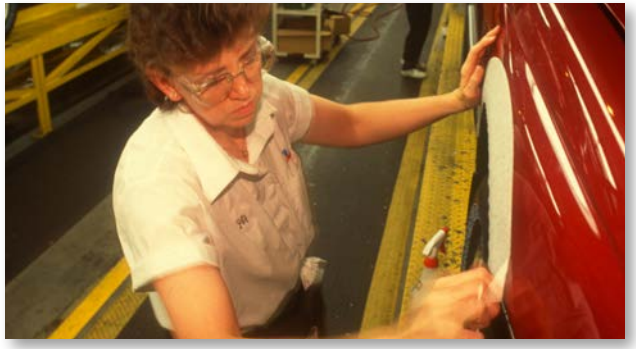

40 YEARS OF MANUFACTURING EXCELLENCE IN AMERICA

In the 40 years since the first Japanese-brand automakers began production in America, they have established a legacy of manufacturing excellence, have become an integral part of the U.S. auto industry, and continue to strengthen local economies throughout the country.

Japanese-brand automakers' long history and deep-rooted partnerships with American workers and their local communities are key pillars of their success. As the auto industry continues to pursue greater innovations in technology and sustainability, JAMA members remain committed to a future of excellence here in America.

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JAMA MEMBERS' U.S. ECONOMIC IMPACT

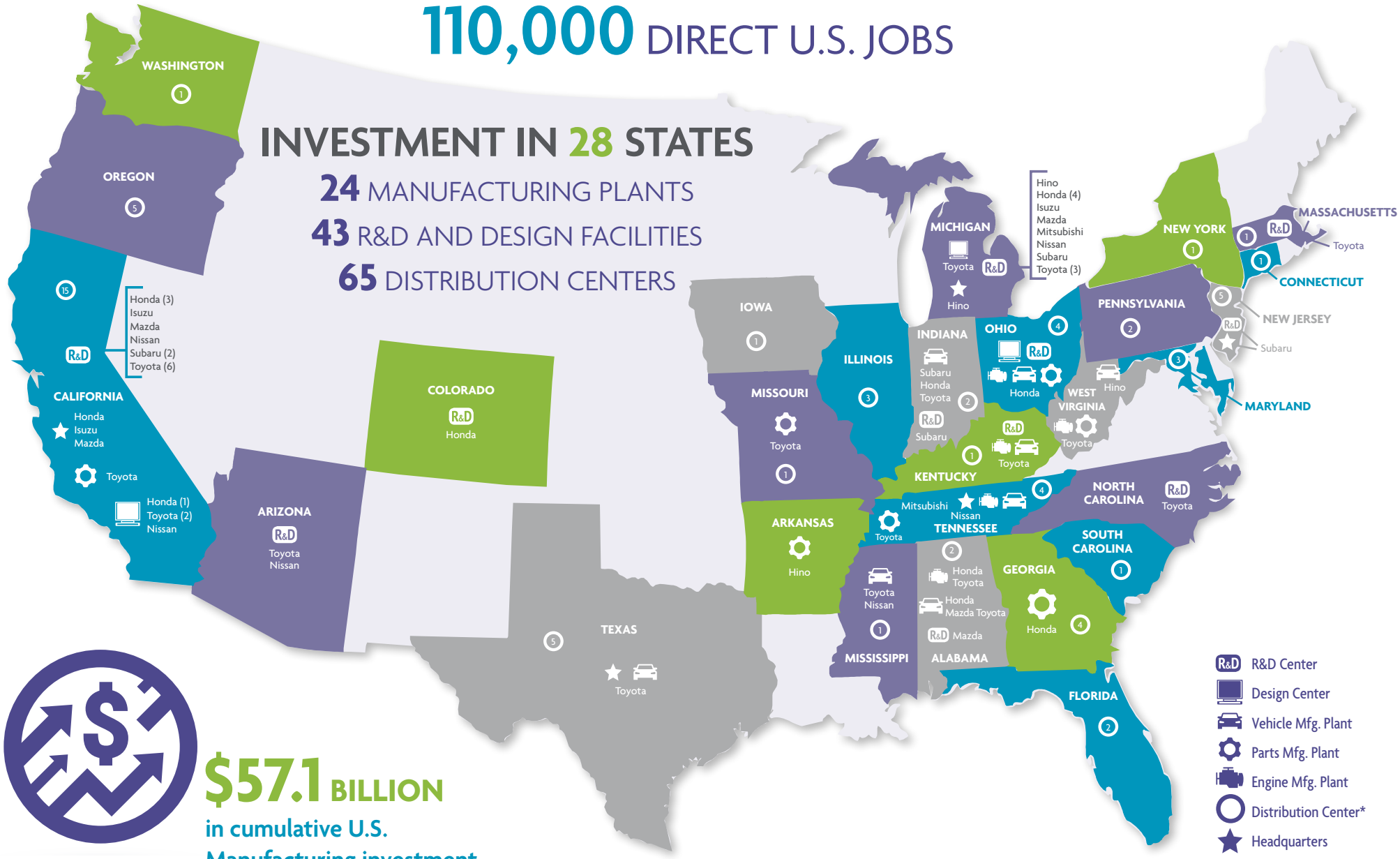
110,000 DIRECT U.S. JOBS

INVESTMENT IN 28 STATES

24 MANUFACTURING PLANTS

43 R&D AND DESIGN FACILITIES

65 DISTRIBUTION CENTERS



$57.1 BILLION
in cumulative U.S.
Manufacturing investment

- R&D Center
- Design Center
- Vehicle Mfg. Plant
- Parts Mfg. Plant
- Engine Mfg. Plant
- Distribution Center*
- Headquarters

*Number of distribution centers indicated inside circle

In 2021
more than

2.7 MILLION VEHICLES

&

3.4 MILLION ENGINES BUILT

Nearly

1/3 of all vehicles produced in the U.S. are made by Japanese-brand automakers

301,953
Vehicles exported from Japanese-brand auto plants in the U.S. in 2021

45 MODELS DESIGNED OR DEVELOPED IN THE U.S.

40 Years of Manufacturing Excellence in America

JAMA member companies are deeply rooted in the American auto industry. Since the first Japanese-brand automobile manufacturing facility was built in the U.S. in the early 1980s, JAMA members have continuously increased their investment in America, making a positive impact in local communities, and creating high-quality U.S. jobs.

1982 — **Honda** Vehicle Plant in Marysville, Ohio

1983 — **Nissan** Vehicle Plant in Smyrna, Tennessee

1985 — **Honda** Engine Plant in Anna, Ohio

1988 — **Toyota** Vehicle Plant in Georgetown, Kentucky

1989 — **Subaru** Vehicle Plant in Lafayette, Indiana; **Honda** Vehicle Plant in East Liberty, Ohio; **Toyota** Engine Plant in Georgetown, Kentucky

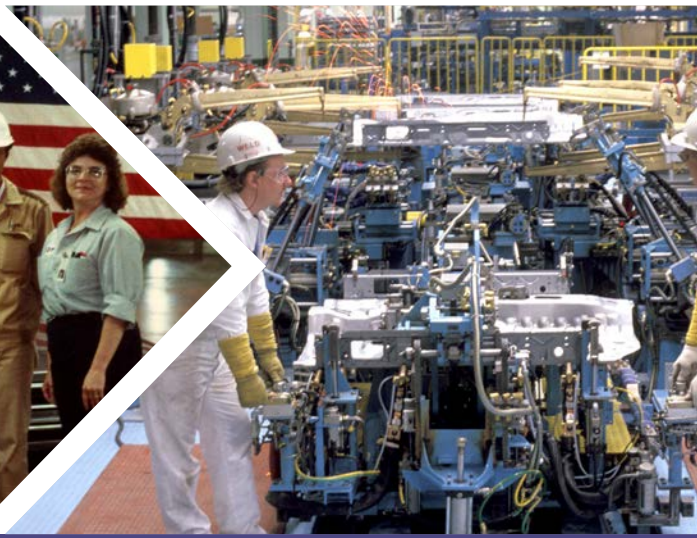
1996 — **Honda** Transmission Plant in Russells Point, Ohio

1997 — **Nissan** Engine Plant in Decherd, Tennessee

1998 — **Toyota** Engine Plant in Buffalo, West Virginia

1999 — **Toyota** Vehicle Plant in Princeton, Indiana

2001 — **Honda** Vehicle and Engine Plant in Lincoln, Alabama



2003

Toyota Engine Plant in Huntsville, Alabama

Nissan Vehicle Plant in Canton, Mississippi

2006

Toyota Vehicle Plant in San Antonio, Texas

Honda Transmission Plant in Tallapoosa, Georgia

2007

Hino Vehicle Plant in Williamstown, West Virginia

2008

Honda Vehicle Plant in Greensburg, Indiana

2011

Toyota Vehicle Plant in Blue Springs, Mississippi

2015

Toyota Lexus Production Launch in Georgetown, Kentucky

2016

Honda Performance Manufacturing Center in Marysville, Ohio

2019

Hino Vehicle Plant Relocates to Mineral Wells, West Virginia

2021

Mazda Toyota Vehicle Plant in Huntsville, Alabama

2025

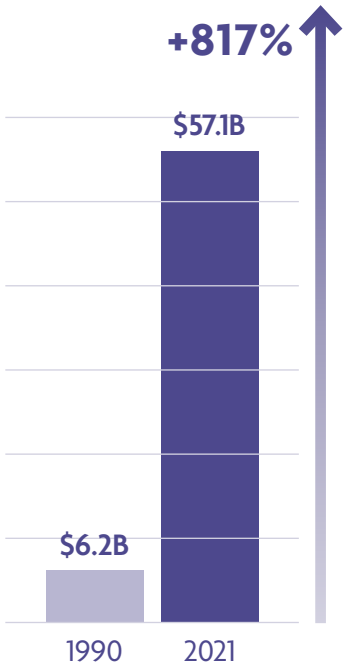
Toyota Battery Plant in Greensboro-Randolph, North Carolina

40 Years of Manufacturing Excellence in America

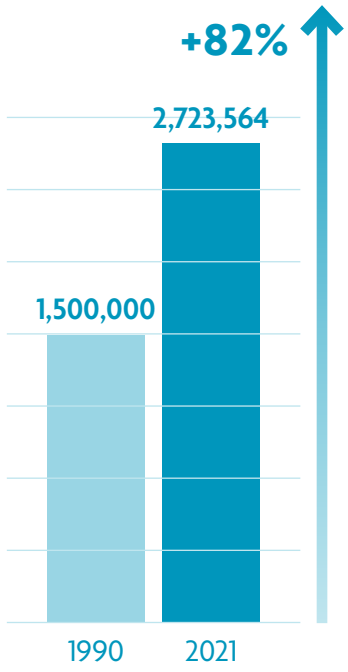
More than **93 MILLION**
vehicles produced since 1982

More than **$1.3 TRILLION**
in U.S. parts purchased since 1986

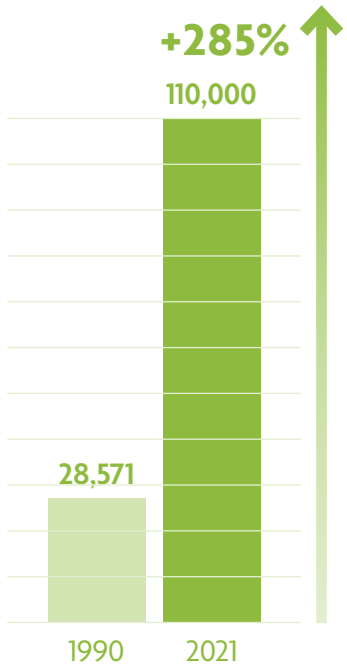
CUMULATIVE MANUFACTURING INVESTMENT (USD)



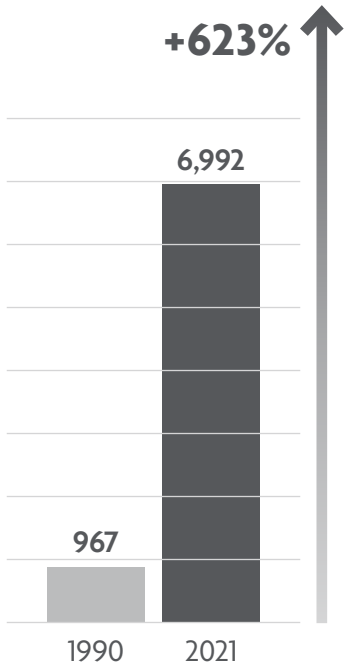
AUTOMOTIVE PRODUCTION (UNITS)

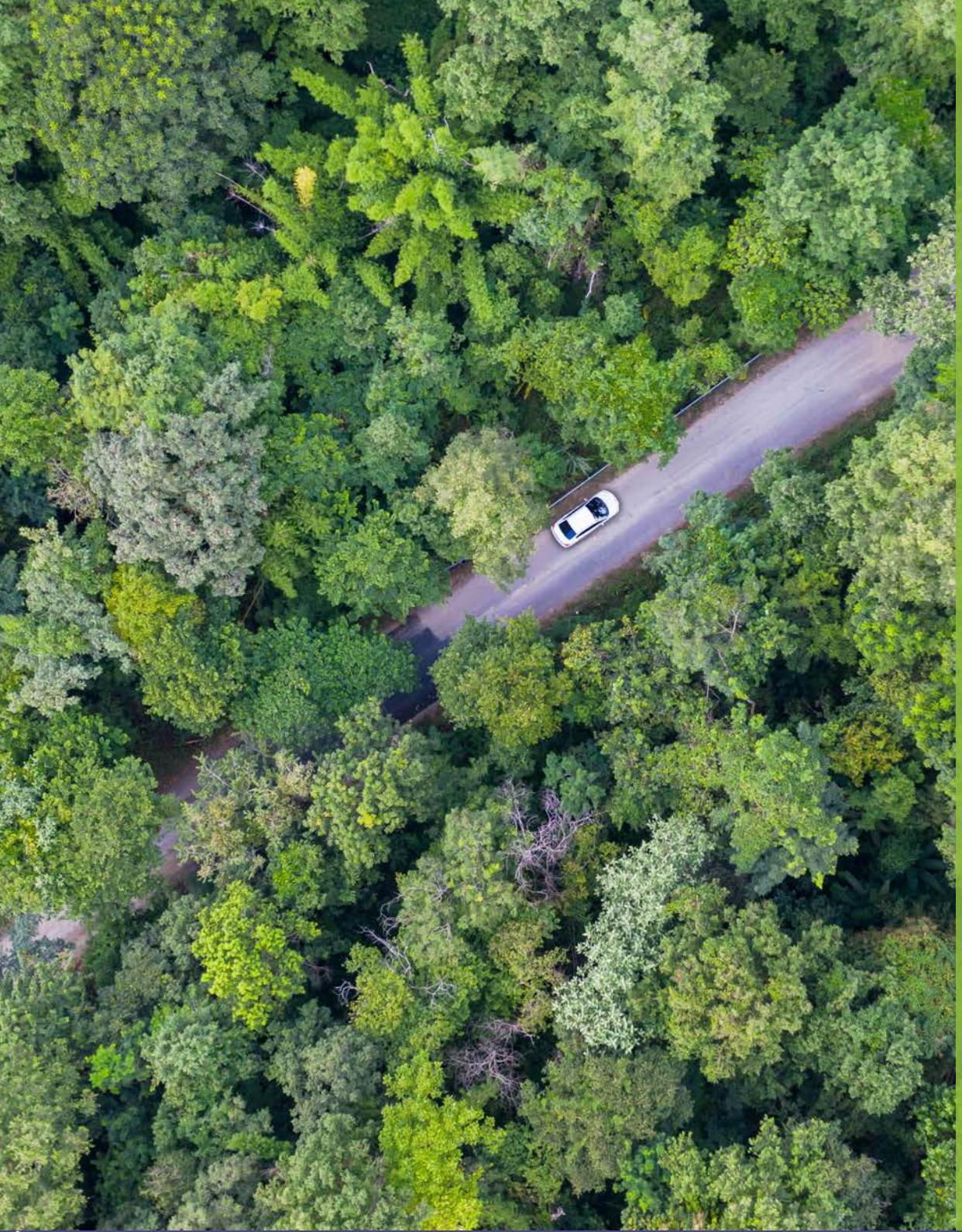


DIRECT EMPLOYMENT



R&D/DESIGN EMPLOYMENT





Japanese-brand automakers have an electrified past, present, and future

The automotive industry is at a critical point in its history. A rapidly increasing need to address climate change is poised to transform automobiles forever as more automakers embrace vehicle electrification and reduce on-road emissions. Japanese-brand automakers have long pioneered the production and sale of electrified vehicles in the U.S. market with the Honda Insight, Toyota Prius, and Nissan LEAF. JAMA members have consistently been leaders in developing electrified vehicle technologies and will continue to shape the future of vehicle electrification in the decades to come.

Japanese-brand automakers have demonstrated leadership in protecting the environment and saving consumers fuel with nearly a quarter-century history of bringing electrified vehicles to market. This includes the world's first mass-produced hybrids, the first mass-produced hybrids to be sold in the U.S., the world's first mass-produced 100% battery electric vehicle, and the first fuel-cell electric vehicle sold to individual consumers.

Japanese-brand automakers represent 60% of all electrified vehicles on the road today.

That's more than **4 million** electrified vehicles on the road using less gas, saving consumers money, and helping the environment.

And by 2030, JAMA members are planning to bring 100 different electrified models to market to meet consumers' varied needs and provide them with a multitude of choices.

HONDA

Honda has expanded its partnership with General Motors to pursue the goal of producing affordable electric vehicles. The companies aim to bring millions of affordable EVs to market in the compact crossover segment starting in 2027.

NISSAN

Nissan has begun the process of upgrading their Canton, Mississippi plant with the latest in EV manufacturing technology to support production of two all-new, all-electric vehicles. The $500 million investment will preserve and upskill nearly 2,000 jobs, and production on the new vehicles is expected to begin in 2025.

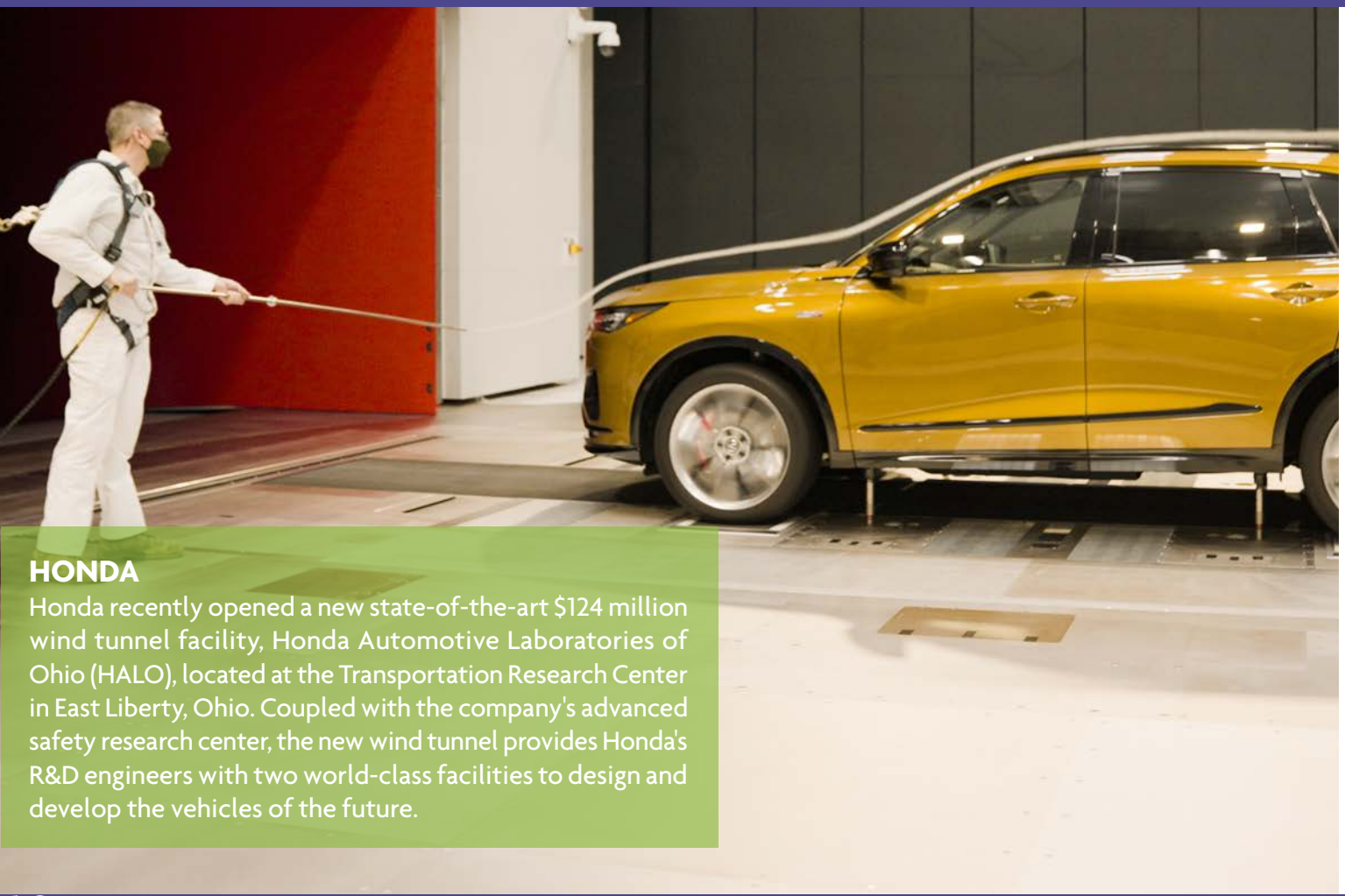
TOYOTA

Toyota Battery Manufacturing, North Carolina (TBMNC) will begin producing batteries in 2025 and is expected to produce enough battery packs for 1.2 million electrified vehicles per year. The $1.29 billion investment is expected to create 1,750 new American jobs.

Current and Upcoming Electrified Models

BEV (battery electric vehicle) | **PHEV** (plug-in hybrid electric vehicle) | **HEV** (hybrid electric vehicle) | **FCEV** (fuel-cell electric vehicle)

Japanese-brand automakers are at the forefront of high-tech innovation



HONDA
Honda recently opened a new state-of-the-art $124 million wind tunnel facility, Honda Automotive Laboratories of Ohio (HALO), located at the Transportation Research Center in East Liberty, Ohio. Coupled with the company's advanced safety research center, the new wind tunnel provides Honda's R&D engineers with two world-class facilities to design and develop the vehicles of the future.

The spirit of innovation is at the heart of Japanese-brand automakers' U.S. operations. Since establishing their first U.S.-based R&D and design facilities in the 1970s, JAMA members have driven innovation in critical vehicle technologies and focused on developing advanced vehicles to meet the needs of American drivers and families. Their deep investments in this arena have supported and strengthened the development of regional innovation hubs throughout the U.S.

TOYOTA

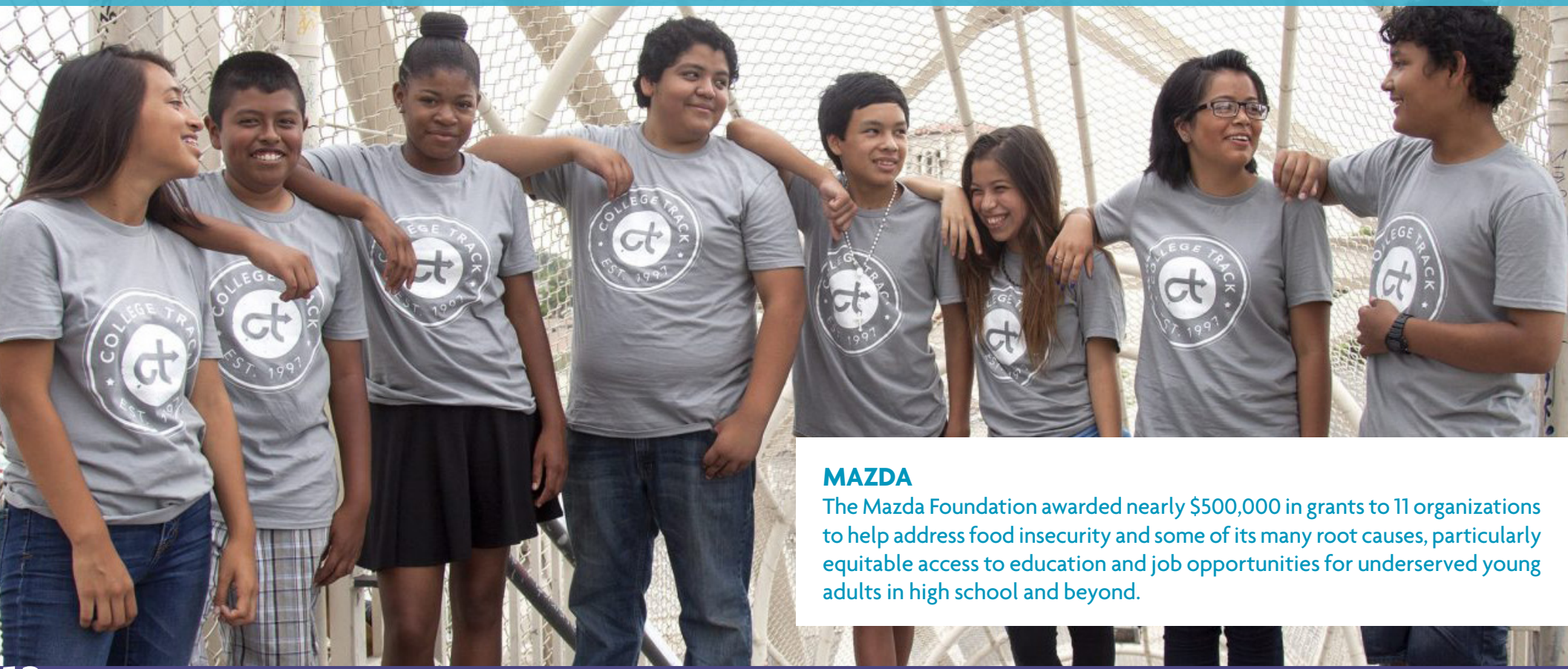
Toyota is expanding its commitment to innovation through a new $6 million investment at the American Center for Mobility in Ypsilanti, Michigan. The investment will allow Toyota to continue to push the envelope on the next generation of automated and advanced driver assistance technology.

NISSAN

Engineers from Nissan are partnering with Sierra Space to help design a crewed Lunar Terrain Vehicle to be used in future exploration of the moon. This is an extension of the work Nissan has already done with NASA and will help the company explore the possibilities offered by autonomy and teleoperations, power management systems, vehicle connectivity, and human-machine interface.

Japanese-brand automakers are investing in the future of the U.S. workforce

Japanese-brand automakers are deeply invested in the future of America's workforce. Through manufacturing, R&D, design, and distribution investments across 28 states; auto industry and high-tech sector partnerships; collaboration with academic/research institutions and U.S. government agencies; and workforce development/science, technology, engineering, arts, and mathematics (STEAM) education programs, JAMA members continue to demonstrate their commitment to the American auto industry and the automotive workforce of the future.



MAZDA

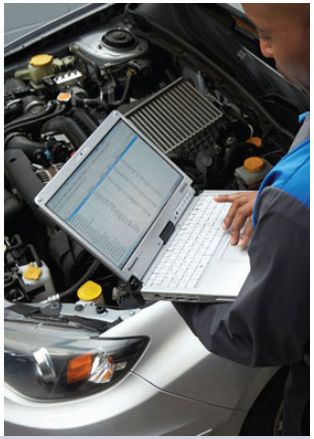
The Mazda Foundation awarded nearly $500,000 in grants to 11 organizations to help address food insecurity and some of its many root causes, particularly equitable access to education and job opportunities for underserved young adults in high school and beyond.

HONDA

For the last five years, the American Honda Foundation (now Honda USA Foundation) has supported 8 Southern California nonprofit educational organizations providing tools, technologies, and support to young men of color in the Greater Los Angeles area. Beyond creating greater interest in STEAM subjects for involved students, teachers report that the Honda STEAM Collaborative also improved student behavior and self-esteem.

NISSAN

Nissan has long supported the YMCA Latino and Black Achievers Programs, which help Tennessee students navigate through a variety of after high school options including college, military, trades, or direct entry into the workforce. Nissan has donated $435,000 over the last ten years and afforded students the opportunity to interact with Nissan employees to better understand opportunities in the automotive industry and beyond.



SUBARU

Subaru added Franklin County Technical School in Massachusetts as a partner site for Subaru University (Subaru-U). Subaru-U is a partnership among Subaru, Subaru retailers, and educational institutions to address the increasing need for automotive technicians at retailer service centers by providing students with training and education on Subaru vehicles and systems.

TOYOTA

For more than 35 years, Toyota's Technician and Education Network (T-TEN) has developed and placed talented, factory-certified technicians in many automotive dealerships across the U.S. Today the T-TEN program continues to evolve as it launches alternative-powered vehicle maintenance training with partner schools across the country.

Japanese-brand automakers support and invest in their local communities

NISSAN
Over the past 30 years, the Nissan Foundation has awarded $13 million to more than 150 nonprofit organizations around the country that work to promote a greater appreciation and understanding of America's diverse cultural heritage.

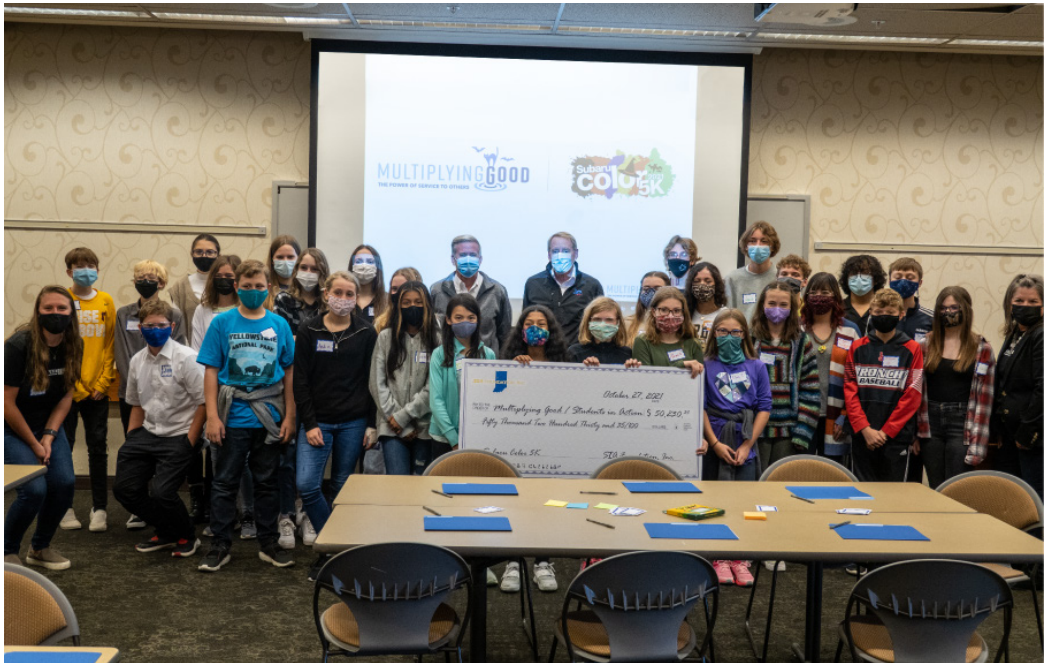
Japanese-brand automakers believe that their success depends on strong partnerships with local communities, which is why they are dedicated to being good corporate citizens. All across the United States, JAMA members and their employees support various causes by engaging in volunteer service, collaborating with nonprofit organizations, and providing charitable donations. These efforts help amplify JAMA members' positive impact in their communities and ensure it goes far beyond their operating facilities.

TOYOTA

Toyota Indiana celebrated its 25th anniversary with a renewed commitment to the Princeton community, including a donation to the YMCA of Southwestern Indiana to open a new facility in Gibson County.

SUBARU

Subaru of Indiana's annual Color 5K raised $50,000 for Students in Action, a local youth program aimed at teaching students in grades 6 through 12 about leadership skills through serving others.



MAZDA

In 2021, Mazda started a new program that provided educators with free oil changes at dealers nationwide. This was an extension of the Essential Car Care (ECC) Program that started in 2020 providing the same services to healthcare workers. The ECC program for teachers ran from July – September 2021.

HINO

Hino donated $10,000 to help build a playground at Williamstown Elementary in West Virginia.

MITSUBISHI

Mitsubishi has continued to give back through its "Small Batch - Big Impact" program. This includes beneficiaries like the Nashville Rescue Mission, a community organization committed to helping the hungry, homeless, and hurting.

HONDA

More than 7,000 volunteers participated in the 5th annual Team Honda Week(s) of Service event, which was extended from one week to the entire summer in 2021, to support projects related to COVID-19 recovery. Honda associates, dealers and suppliers conducted nearly 400 in-person and virtual service activities throughout North America, including beach/park clean-ups, blood drives, canned food drives, school supply collections, and meals/care package delivery.

Japanese-brand automakers have a long history of environmental stewardship

Japanese-brand automakers have a long history of engaging in efforts to protect the natural environment for the benefit of future generations. Through the establishment of environmentally-friendly manufacturing operations and support for various environmental and wildlife protection efforts, as well as ongoing investments in sustainability initiatives, JAMA members continue to demonstrate their lasting commitment to environmental stewardship.

HONDA
All of Honda's U.S. manufacturing plants have earned the U.S. Environmental Protection Agency (EPA) ENERGY STAR Certificate for Outstanding Energy Efficiency for the second year in a row. Honda has reduced the CO2 emissions intensity of its North American automobile production by 12% since 2012 and has cut landfill waste from manufacturing by 90% since 2001.

TOYOTA

Toyota's North American water stewardship strategy helps them recycle and conserve upwards of 600 million gallons of water in any given year. While Toyota can conserve precious water through innovative technology like membrane bioreactors and the use of reverse osmosis systems, they are also able to provide their conservation know-how to other companies, deepening the impact of their efforts.

SUBARU

In 2021, Subaru announced that through their partnership with TerraCycle®, five million pieces of hard-to-recycle waste have been diverted from landfills and incinerators across the country. Once collected, the waste is transformed into useful, high-quality recycled products, like park benches, picnic tables, and playground materials.

NISSAN

Nissan joins with Toyota and other industry partners as part of the Department of Energy's pilot program to test clean, efficient technologies in real-world conditions. The "Industrial Technology Validation" projects tested at Nissan's Canton, Mississippi assembly plant will hopefully accelerate the adoption of cost-effective, emerging technologies that can help decarbonize the industrial sector.

HINO

Hino is participating in a study to improve the air quality and safety around California ports. The study, a joint effort of several different Japanese companies and agencies, will run through 2026. The prototype heavy-duty trucks are hydrogen-powered and were developed as part of Hino's "Project Z," the company's path to zero-emissions heavy duty trucks.

JAMA Members' Production, Employment & Investment in the U.S.

All Data as of December 31, 2021

Total Vehicles Produced in 2021	Total Engines Produced in 2021	Total Manufacturing Employees in 2021	Total Cumulative Manufacturing Investment
2,723,472	3,444,931	69,464	$57.1 BILLION

	Company	Location	Products	Units Produced in 2021	Employees	Total Investment
HINO	Hino Motors Manufacturing U.S.A., Inc.	Marion, AR	Differential, Rear Axle & Suspension	300,975	950	$540 MILLION
			Related parts for Toyota vehicles			
		Williamstown, WV	Class 6-7, 8 Commercial Vehicles	1,084	378	
HONDA	Honda Development & Manufacturing of America, LLC	Marysville, OH	Accord, CR-V, Acura TLX, Acura Integra	245,706	3,500	$10.2 BILLION
		Marysville, OH	NSX, PMC Edition RDX	594	100	
		East Liberty, OH	CR-V, CR-V Hybrid, Acura RDX, Acura MDX	169,876	2,500	
		Anna, OH	Engines	741,038	2,300	
		Russells Point, OH	Automatic Transmissions	599,430	1,000	$1 BILLION
			Gear Sets	1,151,507		
			4WD Systems	269,523		
			4WD Transfer Cases	265,778		
		Lincoln, AL	Odyssey, Passport, Pilot, Ridgeline	283,184	4,400	$3.2 BILLION
			Engines	283,244		
		Tallapoosa, GA	Automatic Transmissions	215,120	400	$470 MILLION
		Greensburg, IN	Civic Hatchback	156,964	2,500	$1.3 BILLION

JAMA Members' Production, Employment & Investment in the U.S.

	Company	Location	Products	Units Produced in 2021	Employees	Total Investment
ISUZU*	DMAX, Ltd.	Moraine, OH	Diesel Engines	170,365	874	$715 MILLION
MAZDA TOYOTA	Mazda Toyota Manufacturing, US, Inc. (MTMUS)	Huntsville, AL	Mazda CX-50♦, Toyota Corolla Cross	12,211	2,800	$626 MILLION
NISSAN	Nissan Smyrna Vehicle Assembly Plant	Smyrna, TN	LEAF, Maxima, Murano, Pathfinder, Rogue, Infiniti QX60	252,253	7,100	$7.1 BILLION
	Nissan Decherd Powertrain Plant	Decherd, TN	Engines	518,958	2,000	$1.4 BILLION
	Infiniti Decherd Powertrain Plant	Decherd, TN	Engines		400	
	Nissan Canton Vehicle Assembly Plant	Canton, MS	Altima, Frontier, Titan, Titan XD	199,535	5,000	$3.5 BILLION
SUBARU	Subaru of Indiana Automotive, Inc.	Lafayette, IN	Ascent, Impreza, Legacy, Outback	269,646	6,477	$2.38 BILLION

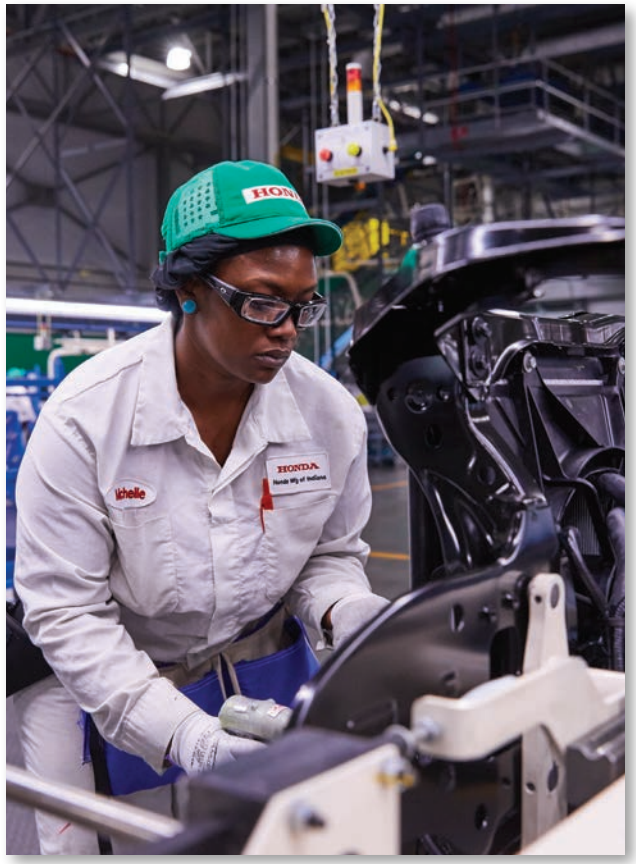
* As of June 2022, Isuzu no longer has capital ties with DMAX
♦ The Mazda CX-50 is in production as of January 2022





JAMA Members' Production, Employment & Investment in the U.S.

	Company	Location	Products	Units Produced in 2021	Employees	Total Investment
TOYOTA	TABC Inc. (TABC)	Long Beach, CA	Sub-assemblies	198,556	330	$459 MILLION
			Stamping parts	7,939,323		
			Front arms	198,616		
	Toyota Motor Manufacturing Kentucky, Inc. (TMMK)	Georgetown, KY	Camry, Camry Hybrid, Avalon, Avalon Hybrid, RAV4 Hybrid, Lexus ES, Lexus ES Hybrid	438,196	9,000	$8 BILLION
			Engines	581,701		
	Toyota Motor Manufacturing Missouri, Inc. (TMMMO)	Troy, MO	Cylinder heads	2,603,027	1,000	$943 MILLION
		Jackson, TN	Engine blocks, Transmission	1,792,792	355	
			Transmission Case & Housing	1,093,037		
	Toyota Motor Manufacturing, West Virginia, Inc. (TMMWV)	Buffalo, WV	Engines	507,333	2,000	$1.6 BILLION
			Transmissions	426,667		
			Transaxles	149,209		
	Toyota Motor Manufacturing, Indiana, Inc. (TMMI)	Princeton, IN	Highlander, Highlander Hybrid, Sequoia, Sienna	428,184	7,000	$6.5 BILLION
	Toyota Motor Manufacturing, Alabama, Inc. (TMMAL)	Huntsville, AL	Engines	642,292	1,800	$1.3 BILLION
	Toyota Motor Manufacturing, Texas, Inc. (TMMTX)	San Antonio, TX	Sequoia, Tundra	137,687	3,200	$4 BILLION
	Toyota Motor Manufacturing, Mississippi, Inc. (TMMMS)	Blue Springs, MS	Corolla	128,352	2,100	$1.5 BILLION



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