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Plug-in Hybrids

Fuel Cell Electric Vehicles

Hydrogen Vehicles

Next Generation Hybrids

Electric Vehicles



Japan Automobile Manufacturers in America:

Improving Our Quality of Life

EFFICIENT MANUFACTURING

COMMUNITY INVOLVEMENT

NEW TECHNOLOGY

ENVIRONMENTALLY FRIENDLY

NEW JOBS

POSITIVE LABOR PRACTICES

JAMA

2012



Japanese Auto Industry Swiftly Rebounds from Twin Natural Disasters this Spring
 from *The Post and Courier* (Charleston, South Carolina), September 3, 2011



Honda Plans to Add 1,000 Jobs at Indiana Plant
 from *Associated Press*, May 31, 2011

Mitsubishi to Launch 8 New Green Cars by 2016
 from *Mother Nature Network*, January 20, 2011



Toyota Hiring 2,000 as Work Resumes on Blue Springs, Mississippi Plant
 from *USA TODAY*, June 17, 2010

2012 Subaru Impreza – Introducing America’s Most Fuel-Efficient AWD Passenger Car
 from *Road & Track*, April 20, 2011



Electric Nissan LEAF Gets Equivalent of 99 MPG
 from *Wired.com*, November 23, 2010

Hino Works to Help Communities
 From *Parkersburg (West Virginia) News & Sentinel*, June 21, 2011



Mazda Sees Turnaround with Skyactiv Technology
 from *Detroit News*, September 13, 2011



Our Values Begin With People

Has it become cliché to point out, as the 20th century management guru W. Edwards Deming did, that “quality is everyone’s responsibility”? Or that, “We should work on our process, not the outcome of our processes”? Not with us.

The American Deming’s pioneering insights revolutionized auto manufacturing in Japan in the latter part of the 20th century. Japan’s Kaoru Ishikawa, around the same time, contributed the causal diagram we use to evaluate root causes of product design and quality defects while in the process of production. Together these thinkers formed the intellectual foundation of the manufacturing models used by the member companies of the Japan Automobile Manufacturers Association (JAMA). We believe this foundation remains key to our success in the hotly competitive auto market in the U.S. today.

We believe that good ideas spring up everywhere, no matter the country, from people empowered to think, ranging from academics to assembly line workers. Our success depends on being open to them, and taking truth to heart.

Just as intense competition does, crises cause introspection. Our companies were weathering the global great recession — adjusting production, scrapping to hold on to the majority of our U.S. employees while maintaining our commitment to capital investment here — when the devastating earthquake roiled the sea, the land, and all of our lives back in Japan.

In addition to the tragic loss of life, the ensuing tsunami wiped out many roads and rail networks. The electric power grid and ports were badly damaged. Some companies are re-examining “just-in-time” practices and some are considering dispersing parts manufacturing facilities and shortening supply lines, as examples of potential modification of their business models. Whatever each company decides to do, the common factor is the constancy of re-evaluation in pursuit of continuous improvement. Almost everything is on the table.

But a few things are not. We remain committed to the U.S. market, and have actually increased our overall employment, production, and investment in the U.S. during a very tough year. We employed more than 407,000 Americans in manufacturing, R&D, dealerships, and distributorships in 2010. Our total U.S. investment to date stands at more than \$34 billion. In 2010 the percentage of Japanese brand autos sold in America that were made in North America ties our all-time record of 68%. We expect 2011 to be even higher.

We will always be committed to our workers. We know that one of our success secrets has been their empowerment and motivation. Our companies remain dedicated to employment practices that elevate the individual as well as the company — in the U.S., in Japan, and around the world.

And we know, as Edwards Deming said, a successful process must have an aim, not just a result. An aim is a value judgment, he said, and must always relate directly to how life is better for everyone. The aim must include plans for the future. One of our value judgments is that Earth will be a better home for all of us when all of us depend less on fossil fuels. JAMA companies created the market for environmentally friendly vehicles. JAMA companies continue to dominate in the percentage of hybrid and other fuel-friendly cars on U.S. roads and around the world. And the continuing, aggressive JAMA company investments in research, technology, and cutting-edge design demonstrate that we intend to keep it that way.

An American and a Japanese helped revolutionize our business. Today, competition between global companies primarily headquartered in Japan and the U.S. is remaking the world industry. This brochure documents our U.S. market achievements in the last year, hints at the future, and reaffirms our values. We hope Edwards Deming and Kaoru Ishikawa would be proud.

Cars on the Road: New Environmental and Energy-Efficient Technologies



Mitsubishi i

JAMA members pioneered many of the environmental and energy-efficient technologies that have become ubiquitous in the automotive marketplace today. Their dedication to preserving the environment, while offering world-class products that customers want, continues, as evidenced by the growing number of eco-friendly vehicles available in America. The vast majority of these cars on the road in America are produced by Japanese automakers, as shown in a chart on page 13.



Toyota Prius Plug-in Hybrid

Mitsubishi i

The U.S. Environmental Protection Agency (EPA) gave the Mitsubishi i (the North American version of the i-MiEV), an all-new battery-powered electric vehicle, a “real world” driving range of 62 miles on one charge and 112 miles-per-gallon equivalent (MPGe) in combined driving. Better yet, the stylish, fun-to-drive vehicle is the most affordable, mass-produced electric-powered vehicle in the U.S.

Toyota Prius Plug-in Hybrid

Toyota, the world leader in hybrid passenger vehicles and SUVs, introduced the Prius Plug-in Hybrid at the “Green Drive Expo” in Richmond, California, in September 2011. The Plug-in, which gets 87 MPGe in combined driving and 49 MPGe in hybrid mode, is the latest in the Prius family of fuel-efficient cars.



Honda FCX Clarity

Honda FCX Clarity

Since Honda introduced its first fuel cell vehicle in 1999, the company has perfected its fuel stacks, making them smaller, lighter, and more powerful. As a result, the design of the FCX Clarity has gone from tall and boxy to sleek, elegant, and roomy.



Nissan LEAF

Nissan LEAF

Powered only by electricity, the Nissan LEAF does not emit carbon dioxide and provides passengers with an amazingly quiet and smooth driving experience. What’s more, its specialized IT system tells drivers how far they can travel on a single charge and allows them to control the air conditioning and recharging from a cell phone or computer. LEAF’s design supports a comfortable electric vehicle-based lifestyle.

Hino COE Diesel-Electric Hybrid

Hino engineers designed the all-new Hino COE Diesel-Electric Hybrid specifically for the North American market. The diesel-electric hybrid, which meets or exceeds the U.S. EPA’s emission regulations by using an optimized Selective Catalytic Reduction (SCR) system, is a giant leap for alternative-fuel commercial vehicles in North America. Hino’s SCR Emissions Reduction System is proprietary technology that lowers nitrogen-oxide emissions by more than 80%.



Hino COE Diesel-Electric Hybrid

Toyota Camry Hybrid

The all-new Camry Hybrid comes equipped with an improved version of the brand’s Hybrid Synergy Drive powertrain, including a new 2.5-liter, four-cylinder engine. Thanks to the powertrain technology and lighter vehicle weight, the 2012 Camry Hybrid LE gets 41 MPG in combined city/highway driving, a more than 30% boost in fuel economy in the EPA combined driving cycle compared with the previous generation.



Toyota Camry Hybrid

Mazda3

Mazda introduced its revamped Mazda3 in 2011, equipping the vehicle with its breakthrough SKYACTIV technology that delivers significantly improved driving performance and fuel economy. The vehicle is Mazda’s first model to combine the newly developed 2.0-liter SKYACTIV-G 2.0 direct injection gasoline engine with the SKYACTIV-DRIVE six-speed automatic transmission, which achieves an EPA rating of 40 MPG in highway driving.



Mazda3

Mitsubishi Fuso Canter Eco Hybrid

Mitsubishi Fuso has achieved a major milestone in hybrid truck sales, selling more than 1,200 units of the Canter Eco Hybrid light-duty truck in Japan and international markets. It is the most fuel-efficient hybrid truck in Japan in the two-ton class. The latest version reduces carbon-dioxide emissions while increasing fuel economy to about 27 MPG, depending on operating conditions.

Mitsubishi Fuso Canter Eco Hybrid



Japanese Automakers' Positive Labor Practices in America



Paul Broughton is shown here with his magnetic fixture invention.



Honda associates, on company time, are making care packages for a food pantry and assembling pre-fabricated furniture for needy families.

Japanese automakers operating design and manufacturing facilities in the U.S. have a well-deserved reputation for putting their 54,238 employees and the communities they live in first. Among other practices, they encourage employees to suggest workplace improvements; they pay them to work for local non-profit organizations during non-production days; and they train their employees to use their world-renowned manufacturing practices. Here is a snapshot of the positive labor practices that distinguish Japanese-owned facilities in the U.S.

Workplace Improvements

Paul Broughton, a 15-year veteran of **Honda of America Manufacturing, Inc.**, developed a magnetic fixture to separate thin, one-inch gaskets. The invention features two magnets — one at the top and one on the bottom — that forces spacing between the parts and makes it easier for associates to grab the parts during production. It also prevents the gaskets from sticking together and risking a “double install,” which could cause an exhaust leak. Honda is using the invention at each of the company’s three engine assembly lines in Anna, Ohio, and plans to also use it at plants in Indiana, Alabama, and England.

Community Service on Company Time

Faced with non-production days at three assembly plants in Ohio following the Japanese earthquake and tsunami, **Honda** offered employees opportunities to work for local non-profit organizations on company time. Though they reported for work, they did not go to the assembly line. Instead, more than 500 associates assembled pre-fabricated furniture for needy families, made care packages for a food pantry, and participated in other community-service activities.

Sharing Production Know-How

Toyota’s North American Production Support Center in Georgetown, Kentucky, nurtures professionals and helps plants learn how to prepare for the production of redesigned and/or different vehicle models. The intensive, two-week program, based on Toyota’s world-renowned management values — *Kaizen* (continuous improvement) and Respect People — teaches special classes in assembly, painting, and other subjects. The center’s goal is instilling in trainees the importance of quality, safety, and efficiency. In exchange, trainees are expected to take their new knowledge and skills to their respective plants to pass along to other team members.

Community Involvement Improves Americans' Quality of Life

Japanese automakers are known for high-quality vehicles. They also are becoming known in America for their dedication to community and service.

Environmental Conservation

The **Mazda Foundation USA**, in partnership with the Student Conservation Association, operates the “Save our American Resources” program. Over the past 13 years, 600 student interns have volunteered more than 410,000 hours working on environmental conservation in all 50 states and the District of Columbia.



Save our American Resources, Mazda

Employees of **Hino Motors Manufacturing USA** in Williamstown, West Virginia, took to the streets and parks in June 2011 for the company’s environmental and community day. The company is environmentally minded and committed to giving back to the communities in which its employees live and work. Removing litter is part of that consciousness.



Environmental and Community Day, Hino

Safety Research

In September 2011, **Toyota’s Collaborative Safety Research Center** announced 10 new research initiatives with six leading U.S. universities and research institutions to promote the development, testing, and implementation of new automotive safety technologies across America. The new projects aim to reduce driver distraction and better protect the most vulnerable traffic populations.

Educational Outreach

Since 2004, **Honda** has sponsored the National Robotics Challenge. In April 2011, more than 900 elementary-to-college-age students from 10 states gathered in Marion, Ohio, to show their engineering prowess. Honda employees judged the various events, offering advice and encouragement. “The focus of these events is on creating excitement for students in the field of engineering,” said the Challenge director.



National Robotics Challenge, Honda

In July 2011, employees of the **Nissan Technical Center** in Farmington Hills, Michigan, kicked off a six-week summer enrichment program teaching 35 Michigan-area high school students the inner-workings of the automotive industry. Called “Vehicle Design In and Out,” the program gave the budding engineers a snapshot of the design process required to bring a new vehicle to market.

Subaru of Indiana Automotive (SIA) and the Indiana State Police jointly sponsor “Safe I Am,” a free safe-driving program for young people.



Safe I Am, Subaru

Auto Production, Investment, and R&D Create U.S. Jobs

Japanese automakers (including distributors) and their dealers employed 407,451 Americans in 2010. Of these, 29 manufacturing plants employed 50,260, while the automakers' 33 major R&D and design centers employed 3,978. Dealers and distributors employed the rest. (Please see the map for facility locations and types and the chart below for detailed employment figures.)



Toyota Calty Design Research • Newport Beach, California



Subaru Research and Development, Inc. • Ann Arbor, Michigan



Honda Manufacturing of Indiana, LLC • Greensburg, Indiana



Toyota Motor Manufacturing, Indiana • Princeton, Indiana



Honda of America Manufacturing, Inc. • Marysville, Ohio



Nissan North America, Inc. • Smyrna, Tennessee

Number of Americans Employed by Japanese Automakers and Dealers in the U.S. During 2010

Japanese-Brand Vehicle Makers' Manufacturing Employees	50,260
Japanese-Brand Vehicle Makers' R&D and Design Employees	3,978
Japanese-Brand Vehicle Dealers' Employees	334,102
Japanese-Brand Vehicle Distributors' Employees	19,111
Total Employees	407,451

Map Key

- Vehicle Manufacturing Plant
- Engine Manufacturing Plant
- Parts Manufacturing Plant
- R&D Center
- Design Center

* Production to begin in 2011. Please see pages 9, 10, and 11 for more details on these facilities.

Source: Japanese Automakers Note: There are 6,274 dealer franchises selling Japanese-brand vehicles.

Japanese Automakers' Production, Employment, and Investment In the U.S.

Name of Manufacturer	Name of Company	Location	Products	Units Produced in 2010	Production Capacity	Employees	Total Investment (\$ million)
Subaru	Subaru of Indiana Automotive, Inc.	Lafayette, IN	Legacy, Outback & Tribeca	246,139	262,000	3,486	1,212
			Toyota: Camry				
Isuzu	DMAX, Ltd.	Moraine, OH (Joint Venture:GM)	Diesel Engines	54,890	200,000	529	536
Honda	Honda of America Manufacturing, Inc.	Marysville, East Liberty & Anna, OH	Accord, Accord Crosstour, CR-V, Element, Acura TL & Acura RDX	587,304	680,000	10,400	6,800
			Engines	771,642	1,180,000		
	Honda Transmission Manufacturing of America, Inc.	Russels Point, OH	Automatic Transmissions	599,404	800,000	1,000	425
	Honda Manufacturing of Alabama, LLC	Lincoln, AL	Odyssey, Pilot, Ridgeline & Accord	272,082	300,000	4,100	1,400
			Engines	272,231	300,000		
	Honda Precision Parts of Georgia, LLC	Tallapoosa, GA	Automatic Transmissions	263,601	300,000	450	150
	Honda Manufacturing of Indiana, LLC	Greensburg, IN	Civic	95,120	200,000	1,100	550
Mazda	Auto Alliance International, Inc.	Flat Rock, MI (Joint Venture: Ford)	MAZDA6 Ford: Mustang	45,138 ¹	240,000	1,867	1,900
Mitsubishi	Mitsubishi Motors North America, Inc.	Normal, IL	Eclipse, Galant, Eclipse Spyder & Endeavor	29,318	110,000	1,308	1,689
Nissan	Nissan North America, Inc. (Smyrna & Decherd)	Smyrna & Decherd, TN	Altima, Altima Hybrid, Altima Coupe, Frontier, Xterra, Maxima & Pathfinder	282,434	550,000	4,200	3,183
			Engines	535,505	950,000		
	Nissan North America, Inc. (Canton)	Canton, MS	Altima, Titan, Armada, & NV Commercial Vehicle	229,064	400,000	3,300	2,060

Data for this chart is continued at the top of page 10, with combined totals at the bottom.

Name of Manufacturer	Name of Company	Location	Products	Units Produced in 2010	Production Capacity	Employees	Total Investment (\$ million)
Toyota	TABC, Inc. (TABC)	Long Beach, CA	Catalytic Converters	964,871	3,000,000	482	269
			Steering Columns	122,365	210,000		
			Substrates	907,863	n/a		
			Stamping Parts	11,361,380	24,000,000		
			Sub-assemblies	3,052,021	4,600,000		
	Toyota Motor Manufacturing Kentucky, Inc. (TMMK)	Georgetown, KY	Camry, Camry Hybrid, Avalon & Venza	371,694	500,000	6,840	5,677
			Engines	460,000	500,000		
	Bodine Aluminum, Inc. (BODINE)	St. Louis & Troy, MO Jackson, TN	Cylinder Heads	1,769,650	n/a	1,034	578
			Engine Brackets	422,147	n/a		
			Cylinder Blocks	1,234,204	n/a		
			Transmission Cases & Housings	347,598	n/a		
	Toyota Motor Mfg., West Virginia, Inc. (TMMWV)	Buffalo, WV	Engines	563,878	620,000	1,081	1,035
			Transmissions	284,543	270,000		
	Toyota Motor Mfg., Indiana, Inc. (TMMI)	Princeton, IN	Sequoia, Sienna & Highlander	243,992	350,000	4,540	3,675
Toyota Motor Mfg., Alabama, Inc. (TMMAL)	Huntsville, AL	Engines	222,776	370,000	851	465	
Toyota Motor Mfg., Texas, Inc. (TMMTX)	San Antonio, TX	Tundra, Tacoma	150,098	200,000	2,987	2,119	
Toyota Motor Mfg., Mississippi, Inc. (TMMMS) (Starting in 2011)	Blue Springs, MS	Corolla	*	150,000*	2,000* Approx.	800*	
Hino	Hino Motors Mfg., U.S.A., Inc. (California)	Ontario, CA	Vehicle Components for Toyota Vehicles	113,762	180,000	180	56
	Hino Motors Mfg., U.S.A., Inc. (Arkansas)	Marion, AR	Differential, Rear Axle & Suspension-Related Parts for Toyota Vehicles	139,691	336,000	339	223
	Hino Motors Mfg., U.S.A., Inc. (West Virginia)	Williamstown, WV	Class 6-7 Commercial Vehicles	4,095	6,750	186	25
Total	Vehicles 2010			2,556,478	3,798,750	50,260	34,027
	Engines 2010			2,880,922	4,120,000		

Source: Japanese Automakers; all data as of December 2010 Note: ¹ Units produced for Mazda only * Projected for 2011

R&D and Design Centers Meet American Consumers' Requirements

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 tastes and needs.

Name of Company	Headquarters, Division Offices	Current Functions
Hino Motors Manufacturing, U.S.A., Inc.	Farmington Hills, MI; Williamstown, WV	1, 5, 8
Honda R&D Americas, Inc.	Torrance, CA; Raymond & East Liberty, OH; Detroit, MI; Denver, CO; Cantil, CA	1, 2, 3, 4, 5, 6, 7
Isuzu Manufacturing Services of America, Inc.	Detroit, MI; Los Angeles, CA	2, 3, 4, 6
Mazda North American Operations, Inc.	Irvine, CA; Flat Rock, MI	1, 2, 3, 4, 5, 6, 7
Mitsubishi Motors R&D of America, Inc.	Ann Arbor, MI; Normal, IL; Washington, DC; Cypress, CA	1, 2, 3, 5, 6
Nissan Technical Center North America, Inc.	Farmington Hills, MI; Sacramento, CA; Canton, MS; Smyrna, TN	1, 2, 3, 5, 6, 7
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, MI; Plymouth, MI; Gardena, CA; Wittmann, AZ; Sacramento, CA; Saline, MI	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
- 2) Evaluation of parts

- 3) Evaluation of vehicles
- 4) Styling & general design
- 5) Parts design

- 6) Vehicle design
- 7) Prototype production
- 8) Technical support & marketing research

Source: Japanese Automakers

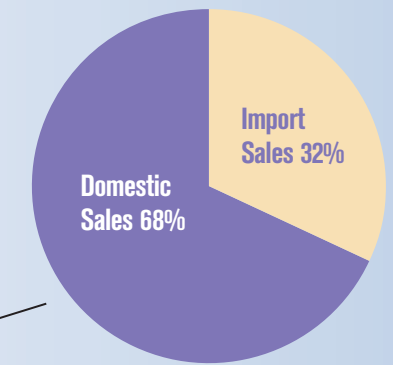
68% of Japanese-Brand Vehicles Sold in the U.S. Are Built in North America

Japanese automobile companies currently build 68% of the vehicles they sell in the U.S. within North America (U.S., Canada, and Mexico).

Japanese-Brand Sales in the U.S. (Units)

Source: Ward's Automotive Reports

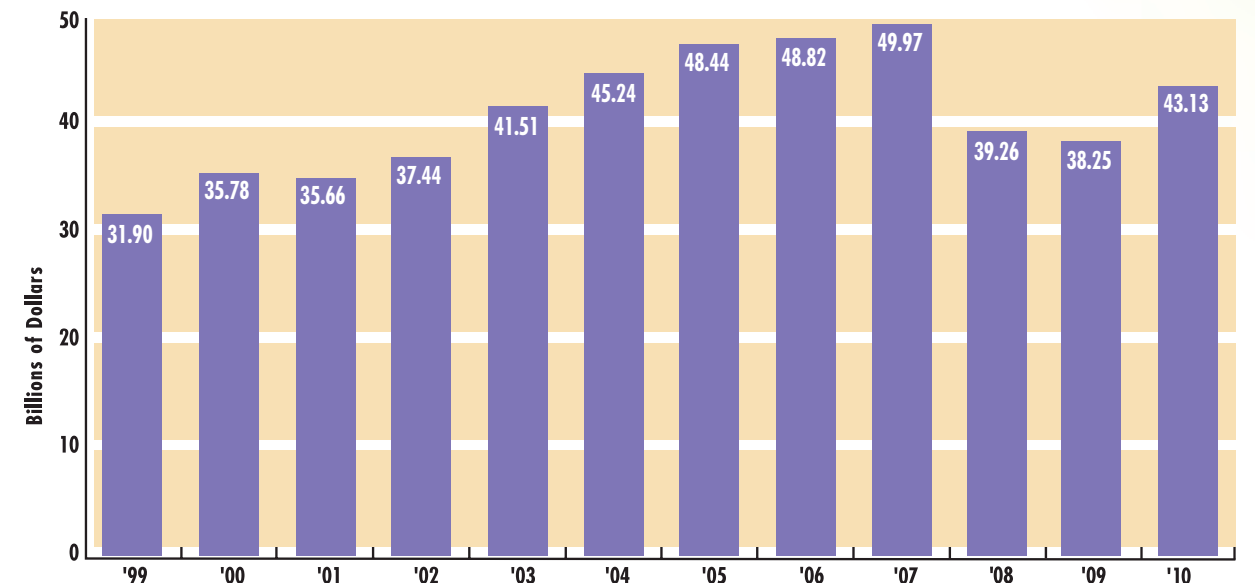
Year	Total Sales	Domestically Built	Imported	% Domestic
2006	5,773,943	3,627,634	2,146,309	63%
2007	5,966,527	3,743,624	2,222,903	63%
2008	5,238,985	3,240,634	1,998,351	62%
2009	4,209,768	2,764,228	1,445,540	66%
2010	4,477,389	3,066,433	1,410,956	68%



Note: Industry statistical sources record vehicles built in the North American Free Trade Agreement (NAFTA) region as domestic U.S. sales. Historical data is available at www.jama.org/industry_trends.html.

Purchases of U.S. Auto Parts Reflect Growth, Recession, and Recovery

In the early years, the purchases of U.S. auto parts by Japanese automakers grew steadily along with the growth of the U.S. economy and their expansion of production in the U.S., peaking at \$49.97 billion in Japan fiscal year 2007. Recession took its toll in 2008 and 2009, but parts purchases recovered somewhat in 2010, reaching \$43.13 billion.



Source: Japanese Automobile Manufacturers Association, Inc. Note: Data includes purchases of U.S. auto parts by JAMA members for vehicles built in both the U.S. and Japan.

Exports Contribute to the U.S. Economy

Japanese auto companies export cars from their U.S. plants, in addition to meeting U.S. consumer demand. In 2010, Japanese manufacturers' affiliates in the U.S. exported 291,690 American-built cars and trucks to countries around the world. These exports consisted of 21.2% of total new vehicle shipments from the U.S.

U.S. Exports from Japanese Auto Plants in the U.S.

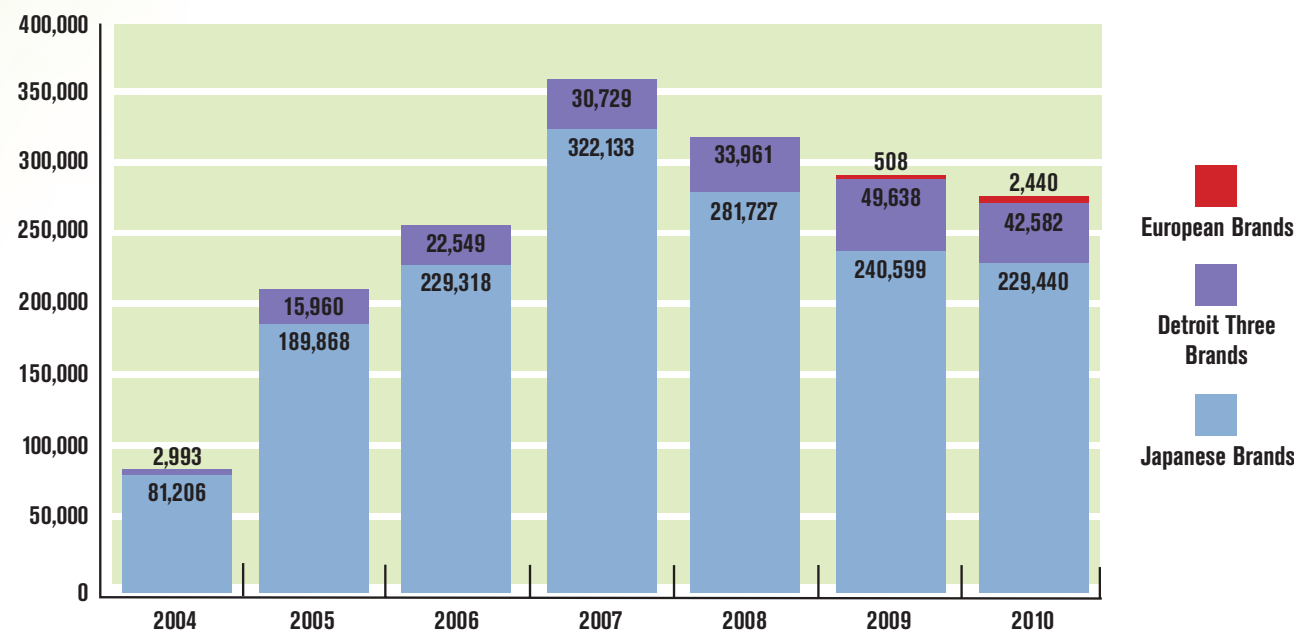
	2006	2007	2008	2009	2010
Car Exports from Japanese Plants in the U.S.	186,058	186,493	142,529	94,162	145,236
Truck Exports from Japanese Plants in the U.S.	89,817	114,395	132,598	76,399	146,454
Car & Truck Exports from Japanese Plants in the U.S.	275,875	300,888	275,127	170,561	291,690
U.S. Car and Truck Exports	1,442,497	1,606,114	1,563,342	994,267	1,373,502
Japanese Plants' Percentage of U.S. Car and Truck Exports	19.1%	18.7%	17.6%	17.2%	21.2%

Source: Japanese Automakers and U.S. International Trade Commission Data Web Note: All exports include exports to Canada and Mexico.

Japanese Brands Make Up 84% of Alternative-Powered Car Sales in the U.S.

While others have entered the alternative-powered vehicle market in the last few years, Japanese automakers still provide the vast majority of hybrid, electric, and fuel cell electric vehicles on the road in the U.S. In 2010, Americans bought 84% of their alternative-powered vehicles from JAMA members.

U.S. Sales of Alternative Power Source Vehicles



Source: Ward's Automotive Reports

Japanese Automakers Respond Decisively After Earthquake



Virtually every Japanese automaker was significantly affected when the Great East Japan Earthquake and the ensuing tsunami hit Japan on March 11, 2011. Some were affected more so than others. Nissan, in particular, suffered colossal damage to its Iwaki engine plant. Floors buckled, overhead ducts and pipes fell down, and infrastructure, other than electricity, shut down, making it impossible to even enter the plant. Though many were spared physical damage to their plants, all were affected by a disruption in the delivery of parts.

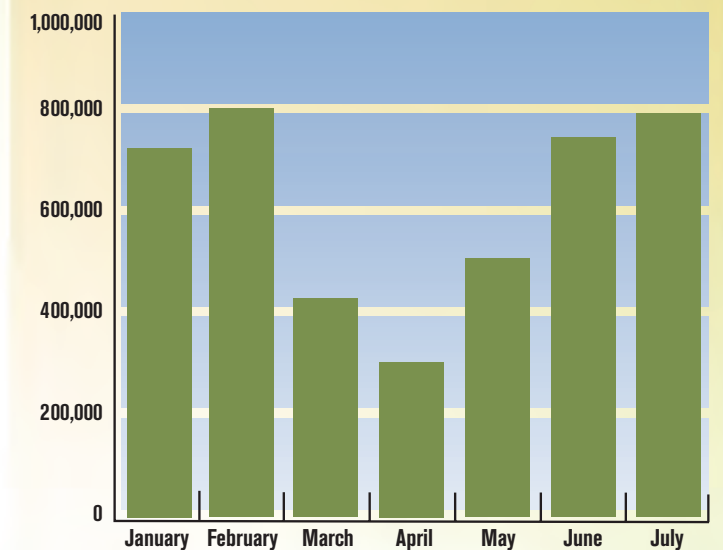
Japanese automakers immediately applied themselves to this challenge. By March 16, JAMA had set up a Supplier Support Task Force to assess the situation at parts suppliers. Over the following weeks, based on information it provided, the automakers dispatched confirmation teams to parts manufacturing plants in the stricken areas, arranged the delivery of generators, fuel, and tools to supplier companies, and dispatched a total of 6,700 personnel to help in clean-up efforts at parts plants.

Cooperation Pays Off

The cooperation paid off. Within four months of the disaster, Japanese auto production had returned to pre-earthquake levels (see chart). Within a month, Nissan's Iwaki plant had resumed operations, and began normal production within two months — two weeks earlier than planned.

Though JAMA companies can look back and marvel at the power of mutual cooperation in times of tragedy, automakers have learned hard lessons from the experience. Toyota, for one, is now working on a plan to "earthquake-proof" its supply chain, allowing for much faster recovery times following a disaster.

Auto Production Quickly Recovers in Japan



Japan's devastating earthquake damaged Nissan's Iwaki engine plant. The image shows fallen ducts and pipes.



The Mitsubishi Fuso Canter trucks shown here were deployed to assist in clean-up efforts following Japan's devastating earthquake.