

R&D AND DESIGN CENTERS MEET AMERICAN CONSUMERS' REQUIREMENTS

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, 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.