

Auto maker and location			Vehicles (000s) produced	Vehicles per employee	
			1998	1997	1998
Canada	Toyota	Cambridge	172	n/a	83
	GM	Oshawa	459	57	57
Czech Republic	Skoda	Mlada Boleslav	288	31	35
France	Renault	Douai	385	61	68
	PSA	Aulnay	262	52	58
	PSA	Sochaux	237	26	31
Germany	GM	Eisenach	175	77	76
	Ford	Saarlouis	290	59	59
	VW	Emden	330	28	37
Italy	Fiat	Melfi	383	70	73
	Fiat	Mirafiori	416	54	61
Japan	Mitsubishi	Mizushima	521	147	163
	Nissan	Kyushu	430	99	119
	Honda	Suzuka	568	123	116
	Honda	Sayama	485	112	114
	Mitsubishi	Okazaki	173	111	113
	Toyota	Takaota	450	122	103
Korea	Daewoo	Changwon	248	165	165
	Hyundai	Ulsan #2	157	62	65
Spain	VW	Navarra	311	70	76
	SEAT	Martorell	499	69	69
	Renault	Valladolid	214	59	64
UK	Nissan	Sunderland	289	98	105
	Toyota	Burnaston	172	58	72
	Honda	Swindon	112	62	64
	Ford	Dagenham	250	62	61
	Rover	Longbridge	282	34	31
US	Toyota/GM	NUMMI	362	87	87
	Honda	East Liberty	239	85	87
	Honda	Marysville	456	82	88
	Ford	Atlanta	257	75	84
	Toyota	Georgetown	475	78	83
	Ford	Chicago	255	69	81
	Ford	Wayne	227	79	72
	Nissan	Smyrna	309	72	56
	GM	Doraville	257	n/a	51

NOTE: GM's Oshawa figures are for two car plants.  
SOURCE: *Motor Business Europe* (Q4, 1999), *Motor Business International* (Q4, 1999) and *Motor Business Japan* (Q4, 1999). The Economist Intelligence Unit (UK) 1999

**EXHIBIT 1.9** Productivity in some of the world’s auto plants, 1997 and 1998