



AUTO QUARTERLY

Winter 2004
www.jama.ca

NEWSLETTER OF THE JAPAN AUTOMOBILE MANUFACTURERS ASSOCIATION OF CANADA

Japanese automakers in Canada set new records for sales, production and exports in 2003

All in all, 2003 was a pretty good year for the Japanese automotive industry in Canada. And it's not just a story of statistics, although the figures stand out when compared to the overall results of the industry. For example, this year was notable for the production launch of the first Lexus vehicle to be made outside of Japan, the Lexus RX 330 at Toyota Motor Manufacturing Canada (TMMC) in Cambridge. At the same time, three new auto parts plants officially began production in Ontario, including FIO Automotive Canada in Stratford, Aisin Canada in Woodstock, and Trim Masters in Elmira, all of which were related to the new Lexus program.

The Auto Market in Canada in 2003

Although total new vehicle sales in Canada dropped 6.4% to 1.59 million units, this was still the second best sales year on record. Altogether, sales of passenger cars in Canada slid 7.4% to 865,463 units, while light truck sales declined 5.3% to 728,043 units. The only sector that gained over last year was medium and heavy trucks which rose 7.2% to 34,364 units.

Furthermore, after six years of steady growth and three consecutive years of record breaking sales, the market was bound to take a breather. What forecasts did not anticipate however, were a series of unfortunate events including SARS, which had a big impact in Toronto, an energy blackout in Ontario during the late summer, wildfires in

western Canada and a crisis in the beef industry over a case of mad-cow disease (BSE) in Alberta. At the same time, in the face of intensifying competition in the market, many automakers continued to offer a wide variety of incentives which may have helped the market from falling more than it did.

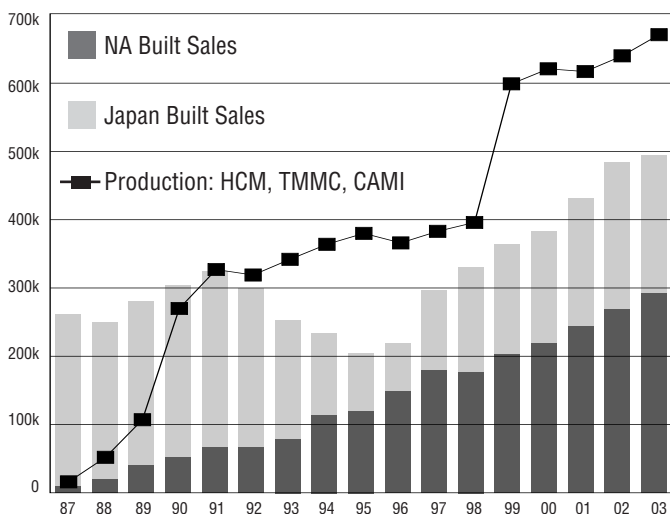
The 'Big Three' automakers combined sales dropped 11.2% to 907,000 units. General Motors, Ford and the Chrysler Division of DaimlerChrysler all recorded lower sales led by Chrysler dropping 13.7% to 212,935 units. GM and Ford were down 12.5% and 6.3% respectively. Their combined market share also fell from 60.1% in 2002 to 56.9% in 2003 as GM gave up 2 points and Ford slipped just over 1 point.

Sales among all Japanese automakers in Canada increased 1.5% to 494,000 units in 2003. While car sales were flat, light trucks (including minivans, pickups and sport utility vehicles) jumped 6.0% over the previous year. From another perspective, sales of vehicles built in North America climbed 8.4%, while sales of imports from Japan dropped 6.7% from 2002. Clearly, this reflects the growth of production capacity in North America among Japanese automakers and the shift to sourcing vehicles within NAFTA. In fact, three out of every five vehicles sold by Japanese auto dealers in Canada are now built in North America. Market share of Japanese brands climbed above 30% for the first time to a new peak of 31%, a result of both higher sales and a falling market.

Among individual companies, while results were mixed, five companies reached new sales records - Toyota, Nissan, Mitsubishi, Hino and Mitsubishi Fuso (the latter two in the medium duty truck segment). Toyota Canada overtook Honda Canada for the top spot in 2003 with a new high of 165,024 sales, an 8.0% gain; while Honda sales were down 6.5% to 154,630 units. Nissan Canada pulled into third place up 7.5% to 69,534 vehicle sales, as Mazda Canada slipped 7.9% to 65,550. In spite of strong gains in light trucks, sales declined 8.6% for Subaru Canada, and Suzuki Canada sales fell 19.0% over 2002. Mitsubishi Motor Sales Canada finished their full calendar year with a total of 14,122 sales, just a little short of their first

• See *Japanese Automakers in Canada...* continued on page 2

Production & Sales in Canada (1987-2003)



IN THIS ISSUE

Japanese automakers in Canada set new records in 2003	1-3
A quick look at the Japanese auto industry in Canada 2004	3
Motor vehicle industry in Japan - statistics	3
AJAC 2004 Car of the Year Awards	4, 5
JAMA Canada recommends national incentive program	5
In memoriam – Tsutomu Iwasaki	5, 6
Driving towards a better future – Commentary by William C. Duncan	6

Light Vehicle Sales in Canada, by Company

Company	Jan-Dec 2003			Jan-Dec 2002			% Change		
	CARS	TRUCKS	TOTAL	CARS	TRUCKS	TOTAL	CARS	TRUCKS	TOTAL
HONDA	113,530	41,100	154,630	121,328	44,003	165,331	-6.4	-6.6	-6.5
N.A. Built	103,283	23,269	126,552	112,441	22,758	135,199	-8.1	2.2	-6.4
Japan Built	10,247	17,831	28,078	8,887	21,245	30,132	15.3	-16.1	-6.8
TOYOTA	119,959	45,065	165,024	113,693	39,073	152,766	5.5	15.3	8.0
N.A. Built	70,944	22,619	93,563	53,933	15,830	69,763	31.5	42.9	34.1
Japan Built	49,015	22,446	71,461	59,760	23,243	83,003	-18.0	-3.4	-13.9
MAZDA	49,576	15,974	65,550	52,175	18,965	71,140	-5.0	-15.8	-7.9
N.A. Built	6,399	8,587	14,986	1,766	10,400	12,166	262.3	-17.4	23.2
Japan Built	43,177	7,387	50,564	50,409	8,565	58,974	-14.3	-13.8	-14.3
NISSAN	48,738	20,796	69,534	49,270	15,391	64,661	-1.1	35.1	7.5
N.A. Built	39,877	5,980	45,857	36,747	5,777	42,524	8.5	3.5	7.8
Japan Built	8,861	14,816	23,677	12,523	9,614	22,137	-29.2	54.1	7.0
SUZUKI	4,878	4,483	9,361	5,983	5,575	11,558	-18.5	-19.6	-19.0
N.A. Built	0	1,006	1,006	0	1,649	1,649	0.0	-39.0	-39.0
Japan Built	4,878	3,477	8,355	5,983	3,926	9,909	-18.5	-11.4	-15.7
SUBARU	11,078	4,684	15,762	12,968	4,268	17,236	-14.6	9.7	-8.6
N.A. Built	5,001	304	5,305	6,834	70	6,904	-26.8	0.0	-23.2
Japan Built	6,077	4,380	10,457	6,134	4,198	10,332	-0.9	4.3	1.2
MITSUBISHI	10,798	3,324	14,122	2,690	533	3,223	301.4	523.6	338.2
N.A. Built	4,297	101	4,398	885	0	885	385.5	0.0	396.9
Japan Built	6,501	3,223	9,724	1,805	533	2,338	260.2	504.7	315.9
TOTAL	358,557	135,426	493,983	358,107	127,808	485,915	0.1	6.0	1.7
N.A. Built	229,801	61,866	291,667	212,606	56,484	269,090	8.1	9.5	8.4
Japan Built	128,756	73,560	202,316	145,501	71,324	216,825	-11.5	3.1	-6.7

* car sales include Mexican built

Source: AIAMC, DesRosiers Automotive Consultants Inc.

Motor Vehicle Production in Canada

	Jan-Dec 2003	Jan-Dec 2002	% Change
HONDA (HCM)	392,230	361,018	8.6
TOYOTA (TMMC)	227,543	218,011	4.4
CAMI	51,475	62,746	-18.0
TOTAL	671,248	641,775	4.6

Source: JAMA Canada

Motor Vehicle Exports from Canada

	Jan-Dec 2003	Jan-Dec 2002	% Change
HONDA (HCM)	318,526	269,376	18.2
TOYOTA (TMMC)	147,805	164,958	-10.4
CAMI	44,244	54,467	-18.8
TOTAL	510,575	488,801	4.5

Source: JAMA Canada

Vehicle Imports (Shipments) to Canada

	Jan-Dec 2003	Jan-Dec 2002	% Change
JAPAN	192,230	234,661	-18.1
U.S./MEXICO	153,001	127,013	20.5
TOTAL	345,231	361,674	-4.5

Source: JAMA, JAMA Canada

• Continued from page 1...Japanese Automakers in Canada

year target. In the commercial truck segment (medium and heavy duty), Hino Diesel Trucks Canada broke their previous record with a gain of 7.3% to 990 units. Mitsubishi Fuso Canada sales jumped 32.6% to 126 units in 2003.

European automakers saw combined sales slip 2.0% in 2003, while Korean companies (only Hyundai and Kia as Daewoo closed their Canadian sales office last year) were unchanged over 2002. Both European and Korean automakers have about a 6% share of the Canadian light vehicle market.

Japanese Production, Exports & Imports in 2003

Overall Canadian production of motor vehicles totaled 2.52 million units, off 3.0% from last year and down from the peak of 3 million in 1999. The closure of the GM plant in Quebec in 2002 and the Chrysler commercial van plant in Windsor in 2003 are major factors in the decline.

At the same time, production at HCM in Alliston and TMMC in Cambridge has been growing due to expansions in capacity. Overall output, including CAMI, increased 4.6% to 671,200 units in 2003 - a record level. Both HCM and TMMC reached their own production records - 392,200 and 227,500 units respectively. While CAMI output shrank to just over 51,000 units, a new vehicle program is scheduled to begin in 2004 producing the 2005 Equinox compact sport utility vehicle. What's more, these three production facilities

• See Japanese Automakers in Canada... continued on page 3

• Continued from page 2... Japanese Automakers in Canada

accounted for 26.7% of total Canadian vehicle output last year, up from 5.4% in 1989.

As 76% of vehicles produced at HCM, TMMC and CAMI are exported, a record 510,575 units were shipped to the US and several other countries, an increase of 4.5% over 2002. While the majority of exports were destined for the US, about 34,000 went to more than a dozen other countries including 1,500 vehicles to Japan.

Vehicle imports to Canada fell 4.5% to 345,230 units in 2003 as a growing number of vehicles were supplied from plants in North America. This is clearly illustrated by the 18.1% drop in shipments from Japan and a 20.5% jump in vehicles shipped from Japanese affiliated plants in the NAFTA region including the US and Mexico.

The Outlook for 2004

It is useful to keep in mind that there are two rather distinct facets of the auto industry in Canada - production which is largely exported, and consumption which is about 75% comprised of imported vehicles. Moreover, due to the integration of the industry in North America over the past thirty years, Canada produces much more than we consume year in and year out. In 2003, the production to sales ratio was 156% in Canada (we made 1.56 vehicles for every 1 sold), compared to 82.9% for North America overall. This structural overcapacity is a key factor in Canada's significant trade surplus in automotive goods over the past two decades.

While auto analysts seem to be split on whether sales will be up or down in the year ahead (forecasts vary between 1.56 million new sales and as high as 1.68 million), JAMA Canada is relatively optimistic about 2004, although the momentum in the Canadian auto market has waned in the past few months, leading some analysts to conclude that the market may continue to soften, particularly as the Canadian economy is expected to lag the US this year. Other factors that could undermine consumer confidence include the threat of higher interest rates, rising levels of personal debt, and rising unemployment. However, if the US economy rebounds as expected sending sales back up to 17 millions units, this will be favourable for production in Canada as more than 80% of all production is exported to the US.

As a result, the outlook for manufacturing augurs well for Japanese-affiliated plants. Production of the RX 330 at TMMC is expected to reach capacity in 2004 thereby increasing output toward current total capacity of 250,000 units a year. Honda will also be preparing to launch a new pick-up 'sport utility truck' in 2005 at Plant 2 in Alliston on the same line as the Pilot and Acura MDX. CAMI will also be adding a new vehicle with the launch of the Equinox in the spring of 2004.

With respect to sales in Canada, the good news for consumers is that over the next three years there will be record numbers of new models coming on the market across the whole spectrum of vehicle segments. Where, in previous years, there may have been about 35 new models launched during a model year, the number is expected to jump to 53 new launches this year, 60 in 2005 and 73 in 2006. Needless to say, competition is about to get even hotter in the years ahead - a challenge for automakers, and a heyday for consumers.

A quick look at the Japanese auto industry in Canada in 2004

- Combined production at Honda (HCM), Toyota and CAMI (Suzuki / General Motors joint venture plant in Ingersoll) totaled 671,200 units in 2003, representing 26.7% of total Canadian production, up from 5.4% in 1989.
- Both HCM and TMMC set new production records in 2003 - 392,200 and 227,500 respectively.
- Japanese affiliated plants built about 1.4 vehicles in Canada for every Japanese brand vehicle sold in the Canadian market.
- Exports from those plants topped 510,500 units, which represents a 76% export ratio.
- Canada has been a net exporter of 'Japanese' vehicles since 1993. Over these 11 years about 1.5 million more vehicles have been exported from Canada than imported from Japan, the US and Mexico combined.
- Vehicle sales in 2003 set a new record of 494,000 units - a record 31% market share.
- The best selling car in Canada in 2003 was the Honda Civic, followed by the Toyota Corolla - both are made in Canada. What's more, five of the top ten best selling passenger cars in 2003 were Japanese brand vehicles.
- Three of every five vehicles sold in Canada by Japanese automakers were built in North America.
- Over 23,300 manufacturing jobs have been created in vehicle and auto parts related manufacturing plants, while dealerships across Canada employ another 30,000 and head offices and regional sales and distribution operations account for 1,865 jobs. In total, direct and indirect employment stands at 55,000.
- There are 43 auto parts, materials and machine tool plants currently operating in Canada, with at least two more due to begin later this year.

Snapshot of the 2003 Motor Vehicle Industry in Japan

Passenger Cars, Trucks, Buses		TOTAL
PRODUCTION ¹	Jan-Dec 2003	10,286,318
	Jan-Dec 2002	10,257,315
	% change	0.3
EXPORTS ²	Jan-Dec 2003	4,756,339
	Jan-Dec 2002	4,698,726
	% change	1.2
SALES/ REGISTRATIONS ³	Jan-Dec 2003	5,828,183
	Jan-Dec 2002	5,792,093
	% change	0.6
IMPORT VEHICLE SALES ^{4*}	Jan-Dec 2003	278,804
	Jan-Dec 2002	277,065
	% change	0.6

* (including models built by Japanese automakers overseas) source: 1-2-JAMA; 3-JADA, JMVA; 4-JAIA

AJAC 2004 Car of the Year Awards

At the kick-off to the 2004 Canadian International Auto Show in Toronto, the Automotive Journalists Association of Canada (AJAC) announced that the **Mazda3** won the 2004 Car of the Year Award, which gave Mazda Canada a total of 5 AJAC Awards this year.

In December, AJAC announced the winners of the 2004 Car of the Year awards in ten sub-categories. JAMA Canada members won eight of the ten awards. Mazda Canada won awards in four categories including Best New Economy Car – **Mazda3**, Best New Family Vehicle – **Mazda6**, Best New Sports Coupe (under \$35,000) – **Mazda3 Sport Hatchback**, and Best New Sports/Performance Vehicle – **Mazda RX-8**. Nissan Canada, who garnered five awards last year, took the prize for Best New MPV/Crossover Vehicle – **Infiniti FX45**, as well as Best New Sports Coupe (over \$35,000) – **Infiniti G35 Coupe**. The **Toyota Sienna** was deemed the Best New Minivan, and **Subaru Forester 2.5 XT** won for Best New Sport Utility Vehicle.

• See AJAC 2004... continued on page 5



Mazda3 – Car of the Year and Best New Economy Car



Mazda6 – Best New Family Vehicle



Mazda3 Sport Hatchback – Best New Sports Coupe under \$35,000



Infiniti G35 Coupe – Best New Sports Coupe over \$35,000



Mazda RX-8 – Best New Sports/Performance Vehicle



Toyota Sienna – Best New Minivan



Subaru Forester 2.5 XT – Best New Sport Utility Vehicle



Infiniti FX45 – Best New MPV/Crossover Vehicle

• Continued from page 4... AJAC 2004 Car of the Year Awards

The AJAC Awards are determined as a result of a comprehensive battery of 'real-world' tests comparing new or substantially new 2004 model year vehicles by automotive journalists over a four day period last fall at the Shannonville Motorsport Park in Belleville, Ontario. Further details about AJAC and the Car of the Year Awards can be found at www.ajac.ca.

JAMA Canada recommends national incentive program for advanced technology vehicles

Following the induction of a new federal cabinet in Ottawa under the leadership of Prime Minister Paul Martin, JAMA Canada has suggested, in a pre-budget letter to Finance Minister Ralph Goodale, that Canada launch a national incentive program for advanced technology vehicles. While Ontario has a sales tax rebate on qualifying alternative fuel vehicles, including gas-electric hybrids, a national program would help to accelerate consumer acceptance of advanced technology vehicles. Recent surveys have shown that while consumers express strong interest in acquiring environmentally-friendly, fuel efficient vehicles, the reality is that they balk at paying more for advanced technology than they would for a comparable conventional vehicle. With government and automakers working together, the combination of tax incentives and advanced technology vehicles will provide a strong message to consumers that improvements in fuel economy and lower emissions can be realized at affordable prices.

Overall, we are recommending that the upcoming Federal Budget consider the following measures:

1. A tax-based incentive to purchasers of advanced technology vehicles, such as a rebate of the GST, similar to the Ontario retail sales tax rebate on alternative fuel vehicles, or a federal tax credit incentive similar to the proposal in the United States for advanced technology vehicles.
2. The Federal Government can lead by example through a more aggressive approach to purchasing advanced technology vehicles for the federal fleet, an action that would also challenge other governments and commercial fleets.

Due to the high cost of developing and producing advanced technology vehicles, such as gas-electric hybrids, offering tax incentives will not only stimulate consumer demand by making such vehicles cost competitive with conventional ones, but also will help pull into the market vehicles with significant improvements in fuel efficiency and lower emissions. Automakers are constantly striving to provide vehicles that meet the needs of evermore demanding consumers. But at the end of the day, it is consumers who determine the fuel economy of the whole fleet through their purchase decisions.

In addition to a few gas-electric hybrid vehicles currently on the market, more new advanced technology vehicles will be available in the near future, because automakers recognize the competitive advantage of offering environmentally friendly vehicles to increasingly concerned consumers. We feel governments can play a

supportive role with consumer-based incentives where clear environmental benefits are attainable.

At the same time, we share the concern of the auto industry in Canada about appropriate fuel quality. To be effective in reducing emissions, new vehicle emission systems require fuel that is properly blended and consistent with the World Wide Fuel Charter (WWFC) specifications, including sulphur-free gasoline that does not contain any metal-based additives, such as manganese.

In Memoriam – Tsutomu Iwasaki



Tsutomu Iwasaki (1933-2003)

JAMA Canada was deeply saddened at the recent death of Tsutomu Iwasaki. Among many other things, Iwasaki-san was responsible for writing the Japanese newsletter, JAMA Canada Report, for the past five years. Iwasaki-san was keenly interested in Japan-Canada relations, and was instrumental in finding ways to expand and deepen our bilateral relationship throughout his working life in Canada. We deeply appreciate his contribution. The following is the obituary from the *Globe & Mail*:

"On the afternoon of December 13, 2003, at age 70, Tsutomu passed away peacefully at Credit Valley Hospital surrounded by his wife Masako, son Taku, brother Yutaka, and daughter-in-law Jenny, after a courageous 10-week struggle against implications surrounding a sudden abdominal aneurysm. Tsutomu was an avid lover of trout fishing, golf, GO, Japanese fine cuisine, and the Toronto Blue Jays, but is best known for being the pioneer of Canada-Japan business and trade relations. Tsutomu Iwasaki was born and educated in Japan. He graduated from Kyoto University in 1958 with a major in international economics. As a member of Sumitomo Corporation in Japan from 1958 to 1969, T. Iwasaki traveled extensively on international assignments and represented the company in Vancouver from 1964 to 1965 where he was primarily in charge of mineral resource development financing. In 1970, he moved to Canada to join a Canadian resource development company as the firm's economist. In 1973, he established T. Iwasaki & Associates, an economic and business consulting service to both government and private sectors in Canada and Japan. He expanded his activities towards more general bilateral economic consulting with more focus on investment and trade relations in manufacturing industries. He was commissioned to produce many reports on Canada's business, economic, political and investment environment. In 1976, T. Iwasaki was commissioned to produce a discussion paper for the Keidanren economic mission to Canada, which led to the formation of the Canada-Japan Business Conference. Since 1978, he was asked to produce an economic background report for each annual session of the CJBC, including last year's 25th anniversary report *Canada-Japan Economic Relations: Entering a New Stage*, for the Sendai conference.

• See *In Memoriam*... continued on page 6



Driving Towards a Better Future

Picture one of our major cities – Washington, D.C., New York, Los Angeles – bustling with cars but without the traffic congestion that clogs city streets today. Picture these cars running under clear skies emitting none of the carbon monoxide, hydrocarbons and soot that clouds the air and stings the eyes on hot days. Picture these cars powered by clean energy such as hydrogen and electricity, largely domestically produced with fascinating new technologies. What you see is personal transportation with many choices and a heart to go along with it. In the automobile industry, this is called “sustainable mobility.”

The challenges toward true sustainable mobility are extraordinary, but we are already beginning to see the first light of this new day peeking above the horizon. This was evident in the excitement of the recent Tokyo Motor Show held in October at the Makuhari Messe convention center just outside Tokyo. Of the vehicles on display, some were powered by electricity, some by a combination of gas and electricity, some by hydrogen, and others by clean natural gas. Some of these were concept cars, but a number of them are already on the streets of Tokyo and other world cities.

The challenges toward true sustainable mobility are extraordinary, but we are already beginning to see the first light of this new day peeking above the horizon. This was evident in the excitement of the recent Tokyo Motor Show held in October at the Makuhari Messe convention center just outside Tokyo. Of the vehicles on display, some were powered by electricity, some by a combination of gas and electricity, some by hydrogen, and others by clean natural gas. Some of these were concept cars, but a number of them are already on the streets of Tokyo and other world cities.

Tokyo provided an important backdrop for this display of clean energy vehicles. All countries face environmental challenges, but those facing Japan are particularly acute. Japan's livable land area, for example, is about the size of the state of Michigan. Yet this small area accommodates about 44 percent of the population and economic activity of the entire U.S. It also accommodates about 34 percent of the number of cars on American roads.

As a result, the Japanese government and auto industry are pushing aggressively to develop and introduce clean energy vehicles into the Japanese market. In 1995, there were 11,043 of these vehicles on the road in Japan. Last year, the number reached 130,329. The government's target is to bring this total to 3.48 million vehicles within the next 7 years. Including low-emission, gasoline-powered vehicles, the total number is targeted to exceed 10 million by 2010.

Fuel cell vehicles, running on a combination of hydrogen and oxygen, emit no pollution, only water. Accordingly, fuel cells hold particular promise for sustainable mobility once the technology is refined, costs lowered and infrastructural challenges met. The Japanese government is spending about \$155 million this fiscal year promoting fuel cell vehicles and building hydrogen service stations. Toyota and Honda have already leased several fuel cell vehicles to the Japanese government. The current target is to have 50,000 fuel cell vehicles on Japanese roads by 2010 and 5 million by 2020.

The Future

Sustainable mobility is not a dream. It is a defined goal, which will be steadily met during the next 20 years, perhaps sooner. In this process, governments will play an important role. However, it will not be the governments that make it happen. Rather sustainable mobility will come from the engineers, designers, and executives of the world's automobile companies and from consumers. This spirit of

dedication and enthusiasm is what really glimmered under the lights of the Tokyo Motor Show in October and what gave true meaning to the banner over the entrance which read: “The Challenge: Driving Towards a Better Future.” (*Auto Trends is available on the web at www.jama.org.*)

• Continued from page 5... In Memoriam – Tsutomu Iwasaki

T. Iwasaki believed that mutual understanding of each other's society, culture, and history is essential to enhancing the bilateral business relationship. For this reason, T. Iwasaki translated the memoirs of Dr. Hugh Keenleyside, the Canadian diplomat who opened the first Canadian Legation in Tokyo called Raising the Canadian Flag in Japan; the book was published by Simul Press in 1984. In 1985, he authored Canada Looks to Japan, a guide to Canada's economic and political system, also by Simul Press. In addition, T. Iwasaki has authored many essays on prominent Canadians including ‘Canadians in Karuizawa’ (1998). His involvement, together with Toyota Canada, in the production of the National Film Board documentary on Herbert Norman is detailed in his essay ‘The Making of a Documentary: The Man Who Might Have Been, An Inquiry into the Life and Death of Herbert Norman’ (1998). T. Iwasaki & Associates commenced publication of The Canada-Japan Business Review in 1984, a unique Japanese-language monthly newsletter reporting on developments in Canada's political, economic and investment environments and on Canada-Japan relations, whose subscribers include many in business, government and academia. In 2002, he undertook production of The Japan Society Quarterly, a new English-language publication to help the Society revitalize Canada-Japan relations among its members. Over the years, T. Iwasaki has been an active member of the Toronto Board of Trade, the C.D. Howe Institute, the International House of Japan in Tokyo, and the Japan Association for Canadian Studies. A long-standing member of the Canadian Chamber of Commerce in Japan, T. Iwasaki contributed an article to the CCCJ publication The Canadian in the Spring/Summer 2001 issue entitled ‘Japanese Automobile Manufacturing in Canada’. On November 1, 2002, he aptly received the Special Lifetime Achievement Award for outstanding contribution to the Canada-Japan trade relationship at the Canada-Japan Business Awards, at which time he quipped ‘lifetime achievement? I'm not done yet’. For those who were lucky enough to have known him, we could only wish that were the case. He will be dearly missed but will be forever in our hearts.”



2004 is 20th anniversary of JAMA Canada, as well as the 75th anniversary of diplomatic relations between Canada and Japan. For information on special activities and events for the 75th,

go to the website of the Embassy of Japan in Ottawa at www.ca.emb-japan.go.jp/75thanniversary/index.html, or to the Ni-Ka Online section of the Canadian Department of Foreign Affairs and International Trade website at www.dfait-maeci.gc.ca/ni-ka/menu-en.asp.