Foreign-Based Companies Investing in the U.S. Auto Industry

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OVERVIEW

Foreign Direct Investment continues to play an increasingly important role in the U.S. automotive industry. There are now nine foreign-based motor vehicle companies producing vehicles in fifteen auto plants in the United States. The list includes one Korean firm, six Japanese companies and two German companies. To varying degrees these companies have encouraged their traditional supplier firms to co-locate new facilities in the United States to supply their new operations. According to the Bureau of Economic Analysis, these manufacturers have investments valued at over $66 billion in the United States ($44.7 billion from motor vehicle producers). Many of these firms, such as Toyota have announced new investments over the next few years. In addition, there are new players on the horizon, including Hyundai's subsidiary Kia, with plans to open U.S. plants.

The trend has been for the foreign-based companies to locate their operations in the southern United States, away from the traditional center of U.S. auto manufacturing in Michigan, and into areas without strong pro-union sentiment. The most recent new plants or plant announcements, from Hyundai, Kia and Toyota are (or will be) located in Alabama, Georgia, Texas and Mississippi. These foreign-based companies have proven to be good corporate citizens adding high paying, quality jobs to local communities.

EMPLOYMENT

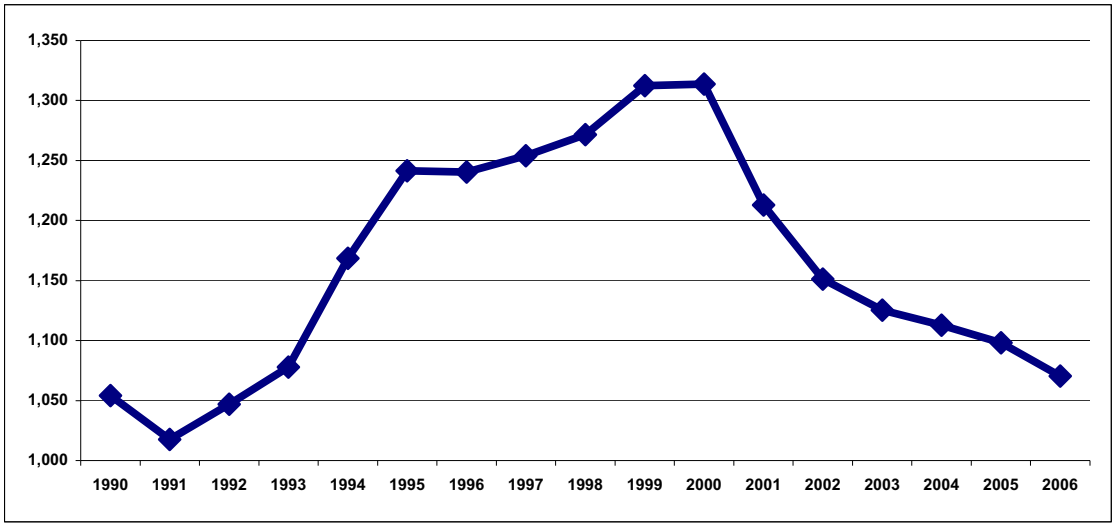
While the past several years have shown increases in jobs at foreign-owned plants, they have also seen a marked decline in employment of the traditional U.S. Detroit 3 (General Motors, Ford and DaimlerChrysler) manufacturers. In attempts to institute turnaround plans, these companies have shuttered plants and reduced employment on a massive scale. However, the impact on the total U.S. automotive industry and the U.S. economy is less severe than it would otherwise be due to the presence of foreign-based automotive manufacturers in the United States. While not completely compensating for Detroit 3 job losses, the foreign-based companies' U.S. operations have mitigated the decline.

Overall, the U.S. automotive sector lost 243,000 jobs between 2000 and 2006 (see chart 1 and appendix A). Recent announcements from the Detroit 3 and the continuing contraction of the auto parts sector show that the decline will continue, at least in the near future. In 2006, 34,000 employees, or almost a third of GM's hourly workforce, accepted a package to take buyouts or early retirement offers. Ford saw a decline of 8,000 employees in North America in 2006. Ford also announced an additional 38,000 hourly positions and 10,000 salaried positions would be cut by the end of 2007. In 2005, Chrysler announced plans to eliminate at least 10,000 hourly employees, plus 7 percent of DaimlerChrysler's 14,000 U.S. salaried workers, or about 1,000 positions. Over the past three years, DaimlerChrysler has reduced its workforce by 40,000 employees.

According to industry data and staff estimates, the foreign-based companies and their affiliated parts companies now employ 63,000 U.S. workers. This number has shown a steady increase (up 52 % since 1995), but is far below the number of jobs already lost by the industry.

Chart 1

Automotive Industry Employment



Thousands of Employees (NAICS 3361, 3362, 3363)

PRODUCTION

Over the last twenty years, foreign-based manufacturers have steadily added production capacity in the United States. In 1986, the Detroit 3 accounted for 95.4 percent of U.S. passenger vehicle production. By 2006, their share had fallen to 63.6 percent of production. During this time, Detroit 3 production declined from 10.6 million units to only 6.8 million units. However, due to the production of foreign-owned plants, total U.S. passenger vehicle production remained fairly steady. In 1986, production equaled 11.1 million units. After peaking in 1999 at 12.6 million units, production fell to 10.8 million units in 2006 (see chart 2 and appendix B).

Looking at all of North America, Ward's Automotive forecasts that Toyota will likely out produce Chrysler within five years. This prediction is based on two factors: Toyota building at least one more plant in North America (Toyota may be considering as many as four more) and Chrysler reducing production to match its market share.

SALES

Almost all of the global automakers follow the adage of producing where they sell, and the United States has the largest market in the world. Therefore it is no surprise that the vast majority of vehicles sold in the United States are produced in North America. This has remained true even as the Detroit 3 have lost market share to foreign auto companies. In fact, the trend of North American sourcing has increased. In 1986, the Detroit 3 had 73.3 percent of the U.S. market, and 74.2 percent of the market came from North American produced vehicles. In 2006, the Detroit 3 captured only 53.5 percent of the U.S. market, but 77.7 percent (down from 80 percent in 2005) of the vehicles sold in the United States were NAFTA sourced (see appendix C).

NON-PLAYERS AND FAILED OPERATIONS

While many of the world's major automakers have created successful production operations in the United States, this is certainly not true for all. Some members of the world's top 20 automakers are still relatively focused on their home markets and do not have U.S. sales, like China's Shanghai Automotive Industry Corporation (SAIC) or Russia's AutoVaz. Other automakers are well known in the United States, such as Porsche, but do not sell in high enough volumes to warrant the investment in a U.S. production facility.

The U.S. automotive market is extremely competitive. Two automakers have invested in the United States but failed to maintain sufficient sales and were forced to terminate their investments. Volkswagen was the first foreign automaker to open a U.S. plant and was also the first (and only) to close a U.S. plant. After 11 years of operation, in 1989 Volkswagen closed its plant in western Pennsylvania. The plant initially produced the VW Rabbit hoping to follow up on the success of the VW Beetle (at its peak, U.S. sales topped 500,000 a year) and then moved on to produce the Jetta and the Golf. However, faced with stiff competition from Japanese rivals targeting the same market segment, sales were a disappointment. By 1989, total VW sales in the United States were down to only 152,000 vehicles. The declining sales of VW's U.S. lineup ultimately proved unable to sustain the investment. Volkswagen has supplied the U.S. market with imported product ever since.

More recently after a period of faltering sales, in 2003 Isuzu quit producing vehicles at the plant it shared with Fuji Heavy Industries (Subaru). In 1989, when the plant opened, Isuzu had U.S. sales of 129,000 vehicles. By the time Isuzu left the partnership, the company's U.S. sales had declined to only 53,000 vehicles. Isuzu sold its equity share in the plant to Fuji (49 percent, for one dollar), ending a fifteen-year partnership. However, the plant did not close and Fuji continued its operations. In 2007, Toyota announced that it would use its equity relationship with Fuji (Toyota owns 8.7 percent of Fuji) to begin production of the Camry at the plant to meet high U.S. demand for the vehicle.

Isuzu has not entirely departed the U.S. manufacturing scene. As a result of Isuzu's partnership with General Motors, Isuzu-brand vehicles that share platforms with GM vehicles continue to be assembled on GM assembly lines in the United States. For example, GM assembles the Isuzu Ascender SUV (which is based on the Chevy Trailblazer) and the Isuzu I-290 and I-370 pickup trucks (which are based on the Chevy Colorado). GM operates similar arrangements with some of its subsidiary companies. For example, GM produces the Saab 9-7X SUV (which is also a variant of the Chevy Trailblazer) in the United States, and the Opel GT Roadster sports car (which is based on the Pontiac Solstice and the Saturn Sky) for export to Europe.

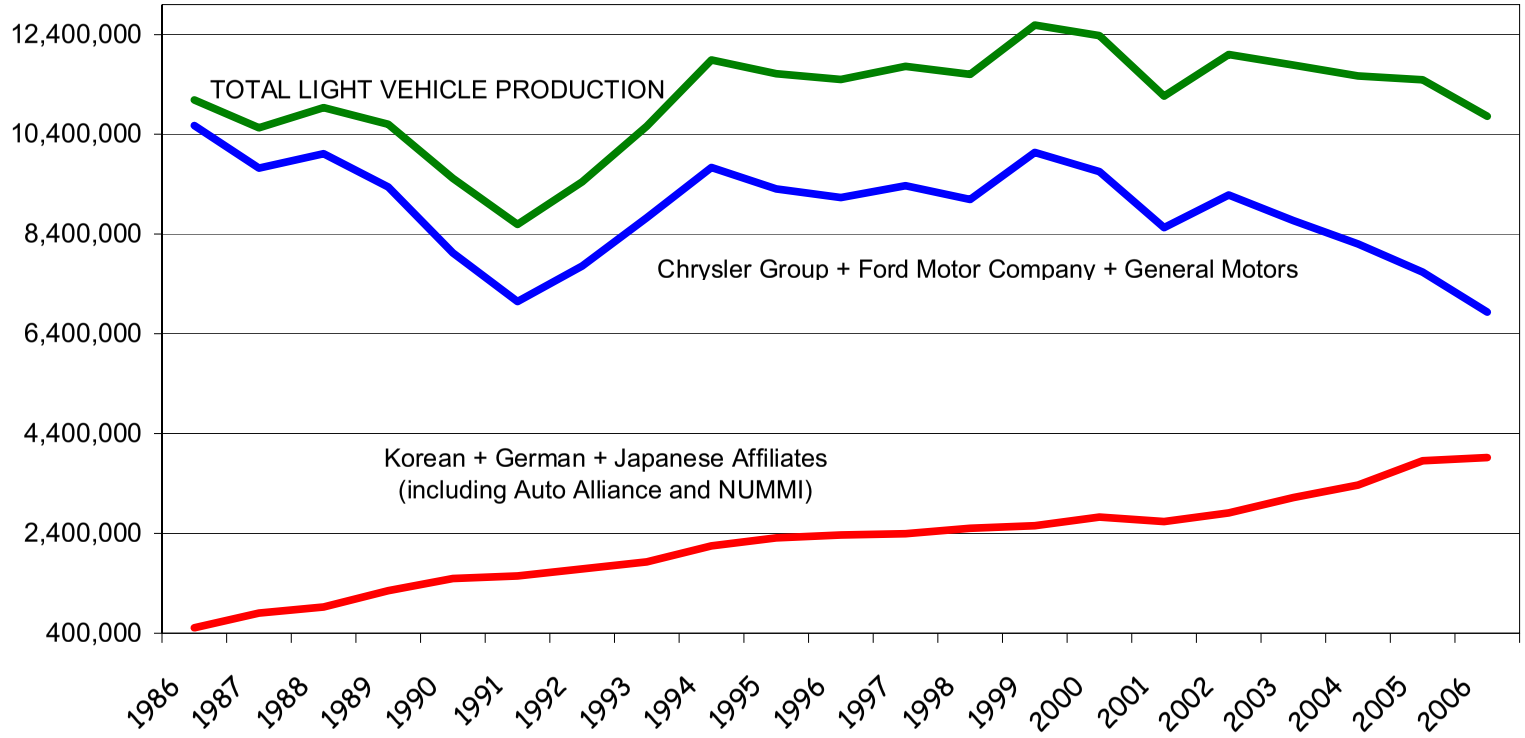
CONCLUSION

The fact that the United States has one of the most open auto markets and open investment climates in the world has encouraged a large influx of FDI over the past 20 years. Competition has forced the indigenous manufacturers to consolidate and restructure as they face the increasing competitive nature of the industry head-on in their home market. As foreign companies' percentage of the U.S. market has increased, they

have continued to increase U.S. production (replacing sales that would have alternatively come from imported vehicles). New jobs have been created by the new investments. However, as new jobs are created (as a result of increased sales from companies like Toyota and Hyundai), jobs are lost at Detroit 3 companies as they close plants in their efforts to have their capacity reflect their declining market share. The new workers hired are not the same workers let go by the Detroit 3, and in fact are often living hundreds of miles away in different states. Furthermore, given the greater efficiency of newer plants, the jobs gained by the U.S. economy as a whole are fewer than those lost, leading to a net employment loss for the country. Still, overall foreign-based companies' investments have proven beneficial for the automotive sector, have helped reduce the automotive trade deficit and have provided a major boost to many local economies.

Chart 2

U.S. production has declined at a compound annual growth rate (CAGR) of 0.2% since 1986. "Detroit 3" production has declined at a CAGR of 2.2%. Production by all foreign-affiliated manufacturers has increased at a CAGR of 10.7%.



Summaries by Company

Honda

Honda began sales operations in the United States in 1959 with the establishment of American Honda Motor Co., Inc., Honda's first overseas subsidiary. Honda began U.S. production operations in 1979 and produced its first U.S. built cars in 1982. Since that time, Honda has invested more than $8.5 billion in its North American operations with 14 major manufacturing plants, employment of more than 33,000 associates and the annual purchase of more than $16 billion in parts and materials from suppliers in North America. According to Honda, nearly 8 of 10 Honda and Acura cars and light trucks sold in America are produced in North America.

During May 2006, Honda unveiled its "2010 Vision" for its North American automobile operations. In addition to the new auto plant in Indiana (see below), Honda's North American plan also includes the following corporate initiatives: 1) construction of a new engine plant in Canada to begin production of 4-cylinder engines in 2008 with an investment of $140 million and employment of 340 associates; 2) expansion of U.S. engine, transmission and powertrain component production in Ohio and Georgia, with additional investment of $125 million and additional employment of 80 associates; 3) introduction in the United States and Canada in 2009 of a new, more affordable, dedicated hybrid car; 4) introduction in the United States and Canada within the next three years of new 4-cylinder diesel engine technology that meets U.S. EPA Tier 2 Bin 5 emissions standards; and, 5) establishment of a voluntary goal to improve American Honda's Corporate Average Fuel Economy (CAFE) by five percent over 2005 levels by the year 2010.

In June 2006, Honda announced it would build a new $550 million automobile manufacturing plant in Greensburg, Indiana. The plant will begin mass production of fuel-efficient 4-cylinder vehicles in fall 2008, with an annual production capacity of 200,000 vehicles and employment of 2,000 associates. This new plant will help boost Honda's total North American auto production capacity from 1.4 million units to more than 1.6 million units in 2008, grow Honda's employment in North America to more than 37,000 and increase North American capital investment to more than $9 billion.

During 2006, Honda also expanded its research and development in North America by opening a new advanced design studio in Pasadena, California. The new studio will focus on advanced design concepts and the creation of concept vehicles for future Honda and Acura products. In March 2006, Honda broke ground on its second major California design center - the Acura Design Center in Torrance, located adjacent to its existing Los Angeles Center and the company's U.S. sales headquarters. The new Acura Design Center, opening in the summer of 2007, will focus exclusively on market research and styling design activities for the Acura brand, while the existing Los Angeles Center will be responsible for market research, concept development and styling design for the Honda brand. Honda's new advanced design studio will work closely with other Honda advance design studios around the world - specifically in Germany, Italy and Japan - to provide future product and brand direction to Acura and Honda product design stylists.

Mazda
Mazda has one plant in the United States. Operating with Ford Motor Company (which owns 33 percent of Mazda) under the umbrella organization of the Auto Alliance International, Mazda produces the Mazda6 in Flatrock, Michigan. Mazda purchased the plant from Ford and began operations in 1987. In 1992, Ford repurchased 50 percent of the plant from Mazda and the two companies began joint operation under Ford management. The plant has a capacity of 240,000 total units a year, including production of Ford Mustangs. The plant has 3,800 employees and total investment in the plant is valued at $1.9 billion.

In an arrangement to help maximize capacity utilization, Ford produces the Mazda B-Series pickup truck (which shares a platform with the Ford Ranger) at its Twin Cities plant in St. Paul Minnesota, and the Mazda Tribute (which shares a platform with the Ford Escape) at its Kansas City, Missouri plant.

Mitsubishi
"Mitsubishi Motors North America, Inc. (MMNA) Manufacturing Division began as Diamond-Star Motors in a 50/50 joint venture between Mitsubishi Motors Corporation (MMC), Japan, and Chrysler Corporation (now DaimlerChrysler), in the fall of 1985. In 1991, MMC purchased Chrysler's 50 percent share and the plant became a wholly-owned American subsidiary of MMC. In 2001, DaimlerChrysler (DC) acquired 37 percent of MMC. In January 2001, all North American operations of Mitsubishi Motors were consolidated into Mitsubishi Motors North America (MMNA). The Manufacturing Division in Normal, IL represents Mitsubishi Motors' only passenger car assembly plant in North America." (source: Mitsubishi web page)

Mitsubishi's investment in its plant in Normal, Illinois is valued at $1.7 billion. The plant employs 1,750 people. While the plant has the capacity to produce 220,000 units a year, 2006 production was only 92,569 units.

Nissan
Nissan has two U.S. plants, one in Tennessee opened in 1982 and a second plant added later in Mississippi. Co-located with the Tennessee plant, Nissan has facilities to produce engines and transaxles. Total investment at the two facilities is valued at $4.2 billion. Combined, there are over 12,000 employees at the two facilities.

In a move to consolidate its North American operations, Nissan moved its headquarters from Southern California to Nashville, Tennessee. Construction of the $70 million Franklin headquarters will be completed by 2008.

Subaru
Subaru has one U.S. plant, now operated in conjunction with Toyota. Originally, the plant was opened as a joint venture between Fuji Heavy (Subaru) and Isuzu. However, due to declining sales, Isuzu was forced to sell its share of the plant to Fuji Heavy in 2003. When GM sold its equity ownership shares in Fuji Heavy to Toyota, Toyota took advantage of the excess capacity at the plant created by the departure of Isuzu to further

expand its North American production (see Toyota section below). The plant, located in Lafayette, Indiana employs 1,230 workers, and has a total investment of $1.2 billion.

Toyota

Toyota has been growing its U.S. production capacity to keep pace with its growing share of the U.S. market. The company is the most thoroughly entrenched foreign-based auto company in the United States and currently operates R&D operations, 13 vehicle manufacturing, powertrain, and components facilities in North America, and has plans for more. In order to keep pace with growing demand, Toyota intends to continue further plant investments in North America, and has many prospects and locations under review. Several states are queuing-up to compete for these possible future sites and investments. In fact, Toyota's annual production capacity in North America is expected to reach 2.02 million vehicles (current capacity is 1.75 million vehicles) by 2008 as a result of the increased production capacity at several existing and potential new North American production sites.

On March 13, 2006, Indiana Governor Mitch Daniels announced that the Toyota Camry would be built at Subaru of Indiana Automotive, Inc. (SIA), directly creating about 1,000 jobs. The news was part of a collaborative agreement announced between SIA parent Fuji Heavy Industries Ltd. (FHI) and TMC, a FHI stakeholder. Approximately $230 million will be invested to install Camry manufacturing processes in an existing SIA line capable of producing about 100,000 vehicles annually. Toyota also reportedly plans to add robotic welding technology to SIA plant called the Global Body Line, which allows it to produce various types of vehicles on the same assembly line; however, Toyota declined to identify other candidate vehicles. Camry production at SIA begins in Spring 2007. Camry production in Indiana replaces imports of the car. Toyota Motor Manufacturing, Kentucky, which builds the Camry, will support SIA by providing training on Camry processes. Parts and materials for the Indiana-built Camry will be sourced and procured by Toyota.

In April 2006, Toyota launched the consolidated R&D and manufacturing North American operations. By strengthening the link between Toyota's North American R&D and production activities, Toyota Motor Engineering and Manufacturing North America (TEMA) is expected to increase operation efficiency and flexibility by reducing lead times for all related processes. Set up with an aim toward allowing a flexible response to changes in the marketplace, Toyota expects TEMA to open the door for greater localization. In launching TEMA, the functions previously handled by Toyota Motor Manufacturing North America, Inc. (TMMNA), the headquarters for Toyota's manufacturing activities in North America, and its R&D unit, Toyota Technical Center U.S.A. Inc. (TTC), are integrated.

In September 2006, Toyota held a groundbreaking ceremony in Yorktown, Michigan, to mark the expansion of TTC, a division of TEMA. To promote localization of research and development aimed at strengthening Toyota's North American line-up, TCC-Yorktown will supplement the Ann Arbor, Michigan, campus. TCC-Yorktown is expected to be completed by mid-2008, and will feature an engineering design facility

and a safety test facility, at an investment of $187 million, with a total of 400 new jobs to be added in scheduled phases by 2010.

In October 2006, Toyota began its first hybrid vehicle production in North America with the Camry at its Georgetown, Kentucky plant. Toyota invested approximately $10 million towards production of this vehicle, and capacity currently stands at 48,000 units. Given demand, this will reportedly increase to 60,000 vehicles a year.

Toyota also continues to localize parts production. For example, during 2006, Toyota began gear production (which was previously only done at a Toyota facility in Japan) at its Buffalo, West Virginia engine plant. This required a plant expansion for the fifth time, and added 150 positions through a $120 million investment. The engine and transmission plant will build an additional 240,000 automatic transmissions a year starting in 2007. Total automatic transmission capacity will rise to 600,000 annually. With the additional investment, Toyota will have spent $920 million at the Buffalo plant. Toyota also expanded its Huntsville, Alabama engine plant to boost V-8 output, bringing total engine capacity to 400,000 units. Employment is more than 500 workers, and the expansion created more than 300 additional jobs.

The Alabama plant supplies engines to Toyota's California and Mexico-built Tacoma compact pickup trucks, as well as the next generation Tundra full-size pickup, built in Princeton, Indiana and San Antonio, Texas. This plant already produces the V-8s for the current generation Tundra and Sequoia full-size SUV, both built in Princeton. It has the capacity to produce 130,000 V-6s annually, as well as 120,000 V-8s.

In November 2006, Toyota began production of its Tundra full-size pickup truck at its San Antonio, Texas plant. Total plant investment is approximately $1.28 billion, and it has a capacity of 200,000 vehicles, and employs 2,000 workers.

Following closely on the heels of the start of production in Texas, Toyota announced in February 2007 that it will build a $1.3 billion manufacturing plant near Tupelo, Mississippi, where it will produce 150,000 Highlander SUVs annually beginning in 2010. That plant will create 2,000 new jobs.

Toyota continues to collaborate extensively with other manufacturers. For example, the Toyota and General Motors joint venture factory, New United Motor Manufacturing Inc. (NUMMI), will receive a $143 million upgrade, focusing on improvements in its paint and assembly lines.

Mercedes

Mercedes has one U.S. plant, located in Alabama. The plant, first opened in 1997 now produces almost 400,000 vehicles a year. This comes after a $600 million investment in 2000 doubled the size of the plant to take advantage of the global popularity of the M-Class. According to the corporate web page, Mercedes is now Alabama's largest exporter, with exports of over $1 billion a year. The plant employs over 4,000 workers.

BMW

The BMW plant near Spartanburg in South Carolina began producing BMW automobiles for the world market in 1994. This plant is the sole source of the X5 Sports Activity Vehicle, Z4 Roadster, M Roadster, Z4 Coupe and M Coupe. Due to the success of these automobiles, the Spartanburg plant has had to be substantially enlarged. Its output has been expanded by adding additional shifts, introducing flexible working hour models, and hiring new employees. Today, the Spartanburg plant is open six days a week, producing automobiles approximately 110 hours a week. It currently employs 4,700 workers, and can manufacture over 500 vehicles daily.

During 2006, BMW demolished the two-line assembly system and converted it to a single-line system, which allows for additional flexibility to handle seasonal fluctuation of models, as well as the introduction of new models to markets in a shorter lead-time, and constructed a new high-speed manufacturing testing facility. By March 2006, BMW had produced its 1 millionth vehicle at the Spartanburg facility.

In August 2006, BMW announced it would invest about $50 million in the LSP Automotive Systems sheet metal stamping facility located in Commerce Park in Union, South Carolina. LSP will manufacture the molds of a new vehicle that will be produced at BMW Manufacturing beginning in 2008. The molds will be used to produce sheet metal stampings for the exterior of the vehicle. The $50 million will be used to buy the molds, which will be owned by BMW. LSP will invest $96 million in its equipment and facility. The LSP investment is expected to generate 130 new jobs in Union County and will make BMW and LSP the county's largest taxpayer, paying an estimated $2 million per year beginning in 2008, according to county officials.

Hyundai/Kia

Hyundai's Montgomery, Alabama plant opened in mid-2005 and its total investment to-date is $1.1 billion. At full capacity (expected by 2007) the plant will employ 2,500 workers. This plant initially produced the Sonata sedan and added-on the Santa Fe CUV during 2006.

The co-located Hyundai Mobis plant supplies an array of parts and modules needed in producing the vehicles, to include: front and rear chassis modules; cockpit modules; airbag systems; bumper systems; and, door-trim packages. Beyond this, Hyundai is reportedly considering a full-size pickup for the U.S. market. In addition, Hyundai has confirmed that it will introduce a hybrid model for the U.S. market before the end of the decade.

In March 2006, Korean manufacturer Kia, (Hyundai has controlling interest in Kia) announced it would invest $1.2 billion in its first U.S. production plant, which will be located in West Point, Georgia, on the border with Alabama. It is reportedly considering both fullsize pickups and sporty convertible segments for production. Looking for ways to brand differentiate, Hyundai will reportedly focus more on unibody frames while Kia will focus more on body-on-frame vehicles. The plant, which is to open in 2009, will employ 2,500 workers, and be capable of producing 300,000 vehicles a year. Kia said it has invested more than $300 million in the United States over the last four years.

Hyundai's Ann Arbor, Michigan Tech Center opened during 2005 and represents a $117 million investment over two phases, $56 million of which is dedicated towards construction. Officials say that it provided 85 new job positions during the first year, and potentially 750 more down the road. This facility replaced an older facility built in 1986 that was dedicated to emissions work on U.S. products.

Primary sources for background: manufacturer web pages, Ward's Automotive, and Japan Automobile Manufacturers Association's brochure, "Japanese Automakers in America, New Plants, New Jobs, New Vehicles"

Appendix A - Employment

Motor Vehicle Industry Employment
Annual Employment in thousands
NAICS data from Bureau of Labor and Statistics

	2000	2001	2002	2003	2004	2005	2006	percent change 2005 to 2006
3361 - Motor Vehicle Manufacturing	291.4	278.7	265.4	264.6	255.9	247.6	236.1	-4.6%
3362 - Motor Vehicle Body and Trailer Manufacturing	182.7	159.4	152.2	153	164.8	171	180.2	5.4%
3363 - Motor Vehicle Parts Manufacturing	839.5	774.7	733.6	707.8	692.1	678.1	654.1	-3.5%
Total Industry	1,313.6	1,212.8	1,151.2	1,125.4	1,112.8	1,096.7	1,070.4	-2.4%

Car and Light Truck Production in the United States

	2002	SHARE	2003	SHARE	2004	SHARE	2005	SHARE	2006	SHARE	# CHG	6 MOs/06	SHARE	6 MOs/07	SHARE	# CHG
TOTAL ALL PRODUCTS	11,997,699	100%	11,788,437	100%	11,567,272	100%	11,495,092	100%	10,762,630	100%	-6%	5,860,415	100%	5,472,978	100%	-7%
Total Automobiles	5,018,777	41.8%	4,509,570	38.3%	4,227,615	36.5%	4,320,557	37.6%	4,366,278	40.6%	1%	2,338,822	39.9%	2,060,338	37.6%	-12%
Total Lt. Trucks	6,978,922	58.2%	7,278,867	61.7%	7,339,657	63.5%	7,174,535	62.4%	6,396,352	59.4%	-11%	3,521,593	60.1%	3,412,640	62.4%	-3%
AMERICAN	9,185,856	76.6%	8,669,018	73.5%	8,200,507	70.9%	7,636,882	66.4%	6,839,976	63.6%	-10%	3,833,301	65.4%	3,445,917	63.0%	-10%
Automobiles	3,165,440	63.1%	2,569,544	57.0%	2,228,114	52.7%	2,062,806	47.7%	2,028,191	46.5%	-2%	1,110,807	47.5%	864,372	42.0%	-22%
Light Trucks	6,020,416	86.3%	6,099,474	83.8%	5,972,393	81.4%	5,574,076	77.7%	4,811,785	75.2%	-14%	2,722,494	77.3%	2,581,545	75.6%	-5%
CHRYSLER GROUP TOTAL	1,751,572	14.6%	1,725,779	14.6%	1,690,815	14.6%	1,659,182	14.4%	1,539,702	14.3%	-7%	847,035	14.5%	921,006	16.8%	9%
Automobiles	420,064	8.4%	362,819	8.0%	350,766	8.3%	325,632	7.5%	330,969	7.6%	2%	188,958	8.1%	221,025	10.7%	17%
Light Trucks	1,331,508	19.1%	1,362,960	18.7%	1,340,049	18.3%	1,333,550	18.6%	1,208,733	18.9%	-9%	658,077	18.7%	699,981	20.5%	6%
FORD TOTAL	3,369,722	28.1%	3,075,716	26.1%	2,965,024	25.6%	2,716,860	23.6%	2,247,568	20.9%	-17%	1,331,968	22.7%	1,087,737	19.9%	-18%
Automobiles	1,072,389	21.4%	821,680	18.2%	696,117	16.5%	584,637	13.5%	540,413	12.4%	-8%	305,382	13.1%	159,828	7.8%	-48%
Light Trucks	2,297,333	32.9%	2,254,036	31.0%	2,268,907	30.9%	2,132,223	29.7%	1,707,155	26.7%	-20%	1,026,586	29.2%	927,909	27.2%	-10%
GENERAL MOTORS TOTAL	4,064,562	33.9%	3,867,523	32.8%	3,544,668	30.6%	3,260,840	28.4%	3,052,706	28.4%	-6%	1,654,298	28.2%	1,437,174	26.3%	-13%
Automobiles	1,672,987	33.3%	1,385,045	30.7%	1,181,231	27.9%	1,152,537	26.7%	1,156,809	26.5%	0%	616,467	26.4%	483,519	23.5%	-22%
Light Trucks	2,391,575	34.3%	2,482,478	34.1%	2,363,437	32.2%	2,108,303	29.4%	1,895,897	29.6%	-10%	1,037,831	29.5%	953,655	27.9%	-8%
JAPANESE	2,600,244	21.7%	2,869,143	24.3%	3,148,293	27.2%	3,546,618	30.9%	3,430,912	31.9%	-3%	1,778,058	30.3%	1,787,490	32.7%	1%
Automobiles	1,830,149	36.5%	1,883,437	41.8%	1,964,365	46.5%	2,146,703	49.7%	2,124,952	48.7%	-1%	1,103,921	47.2%	1,103,377	53.6%	0%
Light Trucks	770,095	11.0%	985,706	13.5%	1,183,928	16.1%	1,399,915	19.5%	1,305,960	20.4%	-7%	674,137	19.1%	684,113	20.0%	1%
AUTO ALLIANCE/MAZDA TOTAL	65,924	0.5%	83,422	0.7%	133,264	1.2%	272,632	2.4%	249,860	2.3%	-8%	141,020	2.4%	114,877	2.1%	-19%
Automobiles	65,924	1.3%	83,422	1.8%	133,264	3.2%	272,632	6.3%	249,860	5.7%	-8%	141,020	6.0%	114,877	5.6%	-19%
Light Trucks	-	0.0%	-	0.0%	-		-		-			-		-		
HONDA TOTAL	752,737	6.3%	845,313	7.2%	803,403	6.9%	939,868	8.2%	974,380	9.1%	4%	505,888	8.6%	527,628	9.6%	4%
Automobiles	641,109	12.8%	593,108	13.2%	566,967	13.4%	581,063	13.4%	606,558	13.9%	4%	321,455	13.7%	316,230	15.3%	-2%
Light Trucks	111,628	1.6%	252,205	3.5%	236,436	3.2%	358,805	5.0%	367,822	5.8%	3%	184,433	5.2%	211,398	6.2%	15%
MITSUBISHI TOTAL	202,352	1.7%	173,699	1.5%	113,435	1.0%	87,651	0.8%	92,569	0.9%	6%	42,166	0.7%	41,785	0.8%	-1%
Automobiles	202,352	4.0%	126,247	2.8%	91,633	2.2%	65,035	1.5%	74,870	1.7%	15%	32,564	1.4%	33,284	1.6%	2%
Light Trucks	-	0.0%	47,452	0.7%	21,802	0.5%	22,616	0.5%	17,699	0.4%		9,602	0.3%	8,501	0.4%	-11%
NISSAN TOTAL	409,834	3.4%	522,025	4.4%	754,357	6.5%	836,011	7.3%	743,509	6.9%	-11%	373,637	6.4%	343,944	6.3%	-8%
Automobiles	235,473	4.7%	322,047	7.1%	366,367	8.7%	383,252	8.9%	347,644	8.0%	-9%	177,525	7.6%	184,542	9.0%	4%
Light Trucks	174,361	2.5%	199,978	2.7%	387,990	5.3%	452,759	6.3%	395,865	6.2%	-13%	196,112	5.6%	159,402	4.7%	-19%
SUBARU-ISUZU TOTAL	131,833	1.1%	122,232	1.0%	118,699	1.0%	118,991	1.0%	110,368	1.0%	-7%	57,251	1.0%	60,528	1.1%	6%
Automobiles	93,125	1.9%	89,243	2.0%	98,297	2.3%	87,151	2.0%	84,267	1.9%	-3%	40,651	1.7%	51,768	2.5%	27%
Light Trucks	38,708	0.6%	32,989	0.5%	20,402	0.3%	31,840	0.4%	26,101	0.4%	-18%	16,600	0.5%	8,760	0.3%	-47%
TOYOTA + NUMMI TOTAL	1,037,564	8.6%	1,122,452	9.5%	1,225,135	10.6%	1,291,465	11.2%	1,260,226	11.7%	-2%	658,096	11.2%	698,728	12.8%	6%
Automobiles	592,166	11.8%	669,370	14.8%	707,837	16.7%	757,570	17.5%	761,753	17.4%	1%	390,706	16.7%	402,676	19.5%	3%
Light Trucks	445,398	6.4%	453,082	6.2%	517,298	7.0%	533,895	7.4%	498,473	7.8%	-7%	267,390	7.6%	296,052	8.7%	11%
KOREAN TOTAL ALL	-	0.0%	-	0.0%	-	0.0%	91,218	0.8%	237,350	2.2%	0%	104,214	1.8%	142,186	2.6%	36%
Automobiles	-	0.0%	-	0.0%	-	0.0%	91,218	2.1%	174,379	4.0%	0%	104,214	4.5%	76,744	3.7%	-26%
Light Trucks	-	0.0%	-	0.0%	-	0.0%	-	0.0%	62,971	1.0%	0%	-	0.0%	65,442	1.9%	#DIV/0!
HYUNDAI TOTAL	-	0.0%	-	0.0%	-	0.0%	91,218	0.8%	237,350	2.2%	0%	69,726	0.0%	102,393	1.9%	47%
Automobiles	-	0.0%	-	0.0%	-	0.0%	91,218	2.1%	174,379	4.0%	0%	58,361	0.0%	36,951	1.8%	-37%
Light Trucks	-	0.0%	-	0.0%	-	0.0%	-	0.0%	62,971	1.0%	0%	11,365	0.0%	65,442	1.9%	476%
GERMAN	211,599	1.8%	250,276	2.1%	218,472	1.9%	220,374	1.9%	254,392	2.4%	15%	144,842	2.5%	162,827	3.0%	12%
Automobiles	23,188	0.5%	56,589	1.3%	35,136	0.8%	19,830	0.5%	38,756	0.9%	95%	19,880	0.9%	15,845	0.8%	-20%
Light Trucks	188,411	2.7%	193,687	2.7%	183,336	2.5%	200,544	2.8%	215,636	3.4%	8%	124,962	3.5%	146,982	4.3%	18%
BMW TOTAL	123,328	1.0%	166,090	1.4%	143,916	1.2%	124,816	1.1%	104,632	1.0%	-16%	55,794	1.0%	75,146	1.4%	35%
Automobiles	23,188	0.5%	56,589	1.3%	35,136	0.8%	19,830	0.5%	38,756	0.9%	95%	19,880	0.9%	15,845	0.8%	-20%
Light Trucks	100,140	1.4%	109,501	1.5%	108,780	1.5%	104,986	1.5%	65,876	1.0%	-37%	35,914	1.0%	59,301	1.7%	65%
MERCEDES BENZ TOTAL	123,328	1.0%	166,090	1.4%	143,916	1.2%	124,816	1.1%	104,632	1.0%	-16%	55,794	1.0%	75,146	1.4%	35%
Automobiles	23,188	0.5%	56,589	1.3%	35,136	0.8%	19,830	0.5%	38,756	0.9%	95%	19,880	0.9%	15,845	0.8%	-20%
Light Trucks	100,140	1.4%	109,501	1.5%	108,780	1.5%	104,986	1.5%	65,876	1.0%	-37%	35,914	1.0%	59,301	1.7%	65%

Major Nameplate Shares of the U.S. New Light Vehicle Market

	2002		2003		2004		2005		UNIT	2006		UNIT	6 MO '06		6 MO '07		UNIT
	UNITS	SHARE	UNITS	SHARE	UNITS	SHARE	UNITS	SHARE	CHG	UNITS	SHARE	CHG	UNITS	SHARE	UNITS	SHARE	CHG
TOTAL MARKET	16,808,217	100.0%	16,629,773	100.0%	16,849,353	100.0%	16,921,005	100.0%	0.4%	16,475,109	100.0%	-2.6%	8,334,504	100.0%	8,207,607	100.0%	-1.5%
AMERICAN NAMEPLATES	10,344,558	61.5%	10,001,046	60.1%	9,864,680	58.5%	9,609,279	56.8%	-2.6%	8,815,017	53.5%	-8.3%	4,562,010	54.7%	4,245,638	51.7%	-6.9%
JAPANESE NAMEPLATES	4,647,673	27.7%	4,801,902	28.9%	5,154,463	30.6%	5,472,051	32.3%	6.2%	5,768,779	35.0%	5.4%	2,833,304	34.0%	3,007,840	36.6%	6.2%
GERMAN NAMEPLATES	915,013	5.4%	912,943	5.5%	882,933	5.2%	870,283	5.1%	-1.4%	920,879	5.6%	5.8%	447,282	5.4%	461,028	5.6%	3.1%
KOREAN NAMEPLATES	650,315	3.9%	637,692	3.8%	688,670	4.1%	730,863	4.3%	6.1%	749,821	4.6%	2.6%	380,613	4.6%	390,987	4.8%	2.7%
OTHER NAMEPLATES	250,658	1.5%	276,190	1.7%	258,607	1.5%	238,529	1.4%	-7.8%	220,613	1.3%	-7.5%	111,295	1.3%	102,114	1.2%	-8.2%
FROM ALL N.A. PLANTS	13,521,598	80.4%	13,325,974	80.1%	13,468,924	79.9%	13,543,396	80.0%	0.6%	12,809,279	77.7%	-5.4%	6,557,928	78.7%	6,298,067	76.7%	-4.0%
Big-Three Plants	10,313,985	61.4%	9,963,308	59.9%	9,756,024	57.9%	9,494,534	56.1%	-2.7%	8,730,590	53.0%	-8.0%	4,523,481	54.3%	4,198,049	51.1%	-7.2%
Japanese Transplants	2,910,873	17.3%	3,096,730	18.6%	3,504,392	20.8%	3,755,152	22.2%	7.2%	3,637,229	22.1%	-3.1%	1,820,900	21.8%	1,867,545	22.8%	2.6%
Korean Transplants	-	0.0%	-	0.0%	-	0.0%	65,747	0.4%		195,361	1.2%		93,467	1.1%	112,030	1.4%	19.9%
German Transplants	296,740	1.8%	265,936	1.6%	208,508	1.2%	227,963	1.3%	9.3%	246,099	1.5%	8.0%	120,080	1.4%	120,443	1.5%	0.3%
FROM ALL IMPORTS*	3,286,619	19.6%	3,303,799	19.9%	3,380,429	20.1%	3,377,609	20.0%	-0.1%	3,665,830	22.3%	8.5%	1,776,576	21.3%	1,909,540	23.3%	7.5%
From Germany	562,445	3.3%	556,730	3.3%	583,893	3.5%	570,272	3.4%	-2.3%	590,600	3.6%	3.6%	286,508	3.4%	295,764	3.6%	3.2%
From Japan	1,752,777	10.4%	1,720,975	10.3%	1,632,263	9.7%	1,694,097	10.0%	3.8%	2,092,968	12.7%	23.5%	986,689	11.8%	1,124,675	13.7%	14.0%
From Korea	650,315	3.9%	645,969	3.9%	782,982	4.6%	783,006	4.6%	0.0%	663,585	4.0%	-15.3%	343,303	4.1%	334,775	4.1%	-2.5%

*Imported from outside North America

SOURCE: Ward's Automotive Reports, adjusted by USDOC/OAAI. Nameplates are recorded under the named brand, regardless of where made or by whom.