

Implants			Closures		
Firm	Location	Capacity (000s cars)	Firm	Location	Capacity (000s cars)
Honda	Marysville	360	General Motors	Leeds	250
	East Liberty	150		Norwood	250
	Alliston	100		Detroit	212
				Pontiac	100
NUMMI	Fremont	100	Chrysler	Kenosha	300
Toyota	Georgetown	240	General Motors	Framington	200
	Cambridge	50		Lakewood	200
Nissan	Smyrna	480		Pontiac	54
Mazda	Flat Rock	240	Chrysler	Detroit	21
Total implant capacity		1,720	Total closure capacity		1,817

NOTE: NUMMI – New United Motor Manufacturing Inc., a joint venture between General Motors and Toyota.

## **EXHIBIT 1.6** The challenge of world competition: the North American auto lesson in the 1990s