUBARU | TAN CHONG SUBARU Automotive (Thailand) Co.Ltd | Feb.17 | THB 5,000 | 25.10% | | |
| UD Trucks | Thai Swedish Motors | May.13 | - | 0% | Trucks | - | Samutprakarn |

●COMPONENTS MANUFACTURING COMPANIES

| Manufacturer | Company Name | Est. | Capitalization (x 1 million) | Equity Stake | Products | Employees | Location |
|--------------|---|--------|---------------------------------|-----------------|---|-----------|--------------|
| Isuzu | Isuzu Engine Manufacturing Co. (Thailand) Ltd. | Jul.87 | THB 1,025 | 100% | Diesel engines | 1,259 | Lat Krabang |
| | Thai International Die Making Co., Ltd. | Sep.87 | THB 100 | 88.40% | Forging of press molds, Press processing | 605 | Samutprakarn |
| | IT Forging (Thailand) Co., Ltd. | Dec.94 | THB 700 | 59.60% | Forged parts | 285 | Rayong |
| Nissan | Nissan Powertrain (Thailand) Co., Ltd. | Aug.87 | THB 1,400 | 90% | Engines | 577 | Samutprakarn |
| | SNN Tools & Dies Co., Ltd | Feb.89 | - | 27.8% | Stamping dies, Tools & Jigs, Stamping parts | 451 | Samutprakarn |
| Mazda | Mazda Powertrain Manufacturing (Thailand) Co., Ltd. | Jan.13 | THB 8,166 | 100% | Transmissions, Engines | 1,014 | Chonburi |
| Mitsubishi | MMTh Engine Company Limited | May.88 | THB20 | 0%(*3) | Engines, Stamping parts | 1,021 | Chonburi |
| Toyota | Siam Toyota Manufacturing Co., Ltd. | Jul.87 | THB 2,850 | 96% | Engines, Cylinder Block | 4,030 | Chonburi |
| | Amata Nakom Plant | Jul.89 | - | - | | | |

●R&D & OTHER OPERATIONS

| Manufacturer | Company Name | Est. | Capitalization (x 1 million) | Equity Stake | Functions | Employees | Location |
|--------------|---|---------|---------------------------------|-----------------|---|-----------|--------------|
| Honda | Honda R&D Asia Pacific Co., Ltd. | Dec.05 | THB 200 | 100%(*4) | Product Planning, Styling Design, Engineering Design, Vehicle Test and Material Research | - | Chonburi |
| 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 | 493 | Samutprakarn |
| Toyota | Toyota Daihatsu Engineering & Manufacturing Co., Ltd (*5) | Apr.07 | THB 1,300 | 100% | Development and evaluation efforts for locally produced vehicles as well as operational support for Toyota production affiliates in Asia, Oceania and the Middle East | 2,538 | Samutprakarn |

Thailand

Facilities

30

Employment

63,722

Production
QTY

1,933,404

(*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) Toyota Auto Works Co., Ltd. is 37% owned by Toyota Motor Thailand Co., Ltd.

(*3) MMTh Engine Company Limited is 100% owned by Mitsubishi Motors Thailand Co., Ltd.

(*4) Honda R&D Asia Pacific Co., Ltd. is 100% owned by Honda R&D Co., Ltd.

(*5) Initially established as Toyota Motor Asia Pacific Engineering & Manufacturing Co., LTD. which was changed to its actual name in 2017.



The Philippines

| | |
|----------------|--------|
| Facilities | 10 |
| Employment | 7,430 |
| Production QTY | 96,733 |

■ AUTOMOBILE PRODUCTION COMPANIES

| Manufacturer | Company Name/facility name | Est. | Capitalization (x 1 million) | Equity Stake | Products | Employees | Location |
|--------------|---|---------|------------------------------|--------------|--|-----------|------------|
| Hino | Hino Motors Philippines Corporation | Mar.75 | PHP 900 | 70% | Trucks and Buses | 1,005 | Calamba |
| Isuzu | Isuzu Philippines Corporation | Aug.95 | PHP 1,000 | 35% | Assembly of small and medium-sized CVs | 579 | Binan |
| Mitsubishi | Mitsubishi Motors Philippines Corporation | Feb.63 | PHP 1,640 | 100% | Mirage G4 (Attrage), Mirage, L300 | 947 | Santa Rosa |
| Nissan | Nissan Philippines, Inc. | Sep. 13 | PHP 428 | 51% | - | 100 | Taguig |
| | Univation Motor Philippines, Inc. (UMPI) | | | | - | 180 | Laguna |
| Toyota | Toyota Motor Philippines Corp. (Office and Plant) | Aug.88 | PHP 1,549 | 34% | Innova, Vios | 1,692 | Santa Rosa |
| | Santa Rosa Plant | Apr.97 | | | | | |

● COMPONENTS MANUFACTURING COMPANIES

| Manufacturer | Company Name | Est. | Capitalization (x 1 million) | Equity Stake | Products | Employees | Location |
|--------------|---|---------|------------------------------|--------------|--|-----------|------------|
| Honda | Honda Parts Manufacturing Corp. | Dec.92 | USD 27 | 100% | Manual transmissions | 370 | Binan |
| Isuzu | Isuzu Autoparts Manufacturing Corporation | Nov.96 | PHP 442 | 100% | Transmissions | 541 | Binan |
| Mitsubishi | Asian Transmission Corp. | Jan. 73 | PHP 770 | 100% | Processing and assembly of transmissions | 541 | Laguna |
| Toyota | Toyota Aisin Philippines, Inc. (*1) | Aug.90 | PHP 1,000 | 34% | Transmissions, Constant velocity joints | 1,350 | Santa Rosa |

(*1) Initially established as Toyota Autoparts Philippines, Inc. which was changed to its actual name in May 2018.



Singapore

● Other Facilities

| Manufacturer | Company Name/facility name | Est. | Capitalization (x 1 million) | Equity Stake | Function | Employee | Location |
|--------------|--|---------|---------------------------------|-----------------|---|----------|--|
| 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. | 268 | 2.Woodlands Industrial Park E4, Singapore 757387 |
| | 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. | 367 | 815 Bukit Batok West Avenue 5, Singapore 659085 |
| Isuzu | Isuzu Motors ASIA Ltd. | Mar.96 | USD 187 | 100% | Buying and selling of complementary parts in the region. Works as holding company for regional business entities and their management. | 43 | 3 Temasek Boulevard #22-03 Centennial Tower Singapore 039190 |
| Nissan | NISSAN Singapore Pte. Ltd. | Apr.12 | USD 10 | 100% | Support of marketing, sales operations and franchise supervision in Singapore | 5 | 19 Ubi Road 4, #03-01 Singapore 408623 |
| Toyota | Toyota Motor Asia Pacific Pte. Ltd.(1) | Jul.90 | SGD 3 | 100% | Parts supply to all ASEAN countries and sales support for marketing in Asia. | 426 | 20 Anson Road #13-01 Twenty Anson Singapore 079912 |

(1) Initially established as Toyota Motor Management Service Singapore Pte. Ltd., which was changed to its actual name in 2001.

| | |
|----------------|-------|
| Facilities | 5 |
| Employment | 1,109 |
| Production QTY | N/A |



Vietnam

Facilities

11

Employment

18,494

Production
QTY

103,157

■ AUTOMOBILE PRODUCTION COMPANIES

| Manufacturer | Company Name/facility name | Est. | Capitalization (x 1 million) | Equity Stake | Products | Employees | Location |
|-----------------|---|--------|---------------------------------|-----------------|--|------------|------------------|
| Hino | Hino Motors Vietnam Ltd. | Jun.96 | USD 8.11 | 51% | Trucks and buses | 150 | Hanoi |
| Honda | Honda Vietnam Co., Ltd. | Mar.96 | USD 62.9 | 70%(*1) | City | 12,000(*3) | Vinh Phuc |
| Isuzu | Isuzu Vietnam Co., Ltd. | Oct.95 | USD 15 | 42% | Heavy Duty Trucks, Medium Duty Trucks, Light Duty Trucks & Bus Chassis | 426 | Ho Chi Minh City |
| Mazda | Thaco Mazda Automobile (*2) | Mar.18 | - | 0% | Mazda3, Mazda6, CX-5, CX-8 | - | Quang Nam |
| Mitsubishi | Mitsubishi Motors Vietnam Co., Ltd. | Apr.94 | USD 18 | 41.2% | Outlander | 437 | Ho Chi Minh City |
| Mitsubishi Fuso | Chu Lai Truong Hai Truck Assembly & Manufacturing Co., Ltd | Sep.04 | USD 200 | 100% | Canter, FI, FA, FJ, FOTON, KIA TRUCK | 581 | Chu Lai |
| | THACO LORRY ASSEMBLY & MANUFACTURING COMPANY LIMITED | Jan.20 | USD 225 | 100% | Canter, FI, FA, FJ, FOTON, KIA TRUCK | 581 | Chu Lai |
| Nissan | Tan Chong Industrial Equipment Vietnam Pte. Ltd. (in Da Nang) | Apr.13 | USD60 | 100% | Sunny, X-trail | 230 | Da Nang |
| Suzuki | Vietnam Suzuki Corporation | Apr.95 | USD 79.60 | 100% | Carry | 341(*3) | Dong Nai |
| Toyota | Toyota Motor Vietnam Co., Ltd. | Sep.95 | USD 49 | 70% | Corolla, Vios, Innova, Fortuner | 1,961 | Vinh Phuc |

● R&D & OTHER OPERATIONS

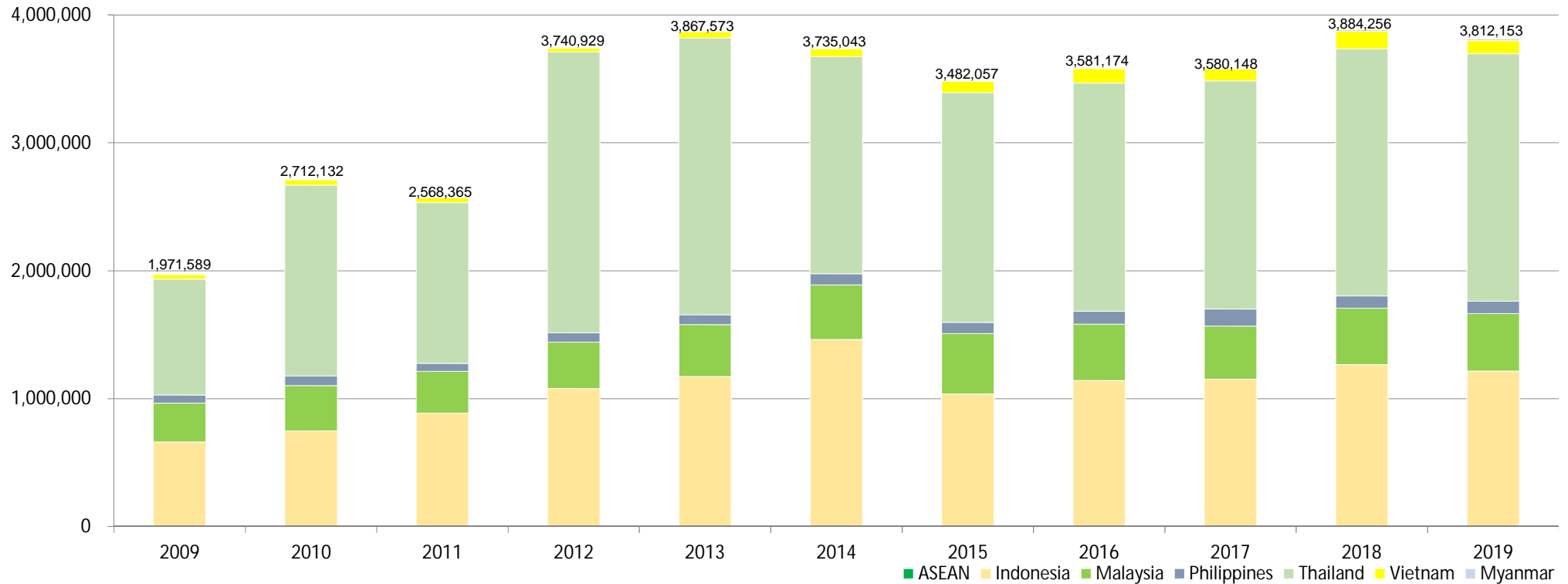
| Manufacturer | Company Name | Est. | Capitalization (x 1 million) | Equity Stake | Functions | Employees | Location |
|--------------|---------------------------------|--------|---------------------------------|-----------------|---------------------------------------|-----------|----------|
| Nissan | Nissan Techno Vietnam Co., LTD. | Jun.01 | USD 3 | 100% | Development for vehicles, unit, parts | 1,787 | Hanoi |

(*1) Honda Vietnam Co., Ltd. is 42% owned by Honda Motor Co., Ltd. and 28% owned by Asian Honda Motor Co., Ltd.

(*2) Mazda CKD assembly operation was moved from old plant (Thaco Premium) to Thaco Mazda Automobile Plant in March 2018.

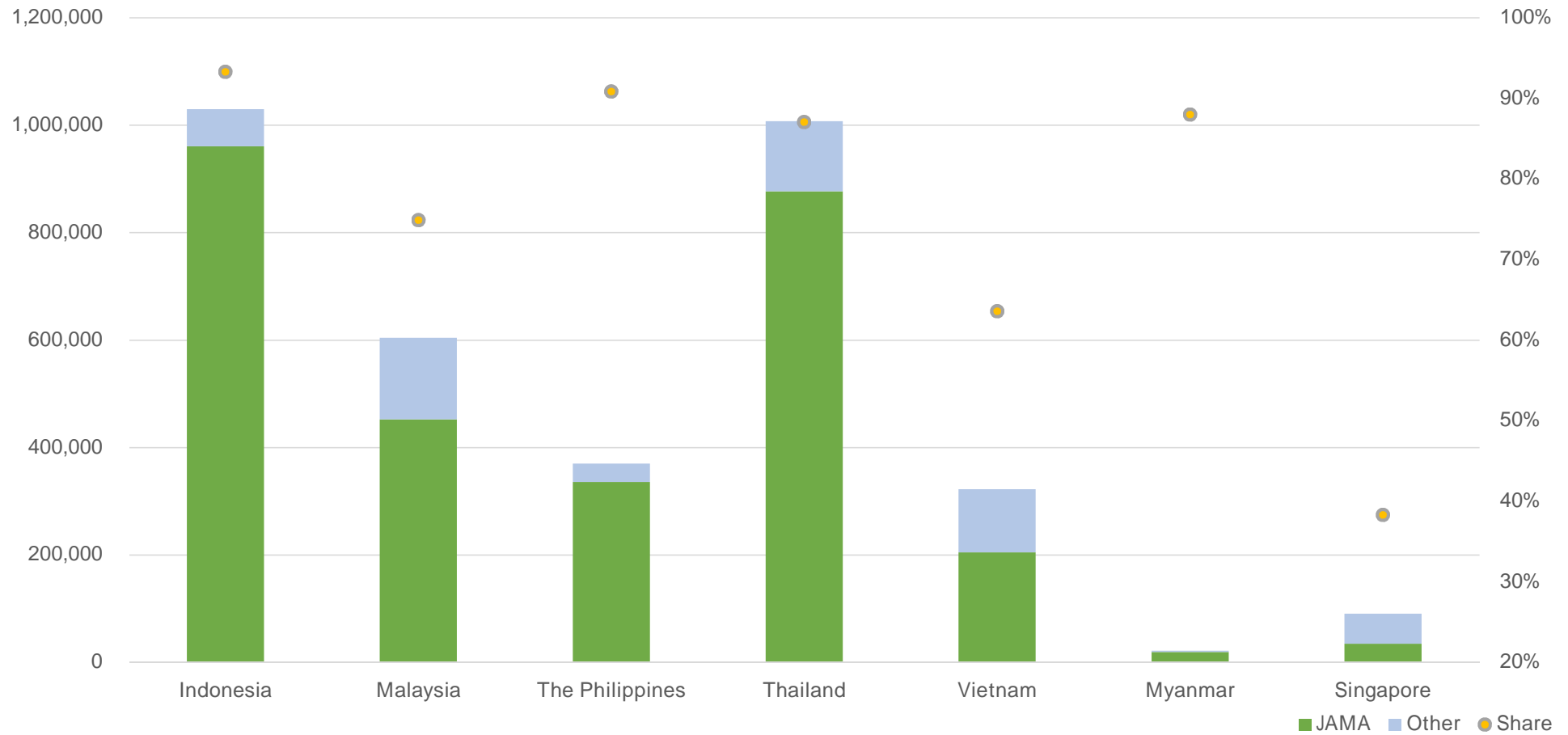
(*3) Inclusive of motorcycle business employees.

Production



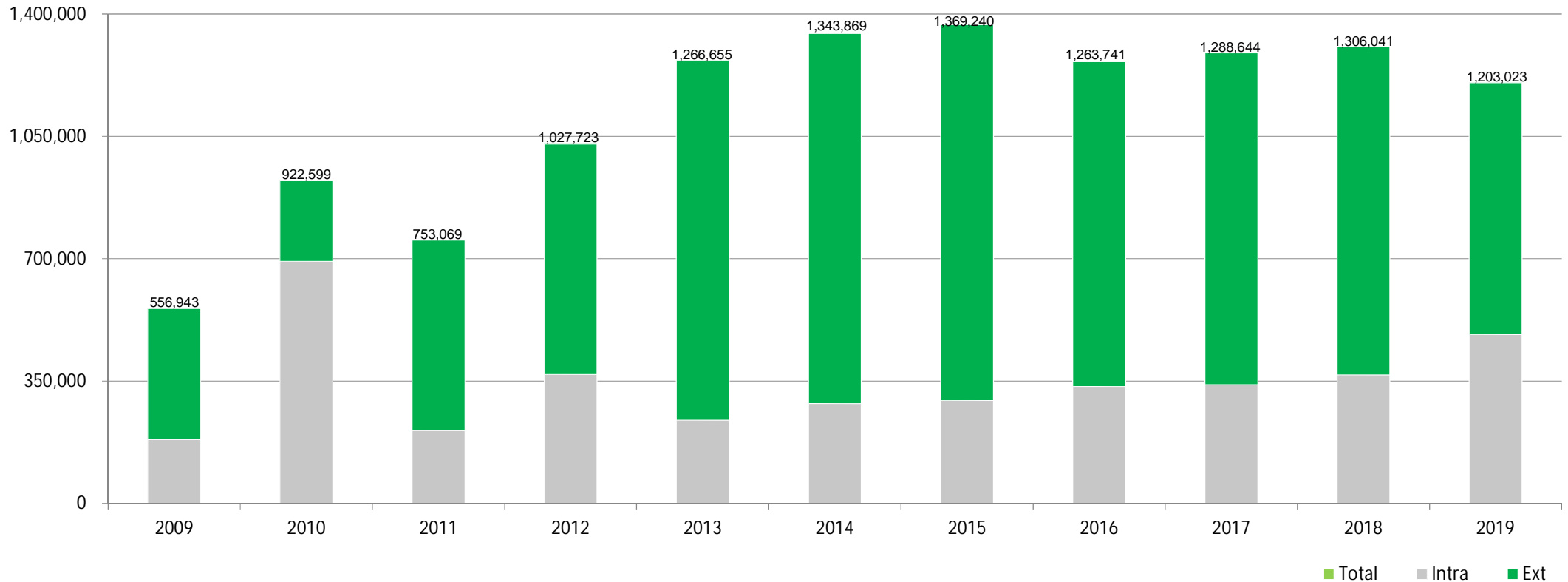
A total of 3.81million passenger cars, trucks and buses were produced in 2019, a 1.9% year-over-year decrease in domestic demand.

Sales



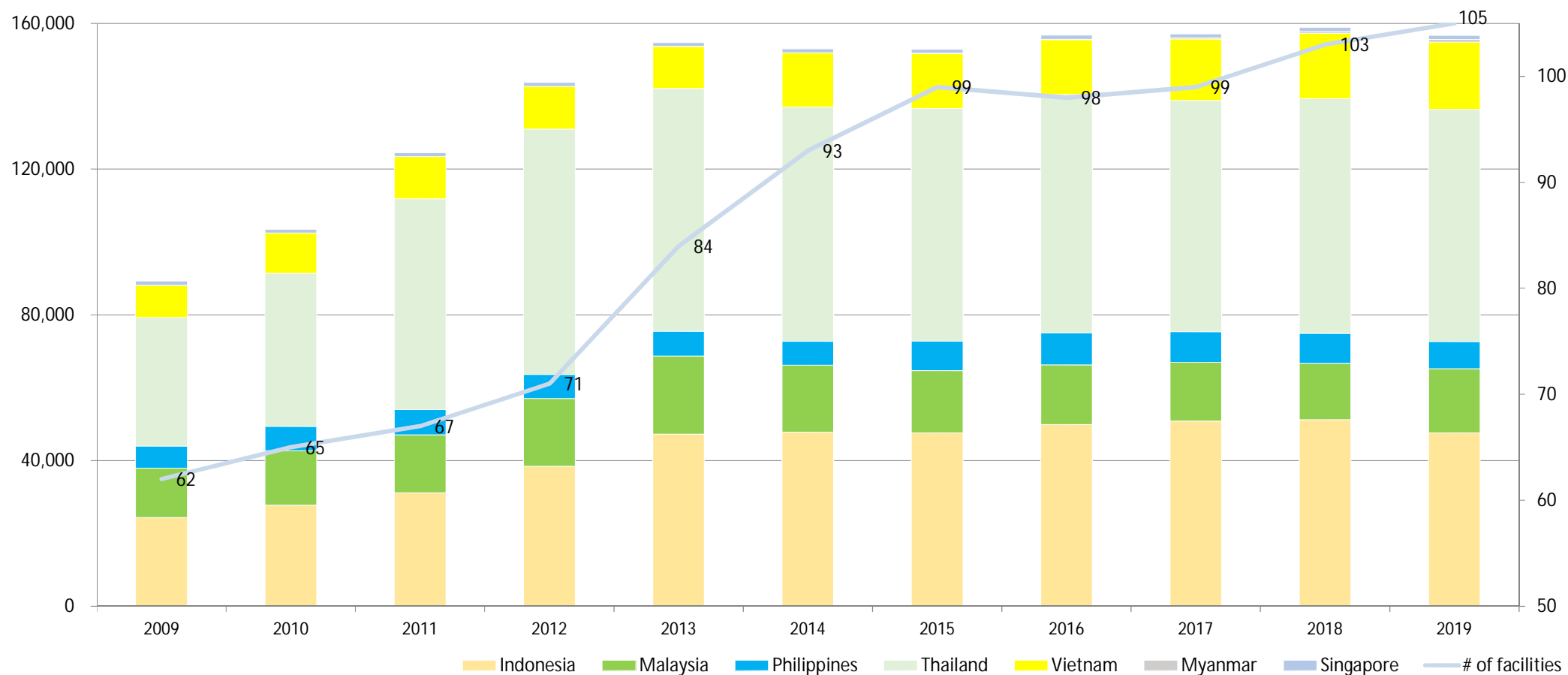
Out of the 3.45 million new passenger cars, trucks and buses sold in ASAN in 2019, JAMA members' vehicles accounted for nearly 84% (2.89 million vehicles), highlighting the key role these partners play in the region.

Export



In 2019, a total of 1.2million passenger cars, trucks and buses were exported by JAMA member companies and their ASEAN counterparts, representing a 7.9% decrease from the previous year. Among these, approximately 720 thousand units were bound for destinations outside ASEAN, with the remaining vehicles classified as intra-ASEAN exports.

Jobs and Facilities



In 2019, a total of 156,718 people were directly employed at 105 JAMA member and ASEAN counterpart facilities. JAMA member's job creation contributes to regional economic growth.