

DRIVING GROWTH TOWARDS THE FUTURE 2024



Hand-in-hand between
ASEAN and Japan

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

Production Facilities in ASEAN in 2022/2023 & Related Data by Country

ASEAN

Direct Jobs

135,000 (2023)

Export

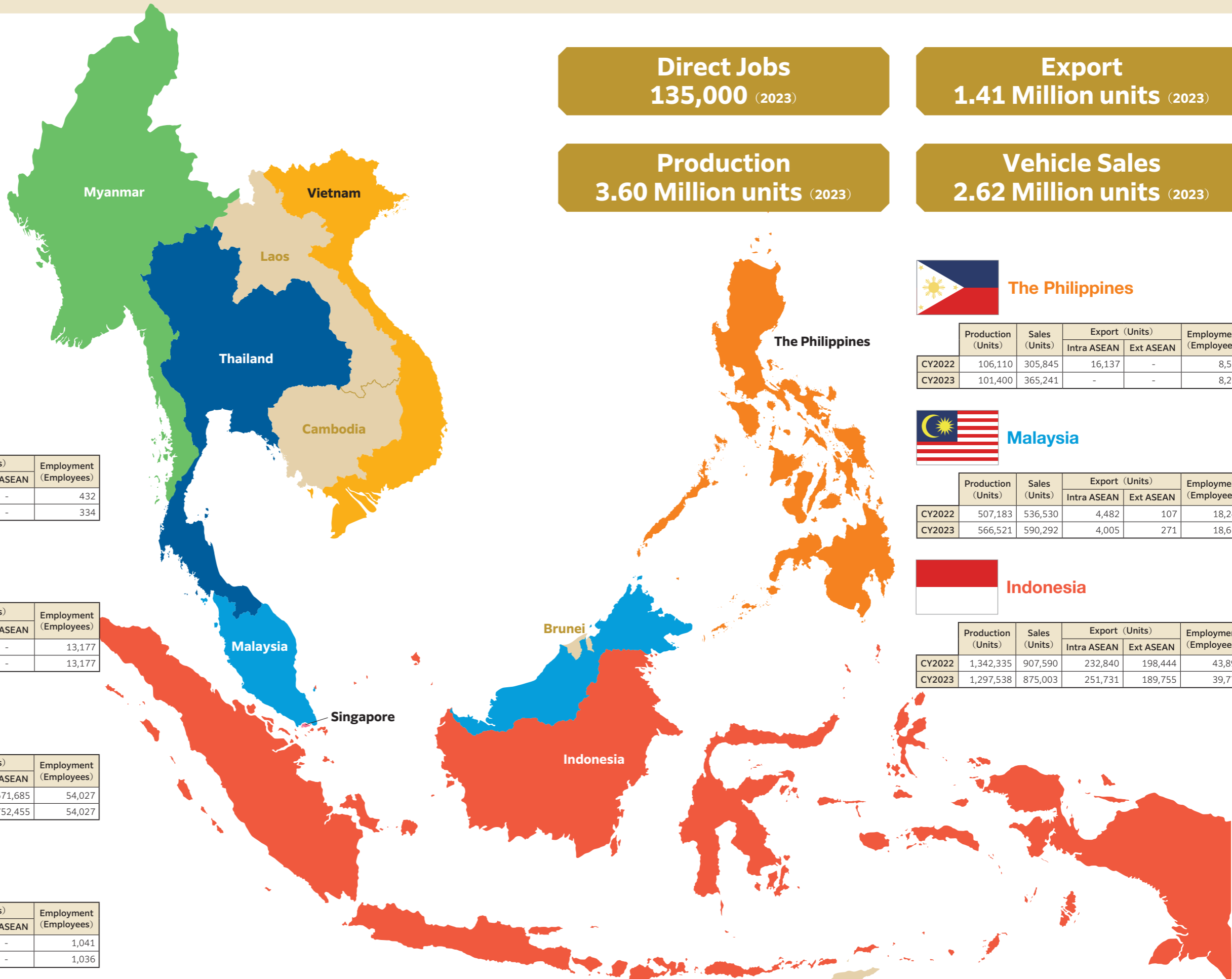
1.41 Million units (2023)

Production

3.60 Million units (2023)

Vehicle Sales

2.62 Million units (2023)



Myanmar

| | Production (Units) | Sales (Units) | Export (Units) | | Employment (Employees) |
|--------|--------------------|---------------|----------------|-----------|------------------------|
| | | | Intra ASEAN | Ext ASEAN | |
| CY2022 | 2,937 | 4,704 | - | - | 432 |
| CY2023 | 1,139 | 1,297 | - | - | 334 |



Vietnam

| | Production (Units) | Sales (Units) | Export (Units) | | Employment (Employees) |
|--------|--------------------|---------------|----------------|-----------|------------------------|
| | | | Intra ASEAN | Ext ASEAN | |
| CY2022 | 114,005 | 230,857 | - | - | 13,177 |
| CY2023 | 82,275 | 169,953 | - | - | 13,177 |



Thailand

| | Production (Units) | Sales (Units) | Export (Units) | | Employment (Employees) |
|--------|--------------------|---------------|----------------|-----------|------------------------|
| | | | Intra ASEAN | Ext ASEAN | |
| CY2022 | 1,608,923 | 779,473 | 232,004 | 671,685 | 54,027 |
| CY2023 | 1,547,327 | 608,422 | 211,106 | 752,455 | 54,027 |



Singapore

| | Production (Units) | Sales (Units) | Export (Units) | | Employment (Employees) |
|--------|--------------------|---------------|----------------|-----------|------------------------|
| | | | Intra ASEAN | Ext ASEAN | |
| CY2022 | - | 13,082 | - | - | 1,041 |
| CY2023 | - | 11,683 | - | - | 1,036 |



The Philippines

| | Production (Units) | Sales (Units) | Export (Units) | | Employment (Employees) |
|--------|--------------------|---------------|----------------|-----------|------------------------|
| | | | Intra ASEAN | Ext ASEAN | |
| CY2022 | 106,110 | 305,845 | 16,137 | - | 8,569 |
| CY2023 | 101,400 | 365,241 | - | - | 8,266 |



Malaysia

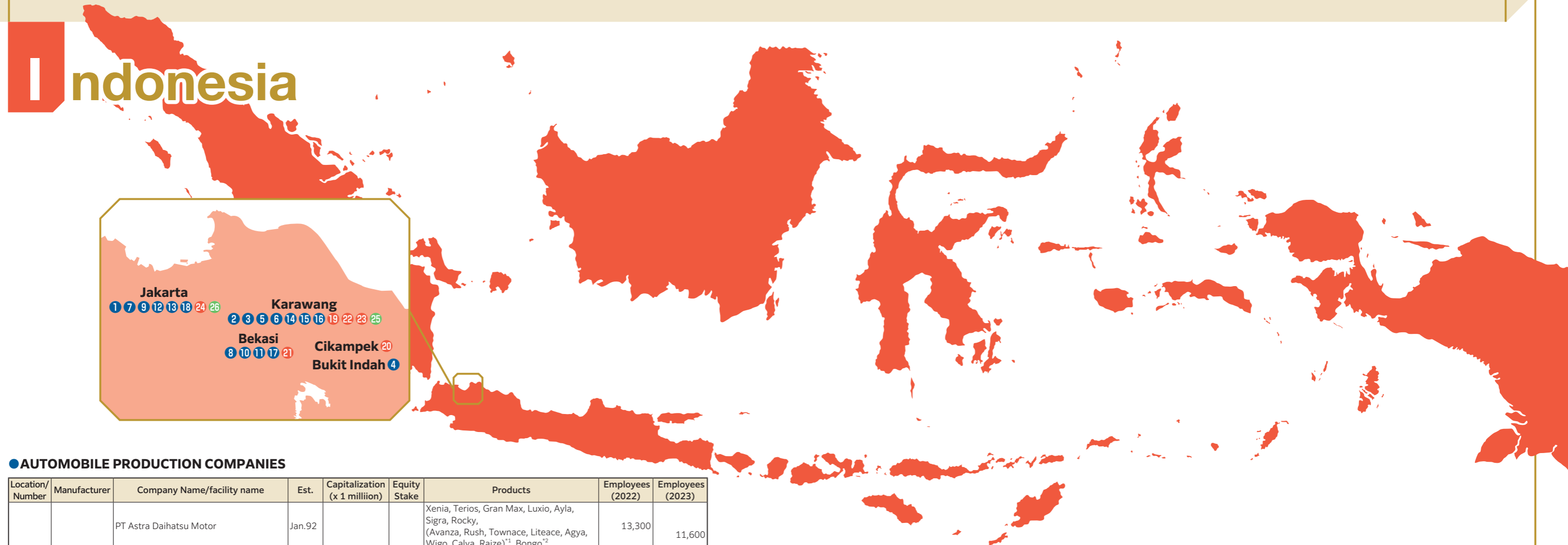
| | Production (Units) | Sales (Units) | Export (Units) | | Employment (Employees) |
|--------|--------------------|---------------|----------------|-----------|------------------------|
| | | | Intra ASEAN | Ext ASEAN | |
| CY2022 | 507,183 | 536,530 | 4,482 | 107 | 18,244 |
| CY2023 | 566,521 | 590,292 | 4,005 | 271 | 18,612 |



Indonesia

| | Production (Units) | Sales (Units) | Export (Units) | | Employment (Employees) |
|--------|--------------------|---------------|----------------|-----------|------------------------|
| | | | Intra ASEAN | Ext ASEAN | |
| CY2022 | 1,342,335 | 907,590 | 232,840 | 198,444 | 43,895 |
| CY2023 | 1,297,538 | 875,003 | 251,731 | 189,755 | 39,771 |

Production Facilities in ASEAN in 2022/2023 & Related Data by Country



● AUTOMOBILE PRODUCTION COMPANIES

| Location/Number | Manufacturer | Company Name/facility name | Est. | Capitalization (x 1 million) | Equity Stake | Products | Employees (2022) | Employees (2023) |
|-----------------|-----------------|--|--------|------------------------------|-----------------|--|------------------|------------------|
| 1 | Daihatsu | PT Astra Daihatsu Motor | Jan.92 | IDR 894,370 | 61.75% | Xenia, Terios, Gran Max, Luxio, Ayla, Sigra, Rocky, (Avanza, Rush, Townace, Liteace, Agya, Wigo, Calya, Raize) ¹ , Bongo ² | 13,300 | 11,600 |
| | | Sunter Assembly Plant | Jan.92 | | | Xenia, Terios, Gran Max, Luxio | | |
| | | Karawang Engine Plant | Nov.06 | | | Engine, Engine/Transmission parts | | |
| 3 | | Karawang Assembly Plant | Oct.12 | | | Ayla, Sigra, Terios, Rocky | | |
| 4 | Hino | P. T. Hino Motors Manufacturing Indonesia | Dec.82 | USD 112.5 | 90% | Trucks and buses | 2,118 | 2,054 |
| 5 | Honda | P. T. Honda Prospect Motor | Mar.99 | USD 70 | 51% | CR-V, HR-V, Mobilio, City HB, Brio RS, Brio Satya | 6,900 | 6,100 |
| | | 1st Plant | Feb.03 | | | | | |
| 6 | | 2nd Plant | Jan.14 | | | Mobilio, Brio RS, Brio Satya, BR-V, WR-V | | |
| 7 | 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 | 1,108 | 1,248 |
| 8 | Mitsubishi | PT Mitsubishi Motors Krama Yudha Indonesia | Feb.15 | IDR 2,200,000 | 51% | Pajero Sport, Xpander, L300, X-Force, Minicab-EV | 3,696 | 3,640 |
| 9 | Mitsubishi Fuso | P.T.Krama Yudha Tiga Berlian Motors ³ | Jul.70 | IDR 20,944 | 30% | Canter, FUSO | | |
| 10 | Suzuki | PT Suzuki Indomobil Motor | | USD 89 | 94.9% | APV, Carry, Wagon R (Wagon R is only for export) | 5,592 | 5,254 |
| | | Tambun Plant | Jan.91 | | | | | |
| 11 | | Cikarang Plant | Jan.15 | | | Ertiga, XL7 | | |
| 12 | Toyota | PT. Toyota Motor Manufacturing Indonesia | Apr.71 | IDR 23,736 | 95% | Innova, Fortuner, Yaris, Veloz, Kijang Innova Zenix, Calya, Yaris Cross | 8,003 | 8,205 |
| | | Sunter Plant 1 | Apr.73 | | | Engine | | |
| | | Sunter Plant 2 | May.77 | | | Stamping parts / dies, aluminum casting | | |
| | | Karawang Plant 1 | Mar.98 | | | Kijang Innova, Fortuner, Kijang Innova Zenix | | |
| | | Karawang Plant 2 | Mar.13 | | | Yaris, Veloz, Calya, Yaris Cross | | |
| | | Karawang Engine Plant | Feb.16 | | | Engine | | |
| 17 | | P.T. Sugity Creatives | Apr.95 | IDR 37,740 | 0% ⁴ | Conversion and sales of vehicles. Production and sales of resin parts | - | |
| 18 | UD Trucks | PT GAYA Motors | - | - | 0% | Trucks | | |

● COMPONENTS MANUFACTURING COMPANIES

| Location/Number | Manufacturer | Company Name | Est. | Capitalization (x 1 million) | Equity Stake | Products | Employees (2022) | Employees (2023) |
|-----------------|-----------------|--|---------|------------------------------|--------------------|--|------------------|------------------|
| 19 | Daihatsu | PT DAIHATSU DRIVETRAIN MANUFACTURING INDONESIA | Feb. 21 | IDR 635,100 | 100% | Transmission (CVT) | 181 | 310 |
| 20 | Honda | P.T. Honda Precision Parts Manufacturing | Jul.02 | USD 150 | 95% | Transmissions and engine valves for automobiles | 2,526 | 2,553 |
| 21 | Isuzu | P. T. Mesin Isuzu Indonesia | Feb.83 | IDR 13,200 | 36.7% ⁵ | Diesel engines and related parts | 366 | 343 |
| | | P. T. Asian Isuzu Casting Center | Apr.97 | USD 74.3 | 8.4% ⁶ | Casting Parts | 810 | 628 |
| 23 | | P. T. TJForge Indonesia | Mar.13 | IDR 1,500,000 | 35.5% ⁷ | Forging, Processing and assembly of automobile parts | 449 | 389 |
| 24 | Mitsubishi Fuso | PT Mitsubishi Krama Yudha Motors & Manufacturing | Aug.73 | IDR 11,451 | 32.28% | Engines, Pressed parts and Body parts | | |

● R&D & OTHER OPERATIONS

| Location/Number | Manufacturer | Company Name | Est. | Capitalization (x 1 million) | Equity Stake | Functions | Employees (2022) | Employees (2023) |
|-----------------|--------------|---|--------|------------------------------|--------------|------------------------|------------------|------------------|
| 25 | Daihatsu | PT Astra Daihatsu Motor Research & Development Center | Apr.13 | - | - | Research & Development | *8 | *8 |
| 26 | Honda | PT. Honda R&D Indonesia | Nov.12 | - | - | Research & Development | - | - |

Chart based on publicly available data from JAMA member companies

44,868 42,014

(*1)Toyota Brands

(*2) Mazda Brands

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

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

(*5)Isuzu Motors Limited 36.7%, PT Isuzu Astra Motor Indonesia 33.7%, Isuzu Motors Asia 29.6%

(*6)JTT 51%, Isuzu Motors Asia 40.6%, Isuzu Motors Limited 8.4%

(*7)JTT 49.5%, Isuzu Motors Limited 35.5%, Isuzu Motors Asia 15%

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

Production Facilities in ASEAN in 2022/2023 & Related Data by Country

Malaysia



● AUTOMOBILE PRODUCTION COMPANIES

| Location/Number | Manufacturer | Company Name/facility name | Est. | Capitalization (x 1 million) | Equity Stake | Products | Employees (2022) | Employees (2023) |
|-----------------|-----------------|---|--------|------------------------------|------------------|--|------------------|------------------|
| 1 | Daihatsu | Perodua Manufacturing Sdn. Bhd. | Nov.93 | RM 574 | 0% ^{*1} | MYVI, ALZA, ARUZ | 4,539 | 4,350 |
| 2 | | Perodua Global Manufacturing Sdn. Bhd. | Feb.13 | RM 200 | 0% ^{*1} | AXIA, BEZZA, ATIVA | 2,438 | 2,751 |
| 3 | Hino | Hino Motors Manufacturing (Malaysia) Sdn. Bhd. | Oct.12 | RM 78.7 | 80% | Trucks and buses | 346 | 354 |
| 4 | Honda | Honda Malaysia Sdn. Bhd. | Nov.00 | RM 170 | 51% | City, City HB, Civic, Accord, CR-V, HR-V | 2,700 | 2,700 |
| 5 | Isuzu | Isuzu Hicom Malaysia Sdn. Bhd. | Jul.96 | RM 100 | 0% ^{*2} | Medium Duty Trucks, Light Duty Trucks, Small-Sized Buses, Pick-Up Trucks | 558 | 553 |
| 6 | Mazda | Inokom Corporation Sdn Bhd | Aug.97 | - | 0% | CX-5,CX-8, CX-30 | N.A | N.A |
| 7 | Mitsubishi Fuso | HICOM Automotive Manufacturers (Malaysia) Sdn Bhd | Sep.83 | RM251.5 | 0% | Canter, FUSO | | |
| 8 | | HICOM Automotive Manufacturers (Malaysia) Sdn. Bhd. | Sep 83 | | - | Xpander | 177 | 167 |
| 9 | Nissan | Tan Chong Motor Assemblies Sdn. Bhd. | | | | | | |
| | | Segambut Plant | Aug 76 | RM 2 | - | Almera, Serena, X-Trail, NV200 | 300 | 270 |
| 10 | | Serendah Plant | May 07 | | | 850 | 900 | |
| 11 | Subaru | Tan Chong Motor Assemblies Sdn. Bhd. | Aug 76 | RM 1 | ^{*3} | Subaru XV | N/A | N/A |
| 12 | Toyota | Assembly Services Sdn. Bhd. | Feb 68 | RM 7.5 | 0% ^{*4} | Vios, Innova, Hilux, Fortuner, Corolla Cross, Yaris | 2,040 | 2,068 |
| 13 | UD Trucks | Tan Chong Motor Assemblies Sdn. Bhd. | 1978 | - | 0% | Trucks | | |

● COMPONENTS MANUFACTURING COMPANIES

| Location/Number | Manufacturer | Company Name | Est. | Capitalization (x 1 million) | Equity Stake | Products | Employees (2022) | Employees (2023) |
|-----------------|--------------|---|--------|------------------------------|------------------|----------|------------------|------------------|
| 14 | Daihatsu | Perodua Engine Manufacturing Sdn. Bhd. | Sep.96 | RM 40 | 0% ^{*1} | Engines | 895 | 1,544 |
| 15 | Daihatsu | Daihatsu Perodua Engine Manufacturing Sdn. Bhd. | Sep.14 | RM 165 | 51% | Engines | 530 | 545 |

● R&D & OTHER OPERATIONS

| Location/Number | Manufacturer | Company Name | Est. | Capitalization (x 1 million) | Equity Stake | Functions | Employees (2022) | Employees (2023) |
|-----------------|--------------|---------------------------------|------|------------------------------|--------------|--|------------------|------------------|
| 16 | Daihatsu | Perodua Manufacturing Sdn. Bhd. | - | - | - | Product planning, Styling design, Development, Engineering and Testing | | ^{*5} |

Chart based on publicly available data from JAMA member companies

15,373 16,202

(*1)An investment through local affiliated company

(*2)Isuzu Motors Asia 51%

(*3)Production ended from the mid of 2023.

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

(*5)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 million) | Equity Stake | Products | Employees (2022) | Employees (2023) |
|-----------------|--------------|----------------------------------|--------|------------------------------|--------------|---------------------|------------------|------------------|
| 1 ^{*1} | Suzuki | Suzuki (Myanmar) Motor Co., Ltd. | Feb.13 | USD 16 | 100% | Carry Truck | 30 | 21 |
| 2 | | Suzuki Thilawa Motor Co., Ltd. | Jul.15 | USD 35 | 100% | Ertiga, Ciaz, Swift | 280 | 234 |
| 3 | Nissan | Tan Chong Motor Myanmar Co., Ltd | Jun.13 | USD 3.15 | 0% | Sunny | 81 | 79 |
| 4 | Toyota | Toyota Myanmar Co., Ltd. | Jun.19 | USD 24 | 85% | Hilux | - | - |

Chart based on publicly available data from JAMA member companies

391 334

*1 Production in Suzuki Myanmar Motor Co.,Ltd shifted to Suzuki Thilawa Motor Co.,Ltd from 2023.



Production Facilities in ASEAN in 2022/2023 & Related Data by Country

Singapore

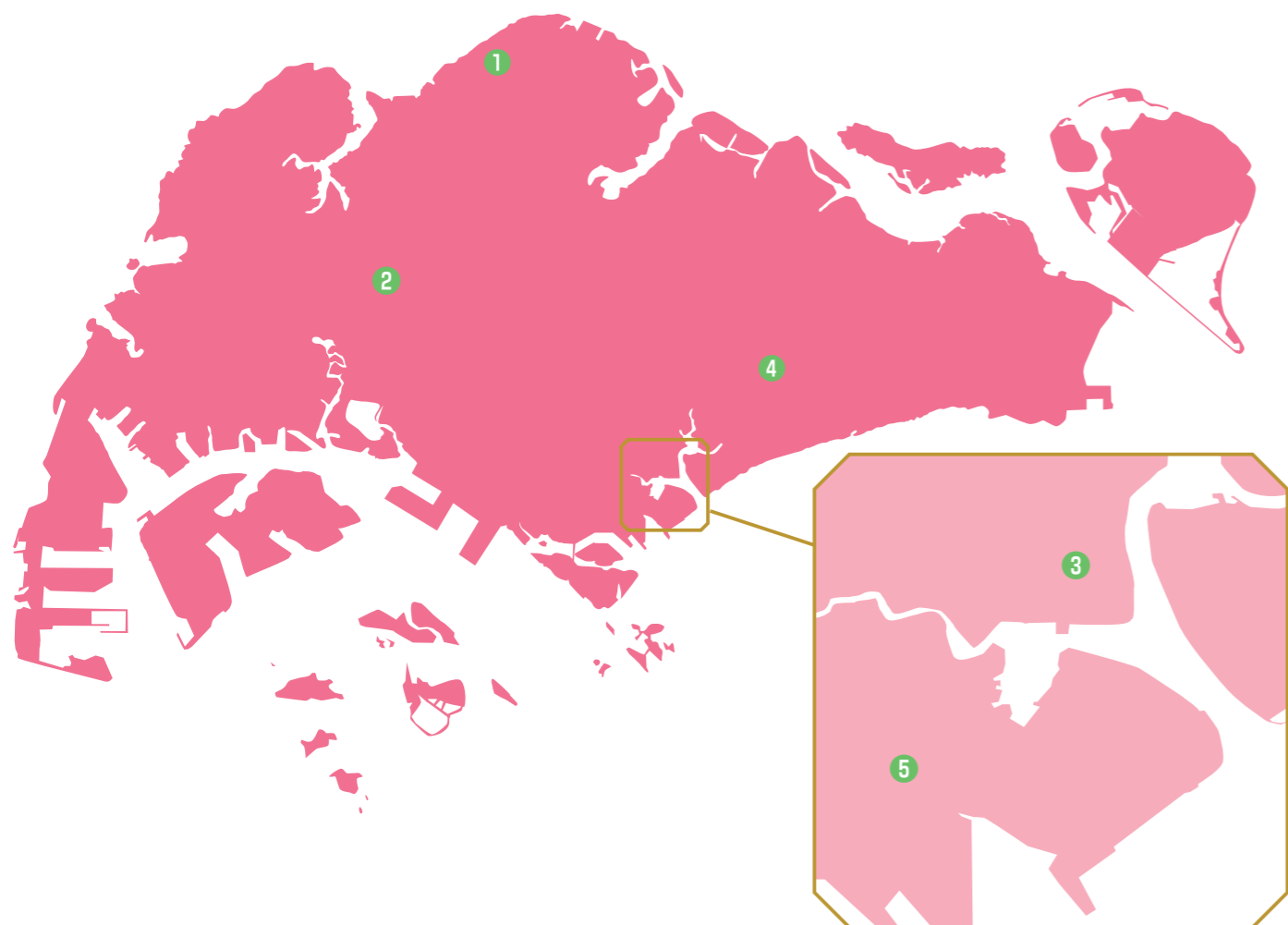
Other Facilities

| Location/Number | Manufacturer | Company Name/facility name | Est. | Capitalization (x 1 million) | Equity Stake | Function | Employees (2022) | Employees (2023) |
|-----------------|--------------|--|---------|------------------------------|--------------|---|------------------|------------------|
| 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. | 260 | 260 |
| 2 | Honda | 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. | 370 | 370 |
| 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 | 49 | 54 |
| 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 | 8 | 7 |
| 5 | Toyota | Toyota Motor Asia (Singapore) Pte. Ltd (1) | Jul.90 | SGD 3 | 100% | Parts supply to all ASEAN countries and sales support for marketing in Asia. | 342 | 350 |

Chart based on publicly available data from JAMA member companies

1,029 1,041

(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 million) | Equity Stake | Products | Employees (2022) | Employees (2023) |
|-----------------|--------------|---|------------------|------------------------------|--------------|--|------------------|------------------|
| 1 | Hino | Hino Motors Philippines Corporation | Mar.75 | PHP 900 | 70% | Trucks and Buses | 1,038 | 1,021 |
| 2 | Isuzu | Isuzu Philippines Corporation | Aug.95 | PHP 1,000 | 35% | Assembly of small and medium-sized CVs, LCVs and buses | 448 | 434 |
| 3 | Mitsubishi | Mitsubishi Motors Philippines Corporation | Feb.63 | PHP 1,640 | 100% | Mirage G4 (Attrage), Mirage, L300 | 1,405 | 1,166 |
| 4 | Toyota | Toyota Motor Philippines Corp. (Office and Plant) Santa Rosa Plant | Aug.88 Apr.97 | PHP 1,549 | 34% | Innova, Vios | 3,578 | 3,968 |

COMPONENTS MANUFACTURING COMPANIES

| Location/Number | Manufacturer | Company Name | Est. | Capitalization (x 1 million) | Equity Stake | Products | Employees (2022) | Employees (2023) |
|-----------------|--------------|--|---------|------------------------------|------------------|--|------------------|------------------|
| 5 | Honda | Honda Parts Manufacturing Corp. | Dec.92 | USD 27 | 100% | Manual transmissions | 319 | 303 |
| 6 | Isuzu | Isuzu Autoparts Manufacturing Corporation | Nov.96 | PHP 442 | 0% ^{*1} | Transmissions | | |
| 7 | Mitsubishi | Asian Transmission Corp. | Jan. 73 | PHP 770 | 100% | Processing and assembly of transmissions | 524 | 571 |
| 8 | Toyota | Toyota Aisin Philippines, Inc. ^{*2} | Aug.90 | PHP 1,000 | 34% | Transmissions, Constant velocity joints | 916 | 916 |

R&D & OTHER OPERATIONS

| Location/Number | Manufacturer | Company Name/facility name | Est. | Capitalization (x 1 million) | Equity Stake | Functions | Employees (2022) | Employees (2023) |
|-----------------|--------------|-----------------------------|--------|------------------------------|--------------|-----------|------------------|------------------|
| 9 | Honda | Honda Cars Philippines Inc. | Oct.90 | PHP 1,100 | 74.2% | Sales | 180 | 190 |

Chart based on publicly available data from JAMA member companies

8,408 8,569

(*1)Isuzu Motors Asia 100%

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

Production Facilities in ASEAN in 2022/2023 & Related Data by Country

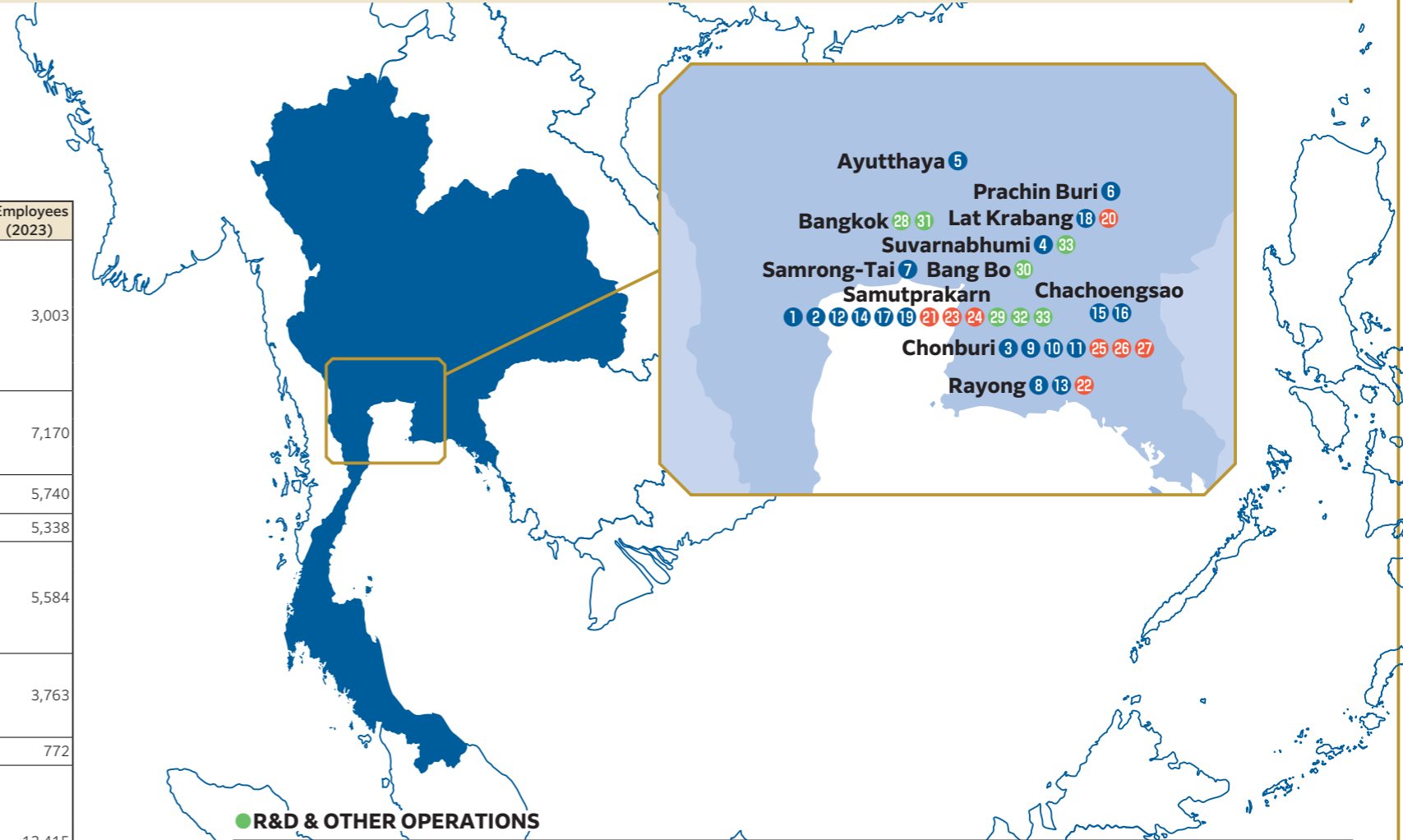
Thailand

● AUTOMOBILE PRODUCTION COMPANIES

| Location/Number | Manufacturer | Company Name/facility name | Est. | Capitalization (x 1 million) | Equity Stake | Products | Employees (2022) | Employees (2023) |
|-----------------|--------------|---|---------|------------------------------|----------------------|---|------------------|------------------|
| 1 | Hino | Hino Motors Manufacturing (Thailand) Ltd. | Jul. 64 | | | | | |
| 2 | | Samrong Plant | Jul. 64 | | | | | |
| 3 | | Bangplee Plant | Nov.92 | THB 2,500 | 80% | Trucks and Unit Production | 2,847 | 3,003 |
| 4 | | Bangpakong Plant | Feb.04 | | | | | |
| | | Suvarnabhumi Plant | Jan.23 | | | | | |
| 5 | Honda | Honda Automobile (Thailand) Co., Ltd. | Dec.00 | | | | | |
| 6 | | Ayutthaya Plant | Apr.96 | THB5,460 | 88.99% ^{*1} | Accord, CR-V, Civic | 6,700 | 7,170 |
| | | Prachin Buri Plant | Mar.16 | | | City, City HB, HR-V | | |
| 7 | Isuzu | Isuzu Motors Co., (Thailand) Ltd. | Apr.66 | THB 8,500 | 0% ^{*2} | Large And Small-Sized CVs and Pick Up Trucks | 6,020 | 5,740 |
| 8 | Mazda | AutoAlliance (Thailand) Co., Ltd. | Nov.95 | THB 8,435 | 50% | Mazda2, Mazda3, CX-3, CX-30, | 5,421 | 5,338 |
| 9 | Mitsubishi | Mitsubishi Motors (Thailand) Co., Ltd. | | | | | | |
| 10 | | Laemchabang Plant (NO.1) | May.61 | THB 7,000 | 100% | Triton, Pajero Sport, Mirage, Attrage, Xpander HEV | 5,375 | 5,584 |
| 11 | | Laemchabang Plant (NO.2) | | | | | | |
| | | Laemchabang Plant (NO.3) | | | | | | |
| 12 | Nissan | Nissan Motor (Thailand) Co., Ltd. | | | | | | |
| | | Plant No.1 | Sep-77 | THB 1,930.91 | 75% | Almera, Kicks | 3,952 | 3,763 |
| | | Plant No.2 | Jul-14 | THB 3,700 | | Navara, Terra | | |
| 13 | Suzuki | Suzuki Motor (Thailand) Co., Ltd | Aug.11 | THB12,682 | 100% | Swift, Celerio, Ciaz | 796 | 772 |
| 14 | Toyota | Toyota Motor Thailand Co., Ltd. | Oct.62 | THB 7,520 | 86.4% | Hilux Revo, Camry, Corolla, Corolla Cross, Vios, Yaris, Yaris Cross, Yaris Ativ, Fortuner | | |
| 15 | | Samrong Plant | Feb.64 | - | - | Hilux Revo | 13,812 | 13,415 |
| 16 | | Gateway Plant | Feb.96 | - | - | Camry, Corolla, Corolla Cross, Vios, Yaris, Yaris Cross, Yaris Ativ | | |
| 17 | | Ban Pho Plant | Jan.07 | - | - | Hilux Revo, Fortuner | | |
| | | Toyota Auto Works Co., Ltd. | Jun.88 | THB 21.7 | 0% ^{*3} | Hiace | - | - |
| 18 | Subaru | TAN CHONG SUBARU Automotive (Thailand) Co.Ltd | Feb.17 | THB 5,000 | 25.10% | Subaru Forester | 291 | 337 |
| 19 | UD Trucks | Thai Swedish Motors | May.13 | - | 0% | Trucks | | |

● COMPONENTS MANUFACTURING COMPANIES

| Location/Number | Manufacturer | Company Name | Est. | Capitalization (x 1 million) | Equity Stake | Products | Employees (2022) | Employees (2023) |
|-----------------|--------------|---|--------|------------------------------|--------------------|---|------------------|------------------|
| 20 | Isuzu | Isuzu Engine Manufacturing Co., (Thailand) Ltd. | Jul.87 | THB 1,025 | 1.4% ^{*4} | Diesel engines | | |
| 21 | | Thai International Die Making Co., Ltd. | Sep.87 | THB 212.7 | 0% ^{*5} | Forging of press molds, Press processing | | |
| 22 | | IT Forging (Thailand) Co., Ltd. | Dec.94 | THB 700 | 0% ^{*6} | Forged parts | | |
| 23 | Nissan | Nissan Powertrain (Thailand) Co., Ltd. | Aug.87 | THB 1,400 | 90% ^{*7} | Engines | 462 | 431 |
| 24 | | SNN Tools & Dies Co., Ltd | Feb.89 | - | 27.8% | Stamping dies, Tools & Jigs, Stamping parts | 333 | 321 |
| 25 | Mazda | Mazda Powertrain Manufacturing (Thailand) Co., Ltd. | Jan.13 | THB 8,166 | 100% | Transmissions, Engines | 781 | 799 |
| 26 | Mitsubishi | MMTh Engine Company Limited | May.88 | THB20 | 0% ^{*8} | Engines, Stamping parts | 1,020 | 1,263 |
| 27 | Toyota | Siam Toyota Manufacturing Co., Ltd. | Jul.87 | | | | | |
| | | Amata Nakorn Plant | Jun.89 | THB 2,850 | 96% | Engines | 3,232 | 3,218 |



● R&D & OTHER OPERATIONS

| Location/Number | Manufacturer | Company Name | Est. | Capitalization (x 1 million) | Equity Stake | Functions | Employees (2022) | Employees (2023) |
|-----------------|--------------|---|---------|------------------------------|--------------------|---|------------------|------------------|
| 28 | 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 | - | - |
| 29 | 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 | 359 | 373 |
| 30 | Toyota | Toyota Motor Asia (Thailand) Co., Ltd. ^{*10} | 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 | 2,464 | 2,500 |
| 31 | Isuzu | Isuzu Global CV Engineering Center Co., Ltd | Jan.14 | THB 100 | 0% ^{*11} | Planning and engineering of new product including a commercial vehicle and its relevant parts and components for emerging markets | | |
| 32 | Isuzu | Isuzu Technical Center of Asia Co., Ltd. | Dec. 91 | THB 40 | 0% ^{*12} | Vehicle Engineering | | |
| 33 | Hino | Hino Motors Asia Ltd. | Aug. 20 | - | 100% | Manage and operate business as region headquarters. R&D, Demand & Supply and Total support. | | |

Chart based on publicly available data from JAMA member companies

53,865 54,027

(*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 Motors 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%, IJT 25%, Tri Petch Isuzu Sales Co., Ltd.7.1%
 (*7) Nissan Powertrain (Thailand) Co., Ltd. is 35% owned by Nissan Motor Co., Ltd. and 55% owned by Nissan Motor (Thailand) Co., Ltd.
 (*8) MMTh Engine Company Limited is 100% owned by Mitsubishi Motors Thailand Co., Ltd.
 (*9) Honda R&D Asia Pacific Co., Ltd. is 100% owned by Honda R&D Co., Ltd.
 (*10) The company name was changed from Toyota Daihatsu Engineering & Manufacturing Co., Ltd to the current name in June 2024.
 (*11) Isuzu Motors Asia Thailand 100%
 (*12) Isuzu Asia 75%, Isuzu Motors Asia Thailand 25%

Production Facilities in ASEAN in 2022/2023 & Related Data by Country

Vietnam

● AUTOMOBILE PRODUCTION COMPANIES

| Location/Number | Manufacturer | Company Name/facility name | Est. | Capitalization (x 1 million) | Equity Stake | Products | Employees (2022) | Employees (2023) |
|-----------------|-----------------|--------------------------------------|--------|------------------------------|-------------------|--|------------------|------------------|
| 1 | Hino | Hino Motors Vietnam Ltd. | Jun.96 | USD 8.11 | 51% | Trucks and buses | 325 | 344 |
| 2 ^{*2} | Honda | Honda Vietnam Co., Ltd. | Mar.96 | USD 62.9 | 70% ^{*1} | City, CR-V | 12,400 | 10,180 |
| 3 | Isuzu | Isuzu Vietnam Co., Ltd. | Oct.95 | USD 15 | 42% | Heavy Duty Trucks, Medium Duty Trucks, Light Duty Trucks & Bus Chassis | 524 | 520 |
| 4 | Mazda | Thaco Mazda Automobile ^{*3} | Mar.18 | - | 0% | Mazda3, Mazda6, CX-5, CX-8 | N.A. | |
| 5 | Mitsubishi | Mitsubishi Motors Vietnam Co., Ltd. | Apr.94 | USD 18 | 41.2% | Outlander, Xpander | 296 | 281 |
| 6 | Mitsubishi Fuso | THACO Auto LLC | Dec.17 | | 0% | Trucks | | |
| 7 ^{*2} | Suzuki | Vietnam Suzuki Corporation | Apr.95 | USD 76.00 | 100% | Carry | 455 | 353 |
| 8 | Toyota | Toyota Motor Vietnam Co., Ltd. | Sep.95 | USD 49 | 70% | Vios, Innova, Fortuner, Veloz | 1,613 | 1,499 |

Chart based on publicly available data from JAMA member companies

15,613 13,177

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

(*2) Inclusive of motorcycle business employees.

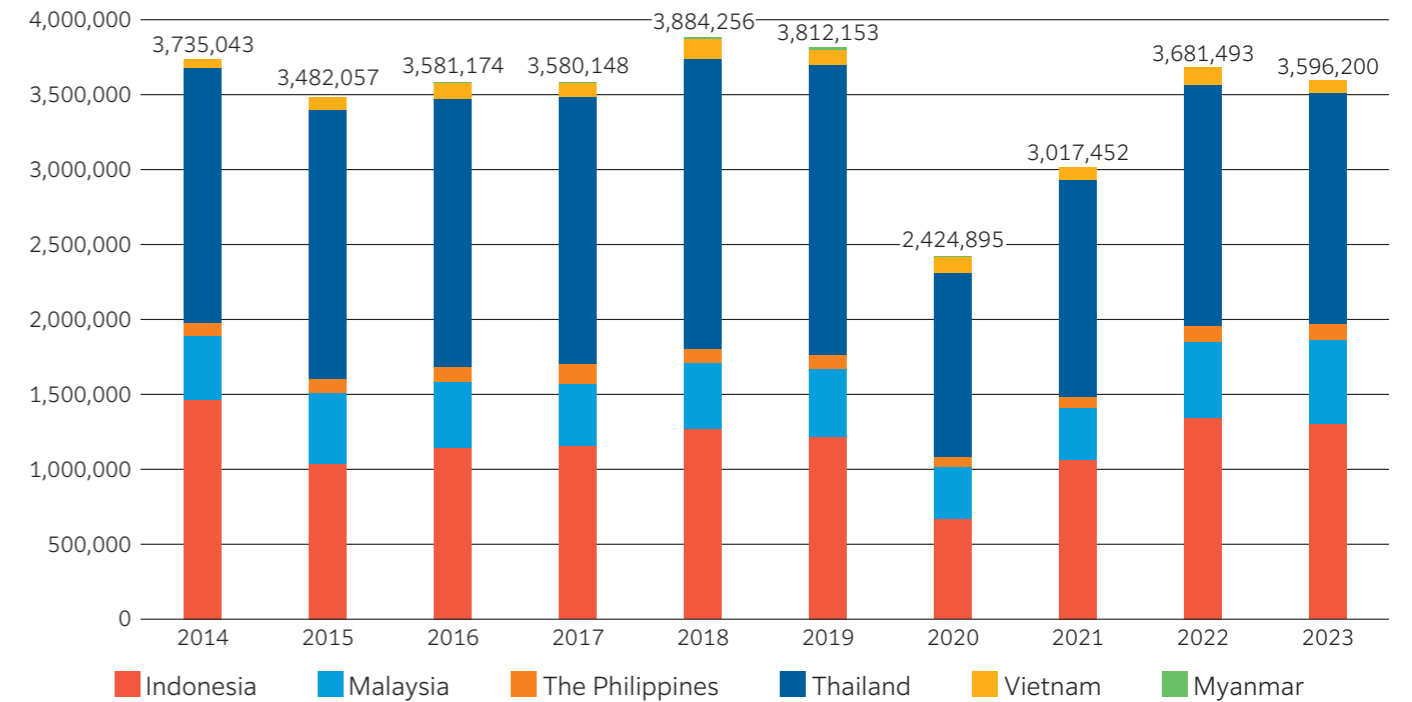
(*3) Mazda CKD assembly operation was moved from old plant (Thaco Premium) to Thaco Mazda Automobile Plant in March 2018.



Statistics

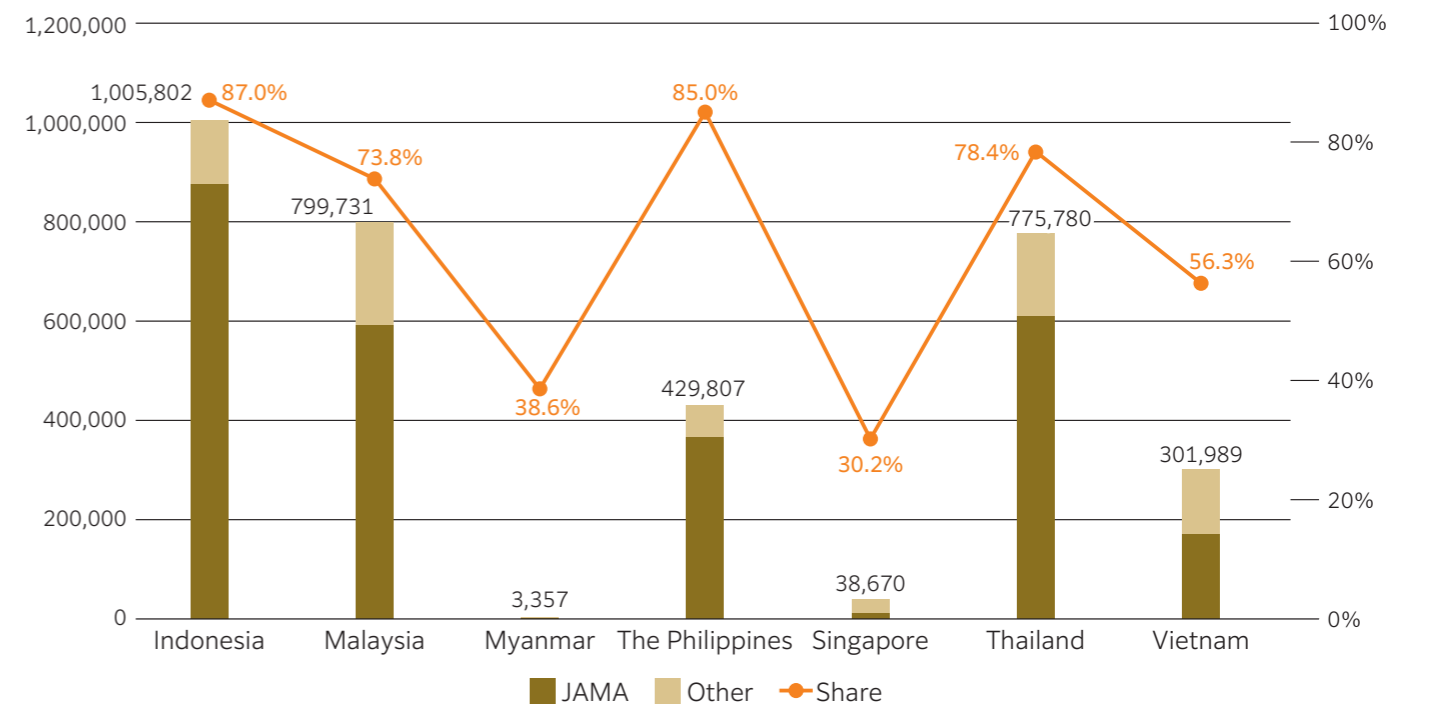
Production

A total of 3.60 million cars, trucks and buses were produced by JAMA member companies and their ASEAN counterparts in 2023, maintaining the previous year's recovery from the coronavirus pandemic.



Sales

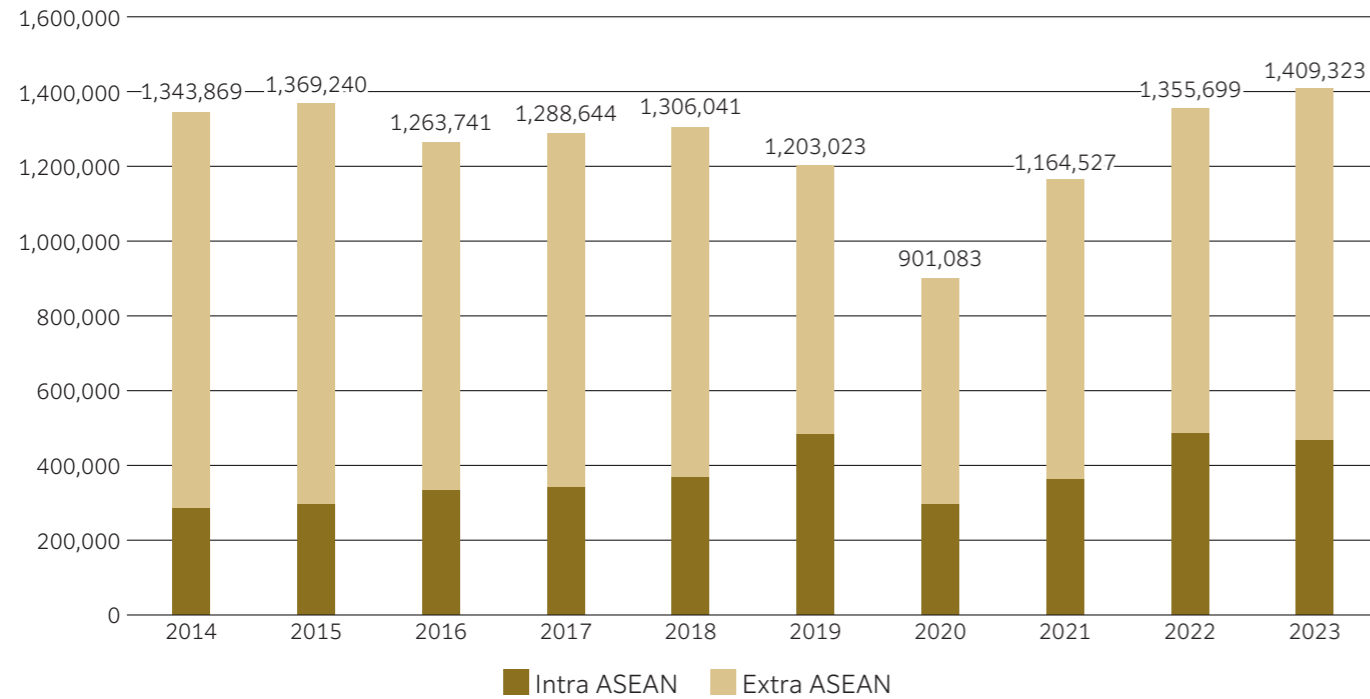
Out of the 3.36 million new passenger cars, trucks and buses sold in ASEAN in 2023, JAMA members' vehicles accounted for approximately 78% (2.62 million vehicles), highlighting the key role these partners play in the region.



Statistics

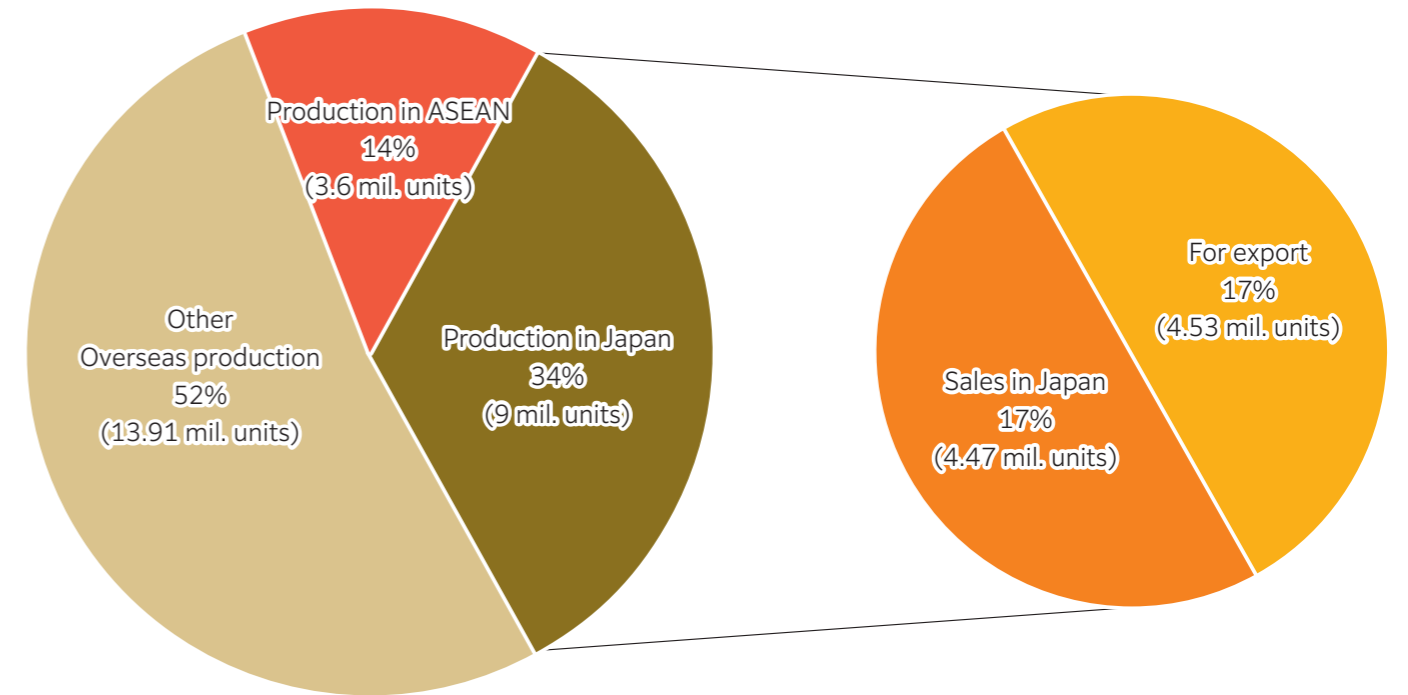
Exports

In 2023, a total of 1.41 million passenger cars, trucks and buses were exported by JAMA member companies and their ASEAN counterparts, representing a 4.0% increase from the previous year. Among these, 942 thousand units were bound for destinations outside ASEAN, with the remaining vehicles classified as intra-ASEAN exports.



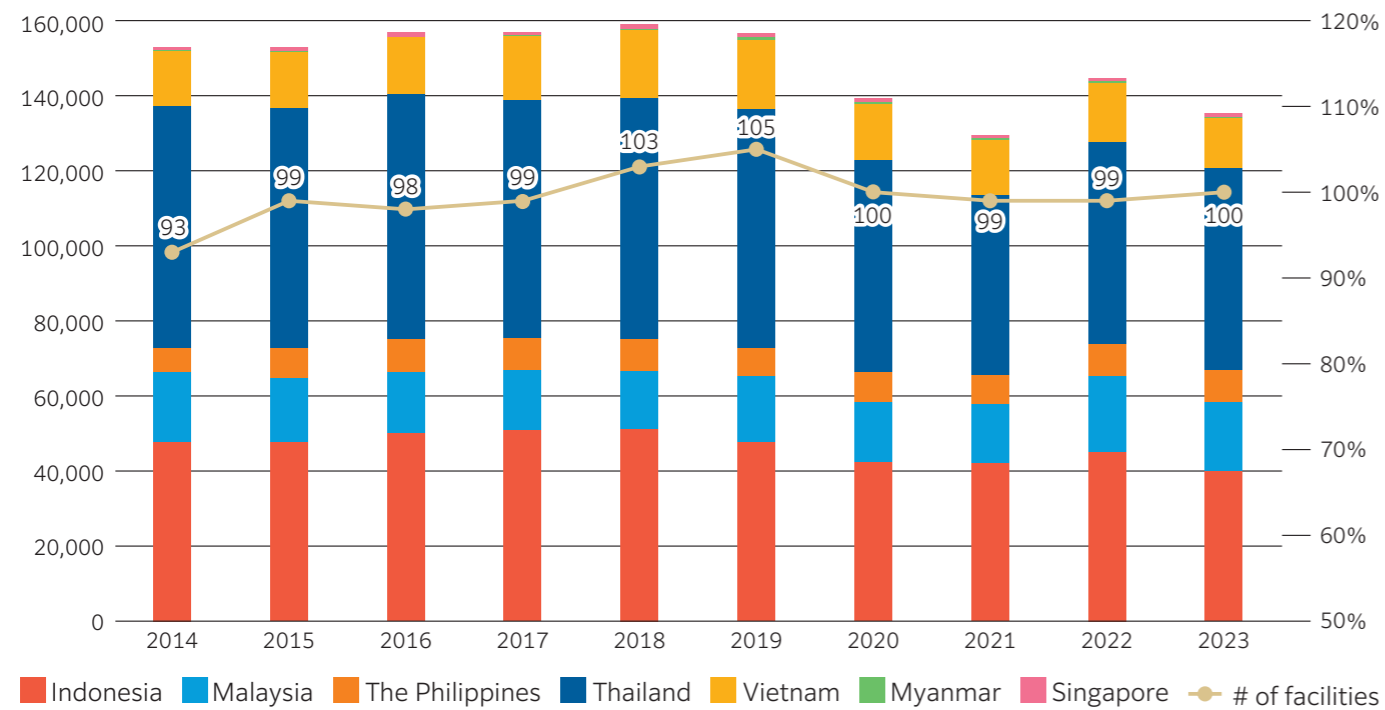
ASEAN's Role in JAMA Members' Global Production

Of the 26.51 million units manufactured globally by JAMA members in 2023, 14 percent were produced in the ASEAN region.



Jobs and Facilities

In 2023, a total of 135,223 people was directly employed at 101 JAMA member and ASEAN counterpart facilities. JAMA members' job creation contributes to regional economic growth.



JAMA Activities in ASEAN

Hand in Hand Towards the Future

JAMA's steadfast commitment to ASEAN over the past decades can be witnessed in part via its participation in and organization of multiple annual gatherings. With the overall 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 1998 inception.



The 23rd Meeting of AMEICC-WGAI on October 31, 2023 in Tokyo, Japan

Meetings between **AAF/TC3 (ASEAN Automotive Federation Technical Committee 3 for four wheelers), TC5 (Technical Committee 5 for two wheelers) and JAMA** are also being held on a regular

basis. At the conference, dialogue sessions are held on topics such as Environment and Fuel, Certification and ASEAN MRA, UN Regulations Adoption and Safety.



The 38th AAF/TC3-JAMA Meeting on September 9-10, 2024 at Bali, Indonesia

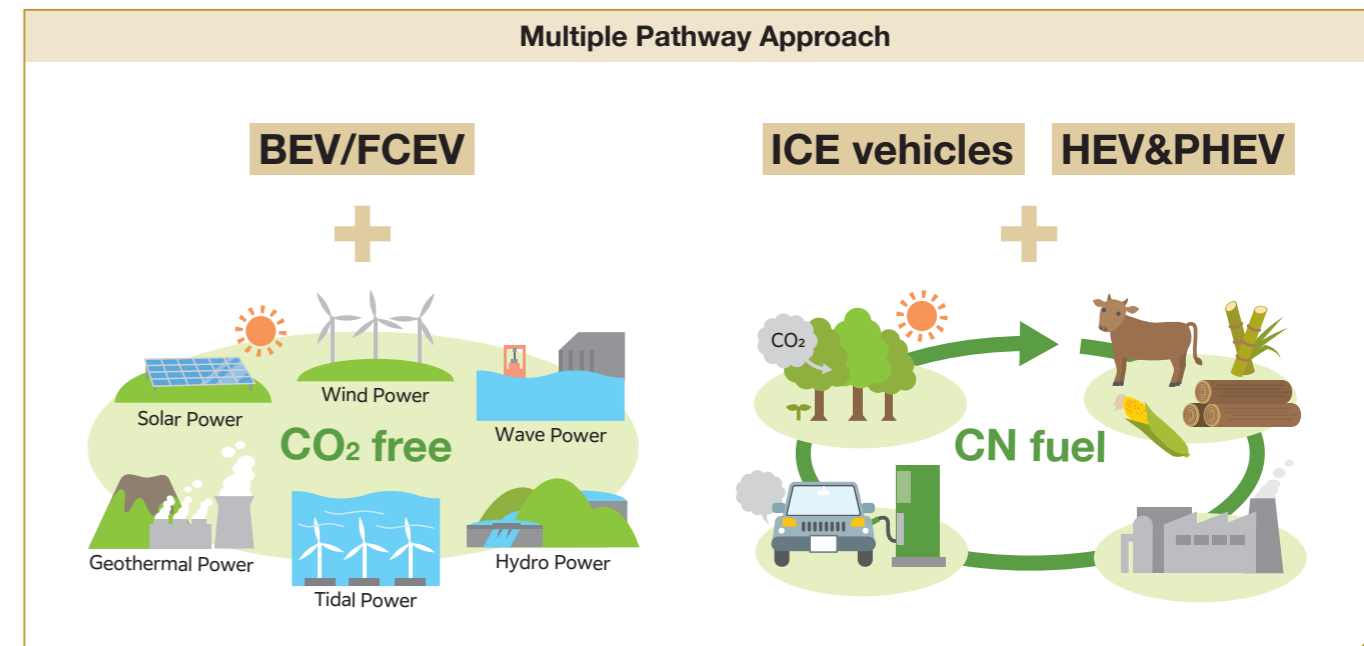
Diversity in Carbon Neutrality

We, JAMA member companies (i.e. Japanese OEMs), together with our stakeholders around the world, have a major policy to make utmost efforts towards carbon neutrality by 2050.

Our goal is to achieve **carbon neutrality**, and we believe that the best way to achieve this goal at this time is to promote a **technology neutral** and **multiple-pathway** approach, rather than narrowing the range of

technology options.

By providing a **variety of options** to achieve carbon neutrality that suit the economic circumstances of each country or region, we can all work towards reducing CO₂ emissions immediately, leaving no one behind and ensuring freedom of movement. We believe that it is our mission as OEMs to make this possible, and we are implementing this not only in Japan but all over the world.



One example of cooperation between JAMA and ASEAN to achieve carbon neutrality is the **Japan-Indonesia Public-Private Biofuel Cooperation Project**. In 2022, METI, JAMA, JARI, the Indonesian Ministry of Industry, and the Ministry of Mineral Resources agreed to a cooperative project to assess the impact of Indonesian biofuels on vehicles. Human resource development cooperation, including on-the-job training in Japan for

engine bench tests, have been provided for Indonesian engineers. Exchanges of engineers from both countries have also been conducted.

Other examples of cooperation include the **collaboration with Malaysia and Vietnam on fuel efficiency**. In each case, JAMA has fulfilled its role by working closely with the automotive industry as well as relevant organizations in the countries involved.

JAMA's Stance on Carbon Neutrality

- The goal is carbon neutrality (CN). Approaches to achieving CN should be technology-neutral.
- ➔ A diversity of options is crucial to achieving our goals.
- There are optimal pathways to CN for individual economies.



Visit of Indonesian Delegate to JAMA on February 9, 2023

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.



- 1962**
- Hino appointed Victory Automobiles Co., Ltd. as a distributor in Thailand and started large-scale sales.
 - Nissan started local assembly at Siam Motors & Nissan Co., Ltd (SMN) in Thailand.

- 1963**
- Mitsubishi started local production in the Philippines.

- 1964**
- Hino established Thai Hino Industry Co., Ltd. and started local assembly at Samrong plant.
 - Honda established Asian Honda Motor Co., Ltd. in Thailand.
 - Toyota started local production at Toyota Motor Thailand Co., Ltd.

- 1966**
- Isuzu established Isuzu Motors Co., (Thailand) Ltd. in Thailand.
 - Mitsubishi started local production in Thailand.

- 1970**
- Toyota started operations at P.T. Toyota-Astra Motor in Indonesia.

- 1971**
- Mazda started local car assembly in Indonesia.

- 1972**
- Isuzu started local truck assembly at P.T. Pantja Niaga in Indonesia.

- 1974**
- Mazda started local car assembly in the Philippines.
 - Suzuki established P. T. Suzuki Indonesia Manufacturing, its joint venture company in Indonesia.

- 1975**
- Hino established Pilipinas Hino Inc. and started local production at Valenzuela plant.
 - Honda started automobile production in Indonesia.
 - Mazda started local car assembly in Thailand.
 - Mitsubishi started local assembly in Indonesia.

- 1980**
- Daihatsu established Daihatsu Malaysia Sdn. Bhd. in Malaysia.
 - Suzuki started automobile production at Siam International Corp., Ltd. in Thailand.

- 1981**
- UD Trucks established Columbian Motors Corporation in the Philippines.

- 1982**
- Hino established P. T. Hino Indonesia Manufacturing in Indonesia and consigned assembly operation to Nassional Assembler Co., Ltd.
 - Mitsubishi established Perusahaan Otomobile Nasional Berhad (Proton).
 - Nissan established Philippines Nissan Inc. (PNI), its assembly and sales company in the Philippines.

- 1985**
- Mitsubishi opened an engine plant of Colt Engine Manufacturing in Indonesia.
 - Mitsubishi concluded a technical assistance contract with USF, Hicom Sdn. Bhd. in Malaysia.

- 1987**
- Nissan established Thai Automotive Industry Co., Ltd., its engine manufacturing joint venture company, in Thailand.
 - Suzuki started automobile production at Lion Suzuki Motor Sdn. Bhd. in Malaysia.

1962~

1970~

1980~

1985~

1990

- 1967**
- Hino participated in management of Victory Automobiles Co., Ltd., its joint venture company in Thailand, and changed the name to Thai Hino Motor Sales, Ltd.
 - Suzuki established Thai Suzuki Motor Co., Ltd.

- 1968**
- Mazda (then Toyo Industry) started local car assembly in Malaysia.
 - Nissan started local assembly at Tan Chong & Sons Motor Co. Sdn. Bhd. in Malaysia.
 - Toyota started local production at Assembly Services Sdn. Bhd. in Malaysia.

- 1969**
- Honda started automobile and motorcycle production in Malaysia.
 - Nissan started local assembly at P. T. Indokaya in Indonesia.

- 1977**
- Hino established Hino Malaysia Sdn. Bhd. in Malaysia.
 - Subaru concluded a contract of KD bus assembly and technical assistance with Siam Motors in Thailand.

- 1978**
- Daihatsu established P.T. Daihatsu Indonesia in Indonesia.

- 1979**
- UD Trucks started production and sales of trucks and buses through Tan Chong Motor Assemblies Sdn. Bhd. in Malaysia.
 - UD Trucks concluded a technical assistance agreement with Siam Nissan Diesel Sales in Thailand.

- 1983**
- Isuzu established P. T. Mesin Isuzu Indonesia in Indonesia.

- 1984**
- Daihatsu established P. T. Daihatsu Engine Manufacturing Indonesia in Indonesia.
 - Honda started automobile production in Thailand.
 - Isuzu participated in investing Automotive Manufacturers Malaysia Sdn. Bhd. in Malaysia.

- 1988**
- MMC Sittipol Co., Ltd., Mitsubishi's joint venture company in Thailand, started exporting its models.

- 1989**
- Toyota started production at Toyota Motor Philippines Corp. in the Philippines.
 - Toyota started production at Siam Toyota Manufacturing Co., Ltd. in Thailand.



Chronology

1991 ● Isuzu established Isuzu Technical Center (Thailand) Co., Ltd.

1992 ● Daihatsu established P. T. Astra Daihatsu Motor, its joint venture company in Indonesia.
● Honda began the mass production of the CIVIC at Honda Cars Philippines Inc.
● Mazda started local production in Vietnam.
● MMC Sittipol Co., Ltd., Mitsubishi's joint venture company in Thailand, started car production.

1994 ● Daihatsu started production at a new factory of Perodua Manufacturing Sdn. Bhd.

1997 ● Nissan started production at a new factory of Nissan Motor Philippines Inc. (NMPI), its production and sales base.
● Toyota started production and sales of the SOLUNA, passenger car, in Thailand.

1998 ● Honda added Thai-made ACCORD for export after CITY in 1997.
● Suzuki concluded a joint venture contract of motorcycle and automobile production with Myanmar Suzuki Co., Ltd.
● Toyota started exporting its models made in Thailand.

2005 ● Nissan announced an incremental 29 billion bahts investment to expand and upgrade its existing facility in Thailand.
● Toyota started production of IMV models in the Philippines in February and Malaysia in March.

2006 ● Honda commenced the automobile operation in Vietnam with production of the Civic.
● Honda started exporting its Thailand made CR-V models to Australia.

2007 ● Toyota Motor Thailand Co. Ltd. (TMT) started production at its Ban Pho plant.
● Isuzu's cumulative production in Thailand reached 2 million vehicles.

2011 ● Mitsubishi Vietnam began production of the Pajero Sport in August.

2012 ● Isuzu Indonesia started production and sales of its 3 medium-heavy duty FTR, FVR, FVM models.
● Mitsubishi opened its third factory in Thailand.

2013 ● Toyota opened a second production plant in Karawang, Indonesia.

2014 ● Perodua, a Daihatsu joint-venture company, built a new plant in Selangor, Malaysia.
● P. T. Honda Prospect Motor (HPM) opened its new automobile plant in Kerrawang, West Java, Indonesia.

1990~

1995 ● Mitsubishi opened a new factory of Vinastar Motors Corporation, its joint venture company in Vietnam.

1996 ● Daihatsu started production of the HIJET at Vietindo Daihatsu Automotive Corporation, its joint venture company in Vietnam.
● UD Trucks established a joint venture company for truck and bus production with P. T. Astra Nissan Diesel Indonesia (Jakarta) in Indonesia.
● Suzuki started automobile and motorcycle production at Vietnam Suzuki Corp. Ltd. in Vietnam.
● Toyota started production at Toyota Motors Vietnam Co., Ltd. in Vietnam.

2000~

2001 ● Suzuki opened Suzuki Motor R&D Asia Co., Ltd., its R&D company in Thailand.

2002 ● Honda began to export the Thai-made FIT ARIA to Japan.

2003 ● Honda opened new automobile production factories in Pegoh, Malaysia and Karawang, Indonesia.
● Toyota established Toyota Technical Center Asia Pacific Thailand Co. Ltd. (TTCAP-TH) in Thailand.

2004 ● Honda opened a new Automobile Technical Training Center in Thailand.
● Mitsubishi announced the new automobile developed independently by PROTON at Malaysia.
● Toyota started exporting the Indonesia-made Avanza to Thailand.

2005~

2008 ● Honda began production at its second auto plant in Thailand.

2009 ● Nissan Motor (Thailand) launched its all-new flagship luxury sedan Teana, manufactured at the Bangna Trad plant and exported to Indonesia and Oceania.

2010 ● Nissan Motor Thailand (NMT) started export of its all-new March global compact vehicle.
● Honda-affiliated Singapore Safety Driving Centre Ltd. (SSDC) relocated and opened a new safety driving center with the first full-scale multi-story driving circuit in Southeast Asia.

2011~

2015 ● Suzuki opened its new Cikarang automobile assembly plant in Bekasi, Indonesia.
● Suzuki agreed to form collaboration with PROTON in Malaysia.

2016 ● Honda opened its new production plant in Prachin Buri, Thailand.

2017 ● Subaru opened its new production plant in Ladkrabang, Thailand.
● Thaco Auto LLC started production of Mitsubishi Fuso trucks at Ben Hoa City, Vietnam.
● Mitsubishi opened its new factory in Indonesia.

2018 ● Thaco Mazda Automobile Plant started operation in Ben Hoa City, Vietnam.

2023 ● Hino opened its new plant in Suvarnabhumi, Thailand.

2024~



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