Mazda Motor Corporation

Founded in 1920, Mazda manufactures and markets a diverse array of passenger cars and commercial vehicles of uncompromising quality and value.

Vision of Mazda

Mazda established a new corporate vision in December 1999, comprising of three aspects:

Vision: To create new value, excite and delight our customers through the best automotive products and services.

Mission: With passion, pride and speed, we actively communicate with our customers to deliver insightful automotive products and services that exceed their expectations.

Value: We value integrity, customer focus, creativity, and efficient and nimble actions and respect highly motivated people and team spirit. We positively support environmental matters, safety and society. Guided by these values, we provide superior rewards to all people associated with Mazda.

Our efforts to strengthen the Mazda Brand

In order to globally communicate Mazda's unique value, Mazda established a "World Wide Brand Positioning" (WWBP) in April 1998, as part of the overall brand management strategy. The WWBP incorporates the Brand Personality of "Stylish," "Insightful" and "Spirited"; and the Product attributes of "Distinctive Design," "Exceptional Functionality," and "Responsive Handling and Performance" to create the Mazda Brand DNA. Mazda's DNA is summed up in the new brand message "Zoom-Zoom (love of motion experienced as a child)," which is promoted in the major markets around the world. All corporate activities worldwide, including vehicle planning, manufacturing, and internal and external communication are in line with the WWBP.

"Zoom—Zoom"	
<Personality>	<Product>
・Stylish ・Insightful ・Spirited	・Distinctive Design ・Exceptional Functionality ・Responsive Handling and Performance

CONTENTS

1. Company Profile

Mazda Motor Corporation's Plant Complex in Hiroshima, Japan

Originally established in January 1920, Mazda started manufacturing tools in 1929 and soon branched out into production of trucks for commercial use. In the early 1960s, Mazda launched its first passenger car models and began developing rotary engines. Still headquartered in Hiroshima in western Japan, Mazda Motor Corporation today ranks as one of Japan's leading automakers.

Mazda has been exporting cars to the United States and Europe for over 30 years. Overseas sales account for more than half of total turnover. Mazda has two main production sites in Japan and 15 overseas facilities. Mazda's factory at Hiroshima is one of the largest single-site automobile plants in the world, with an annual production capacity of nearly 400,000 units. The plant located at Hofu has a similar capacity.
Overseas sites include joint ventures based in Michigan, U.S.A, and in Thailand with Ford Motor Company, Mazda's largest shareholder.

Mazda boasts an illustrious history of engineering innovation, symbolized by the rotary engine. Although many leading firms attempted to adapt the concept, only Mazda persevered and succeeded in creating a commercial sports car engine. Today, Mazda is the only manufacturer in the world that makes gasoline, diesel and rotary internal combustion engines. The latest incarnation of the rotary engine powers the new Mazda RX-8, a car that truly embodies Mazda DNA.

Mazda's raison-d'être is to make cars that are fun to drive-cars that enthuse but are also affordable. The brand message "Zoom-Zoom" aims to capture this feeling, expressing the passionate spirit of motoring enjoyment that drives Mazda forward.

2. Products

Vehicle Lineup

(as of August 1, 2003)

		Overseas names	Domestic names
Passenger cars		Mazda2	Demio
		Mazda 323 sedan/Mazda Protegé*1	Familia sedan
		Mazda 323F hatchback/Mazda Protegé 5*1	Famila S–Wagon
		Mazda Premacy	Premacy
		Mazda6	Atenza SEDAN
		Mazda6 SPORT	Atenza SPORT
		Mazda6 SPORT WAGON	Atenza SPORT WAGON
		Mazda 626 sedan, hatchback	Capella sedan
		Mazda 626 station wagon	Capella wagon
		Mazda Millenia/Mazda Xedos 9	Millenia
		Mazda MX–5/Mazda MX–5 Miata*1	Roadster
		Mazda RX–8	RX–8*2
		Mazda Bongo Friendee	Bongo Friendee
		Mazda MPV	MPV
		Mazda Tribute	Tribute
	Micro-mini	—	Carol*3
		—	AZ–Wagon*3
		—	AZ–Offroad*3
		—	Laputa*3
		—	Spiano*3
		—	Scrum wagon*3
Commercial vehicles		—	Familia van*4
		Mazda E-Series (truck, van)	Bongo (van, truck)*5 Bongo Brawny (van, truck)
		Mazda B-Series (pickup truck)*6	—
		Mazda T-Series (truck)	Titan, Titan Dash
	Micro-mini	—	Scrum (van, truck)*3

Notes: *1 Mazda Protegé, Mazda Protegé 5 and Mazda MX-5 Miata are available in North America only.
*2 Equipped with RENESIS rotary engine.
*3 Supplied by Suzuki Motor Corporation through OEM agreement.
*4 Supplied by Nissan Motor Co., Ltd. through OEM agreement.
*5 Supplied for Nissan Motor Co., Ltd. and Mitsubishi Motors Corp. through OEM agreement.
*6 Mazda B-series pickup truck for the U.S. and Canadian markets is produced by Ford in the U.S. through OEM agreement. AAT, a joint venture in Thailand between Mazda and Ford, produces the B-Series that is sold in other overseas markets.

3. Global R&D Operations

R&D Efforts

Mazda is dedicated to developing vehicles that are distinctive and innovative using the latest and most advanced technologies to satisfy the diverse needs of motorists worldwide. To accomplish this, Mazda created a global R&D network with operations in Japan (Hiroshima and Yokohama); the United States (Irvine, California and Flat Rock, Michigan); and Germany (Oberursel).

R&D Operations

Japan

Head Office（Hiroshima）

Product Planning & Business Strategy Div.
Design Div.
Program Management Div.
Vehicle Development Div.
Vehicle Engineering Div.
Powertrain Development Div.
Technical Research Center, etc.

Mazda R&D Center（Yokohama）

Product Planning & Business Strategy Div.
Design Div.
Technical Research Center, etc.

U.S.A.

Mazda North American Operations (MNAO)

Product Development and Strategies Div.

Established:	June 1988 (originally as MRA)
Locations:	Irvine, California; Flat Rock, Michigan
Headed by:	Robert Davis, MNAO
Major activities:	Product planning, advanced product development, design, market research, engineering studies, accessory development, evaluation testing and tuning, vehicle certification procedures

Europe

Mazda Motor Europe GmbH (MME)

European R&D Center

Established:	December 1987 (Originally as Mazda Motor Corporation, Europe R&D Representative Office)
Location:	Oberursel, State of Hessen, Germany
Vice President:	Kiyoshi Fujiwara
Major activities:	Product planning, advanced product development, design and modeling, research, trend and engineering studies, accessory development, evaluation testing and tuning, vehicle certification procedures

4. Safety Technology

Safety plays a fundamental role in a satisfying and pleasurable driving experience. With this in mind, Mazda has been extensively studying the ways and various conditions in which automobiles are used, to reflect an enhanced level of safety technology in our products.

Safety Actions

1) Safety Policy

Recognizing that safety is a fundamental element contributing to enriched lifestyles through automobiles, Mazda will continue to study the way automobiles are used, and the various traffic environments in which they are used. Based on such study, Mazda will pursue optimum safety technologies desirable for the motorized society throughout the world, and reflect them in its products.

2) Safety technology development

Aiming to create a further enhanced level of safety, Mazda is developing safety technology focusing on the following three areas:

- Active safety (minimize accidents)

  Active safety features include: excellent visibility, functional control panel/operation arrangement, excellent braking performance, driving stability.
  In addition to water repellent glass/side mirrors, gas discharge headlamps, ABS(*1), EBD(*2) and Brake Assist, other safety features, such as DSC(*3), have been developed and explored in Mazda vehicles.

- Passive safety (help decrease the possibility of severe injury of occupants and pedestrians in the case of an accident)

  Passive safety features include: high rigidity body structure, advanced occupant restraint system, measures for secondary collision inside the vehicle, fire prevention after collision.
  In addition to the Mazda Advanced Impact-energy Distribution and Absorption System, many safety features have already been introduced. These include SRS(*4) dual-stage frontal airbags for driver and front passenger seats, pretensioner and load limiter for seatbelt retractors, SRS side airbags with head-protection functions, ISOFIX child seat with top tethers/LATCH System, SRS curtain shield airbags, whiplash injury reduction seats, and new intrusion-minimizing brake pedal. In addition, safety technologies for Mazda Advanced Restraint System and pedestrian protection will also be explored in Mazda vehicles.
  Mazda is also putting its effort into research on Vehicle Compatibility, a new technology to pursue:
  1) further self-protection for smaller vehicles which are susceptible to severer damage, and 2) reduction of aggressivity to smaller vehicles by larger vehicles, when taking into consideration the field accident cases where vehicles with different classes collided with each other.
  New RX-8 hood augments pedestrian safety:
  The aluminum hood on the RX-8 features a completely redesigned impact absorbing structure based on shock cones. These shock cones in the inner panel provide more uniform impact absorption across the hood surface than traditional framed inner panels, which inevitably have some harder points. Tests confirm that the improved structure reduces the degree of head injury to pedestrians in a collision by around 50%.

- Advanced safety (provide safer and smoother driving)

  Mazda is developing vehicles that provide advanced safety, while participating in ASV(*5) and AHS(*6) projects organized by the Japanese Ministry of Land, Infrastructure and Transport. At the end of 2002, Mazda began public road trials of its advanced safety vehicle. The vehicle is equipped with a full speed range adaptive cruise control system with brake control, advanced front-lighting system, forward obstacle warning system and whiplash injury mitigation system. Through these trials, Mazda will continue to collect and analyze data for the development of future products.

Notes: (*1) ABS: Anti-lock Brake System
(*2) EBD: Electronic Brake Force Distribution
(*3) DSC: Dynamic Stability Control
(*4) SRS: Supplemental Restraint System
(*5) ASV: Advanced Safety Vehicle
(*6) AHS: Advanced cruise-assist Highway System
Application / installation of each safety feature as optional or standard equipment differs in each market.

5. Environmentally Friendly Technology

Administrative policies and organizations to address environmental issues

In April 1992, Mazda adopted the "Mazda Global Environmental Charter," and established action plans and the "Mazda Global Environmental Committee" in March 1993. This was followed by the "Voluntary Action Plan for Recycling Promotion" to further enhance environmental protection in 1998. Through vehicle recycling initiatives, such as collection of scrap bumbers, improvement in the recyclable rate of vehicles, and reduction in the amount of lead used in vehicles, Mazda is making utmost efforts to conserve our natural resources.
All of Mazda's domestic operations have been ISO 14001-certified since June 2000. With a combined total of more than 20,000 employees, the scale of this effort and award is unprecedented in the Japanese auto industry. Both AutoAlliance Thailand (AAT), a joint venture with Ford in Thailand, and AutoAlliance International (AAI), a joint venture in the US, also have ISO 14001 accreditation.

These environmental actions are compiled in the company's annual "Environmental Report."
In 2002, Mazda set three new goals towards environmental protection.

- Fuel Efficiency: Achieve Japanese 2010 fuel efficiency standards in all weight categories of passenger vehicles by FY2005.
- Low Emissions: Raise the percentage of U-LEV passenger vehicles to 90% by the end of CY2005.
- Zero Landfill: Accelerate the reduction of waste landfill to achieve zero levels by the end of FY2002 at all manufacturing sites in Japan.

Environmental principles

We aim to promote environmental protection and contribute to a better society, while maintaining harmony with nature in our business activities.

- We will contribute to society by creating environmentally friendly technologies and products.
- We will use the Earth's resources and energy sparingly, and never overlook environmental considerations when conducting our business.
- Hand in hand with local communities and society at large, we will play our part in improving the environment.

Reduction of CO_2 emissions

1) Improve fuel economy to reduce automobile CO_2 (carbon dioxide) emissions through engine refinement and vehicle weight reduction.
   - Introduced a small 2.0L "MZR-CD" turbocharged diesel engine with common-rail direct-injection in 2002. This engine delivers excellent fuel economy and clean emissions performance required to meet stringent "Euro3" standards in EU. (Mounted in European-bound MPV and Mazda6)
   - Introduced the all-new "MZR" aluminum inline 4-cylinder engine, which delivers excellent fuel economy and clean emissions performance. (MPV, Mazda6/Atenza and Mazda2/Demio, powered by this engine series, all clear Japan fuel economy standards for FY2010.)
   - Developed RENESIS rotary engine mounted in the all-new RX-8.
   - Streamlining of basic body structure and layout, weight reduction of individual parts, and use of lightweight materials and module carriers also improves fuel efficiency.

2) Reduce plant CO_2 emissions
   - An energy-efficient, low-pollution cogeneration system for generating heat and electric power has been in use at the Hiroshima plant since 1987, and at Hofu since July 1993.
   - Mazda has been using LNG, which produces lower CO_2 emissions, for generating heat at the Hiroshima plant since August 1998.

New manufacturing technology

1) Semi-dry process (introduced in July 2002)

   A semi-dry machining process for parts which greatly reduces the amount of lubricant required was applied to the machining line of the aluminum inline four-cylinder MZR1.3/1.5L engines. Through this process, energy consumption is reduced by 75%, while the amount of waste lubricant is reduced by 80%.

2) Three layer wet paint system (introduced in July 2002)

   This new coating technology combines the primer coating process into the top coating process. This contributes to a 15-percent reduction in energy consumption while reducing CO_2 discharge and emissions of VOC (Volatile Organic Compounds), such as toluene and xylene, by approximately 45%.

3) New welding technology (introduced in February 2003)

   Mazda developed the world's first aluminum joining technology using friction heat to be applied in the aluminum body assembly process for automobiles.

4) Paint stripping process used for bumper recycling (introduced in September 2003)

   Using optical separation technology developed in conjunction with a local machinery maker, Mazda succeeded in raising the quality of the paint stripping process applied to used bumpers to the level required to facilitate full recycling.

Development of alternative-fuel and clean-energy vehicles and other advanced technology

1) Fuel Cell Electric Vehicle (FC-EV):

- Participated in the Ford/DaimlerChrysler/Ballard alliance to develop fuel-cell technology in 1998.
- Developed the "Premacy FC-EV," a new fuel cell electric prototype vehicle based on the Mazda Premacy in 2001. (Received the permission of the Minister of Land, Infrastructure and Transport, and conducted vehicle test runs on public roads for the first time in Japan.)

2) Electric vehicles:

- Started electric vehicle research program in 1966.
- Sold approximately 100 electric vehicles in Japan during the last 30 years.
- Developed high performance battery electric vehicles based on the Demio in 1997.
- Introduced electric-powered vehicles based on the Mazda E-Series (Bongo van) with minor changes in 1998.
- Developing high-performance battery and energy-saving equipment to improve range and efficiency.

3) Hydrogen-fueled vehicles:

- Working to improve the hydrogen-absorption efficiency of the metal hydride tank (hydrogen fuel storage tank) to increase range.
- RX-8 Hydrogen RE, featuring a dual-fuel system, is undergoing running tests.

4) Natural-gas-powered vehicles:

- Introduced a compressed natural gas-fueled version of the Demio in June 2000, the Titan (Mazda T-Series) in November 2000, and the Titan Dash (Mazda T-Series) in April 2001 in Japan.

Reduction of automotive exhaust emissions

To reduce automotive exhaust emissions such as HC (Hydrocarbon), CO (Carbon monoxide) and NOx (Nitrogen oxide):

- Introduced a three-way catalytic converter system in 1976.
- Developed "Diluted-burn" engine in 1997 which recirculates large amounts of exhaust gas into the combustion chamber to improve fuel efficiency and to reduce CO_2 and NOx emissions under a wide range of driving conditions, including acceleration and stable driving.
- Developed the low light-off three-way catalyst with high thermal durability in 1998 for conventional gasoline to reduce HC, CO and NOx by half; it improves fuel economy and lowers CO_2.
- Developed a 2.0-liter, inline-4 cylinder, common-rail direct injection turbo diesel engine that is equipped with an all-new diesel particulate filter (DPF) in 2003.
- Introduced U-LEV certified products, including Demio, Atenza, Premacy.

Recycling materials and resources and effective usage of waste

1) Reduced materials and resources for automotive use:

- Implemented a numerical coding system (ISO 1043 and 1629) for parts in all new models beginning with Mazda MX-3 (Eunos Presso/AZ-3) in June 1991.
- Started to use recycled materials made from replaced bumpers, collected at dealerships nationwide, for bumper reinforcement parts of the Mazda 323 (Familia) series in January 2001.

2) Recycling and use of flammable and non-flammable waste from manufacturing and other processes:

- Recycle all steel scrap from manufacturing process.
- Incinerate flammable waste to create steam for use at plants.
- Recycle some 1,400 tons of paper annually, roughly equal to 28,000 eight-meter trees with a 15 centimeter diameter.
- Supply more than 90% of the powder sand produced in the process of casting and coal ash generated by the energy center to a cement maker as a raw cement material.
- Supply slag, another casting by-product, as a foundation material for asphalt roads. (since 1988)
- Promoting the use of recycled paper since 1991. (Recycled paper is used for all photocopying paper, business cards and PR materials.)
- Aim to achieve 90% recyclability of new domestic models launched after 2002.
- Reduced the amount of lead by 50% compared to the 1996 level for new models launched after 2000. Aiming for a 70 percent reduction of lead in models to be launched after late 2005.
- Achieved zero-waste goal a year ahead of target. (2002)

6. Domestic Production Operations

Production Facilities in Japan

(as of August 1, 2003)

	Hiroshima Plant				Miyoshi Plant*1
	Plant Complex in Head Office District		Plant Complex in Ujina District		
Operations	Welding, painting, commercial vehicle assembly	Die casting, foundry, machining, heat treatment, engine and transmission assembly	Stamping, welding, painting, passenger car assembly	Die casting, foundry, forging, machining, heat treatment, engine assembly	Machining, heat treatment, engine assembly
Production lines	Mazda Bongo Friendee, Mazda E–series*2, Mazda T–series*3	Reciprocating engines, manual transmissions	Mazda2, Mazda 323, Mazda MPV, Mazda MX-5, Mazda RX-8	Reciprocating engines, diesel engines, rotary engines	Reciprocating engines, diesel engines
Start-up date	April 1960		November 1966	December 1964	May 1974
Land area*4	551,000 m^2		1,695,000 m^2		1,667,000 m^{2*5}

	Hofu Plant*6		
	Nishinoura District		Nakanoseki District
Operations	Stamping, welding, painting, passenger car assembly		Die casting, heat treatment, machining, transmission assembly
Production lines	Plant Ⅰ	Plant Ⅱ	Automatic transmissions, manual transmissions
	Mazda 323, Mazda 323 F hatchback, Mazda3	Mazda Millenia, Mazda Premacy, Mazda Tribute/Escape, Mazda6, Mazda6 SPORT, Mazda6 SPORT WAGON	
Start-up date	September 1982	February 1992	December 1981
Land area*4	792,000 m^2		537,000 m^2

Notes: All product names are indicated by overseas names.
*1 Miyoshi Plant: 70 km (44 miles) north of Hiroshima city.
*2 Production of E-Series (Bongo, Bongo Brawny) trucks commerced at Press Kogyo Co., Ltd. in September 2003.
*3 T-Series (Titan) production commenced at Press Kogyo Co., Ltd. in May 2003, with T-Series (Titan Dash) production starting in September 2003.
*4 As of March 31, 2003.
*5 Includes proving ground.
*6 Hofu plant: 130 km (81 miles) west of Hiroshima city.

7. Overseas Production Operations

Production Facilities Overseas

(as of December 31, 2002)

Countries & Region*1	Start-up date	Assembler	Location	Major Mazda-brand Vehicles Assembled	2002 Mazda-brand Vehicle Production
U.S.A.	September 1987	AutoAlliance International, Inc. *2	Flat Rock, Michigan	Mazda 626 Mazda6	47,603
Thailand	May 1998	AutoAlliance*3 (Thailand) Co., Ltd.	Rayong Province	Mazda B–Series	31,857
India	May 1985	Swaraj Mazda Ltd.	Chandigarh	Mazda T–Series	7,581
Indonesia	February 1973	P.T. National Assembler	Jakarta	Mazda E- Series	N.A.
Taiwan	March 1987	Ford Lio Ho Motor Co., Ltd. *4	Chungli	Mazda 323 Mazda E- Series Mazda Premacy Mazda Tribute	13,849
Pakistan	July 1976	Sind Engineering (Private) Ltd.	Karachi	Mazda T–Series	1,042
Vietnam	July 1992	Vietnam Motors Corporation	Hanoi	Mazda 323, 626 Mazda Premacy	1,124
Malaysia	September 1968	Associated Motors Industries	Shah Alam	Mazda 323 Mazda B–Series Mazda E–Series	817
China (Hainan)	May 2001	Faw Hainan Motor Co., Ltd	Haikou	Mazda 323 Mazda Premacy	17,090
Iran	April 1972	Bahman Group	Teheran	Mazda 323 Mazda B–Series	5,574
Kenya	September 1977	Kenya Vehicle Manufacturers Ltd.	Thika	Mazda T–Series	32
Zimbabwe	July 1980	Willowvale Mazda Motor Industries (PVT) Ltd.	Harare	Mazda 323, 626 Mazda B–Series	1,320
South Africa	June 1963	Ford Motor Company of Southern Africa (Pty) Ltd.	Pretoria	Mazda 323 Mazda B–Series Mazda E–Series	20,603 (Ford vehicles manufactured by Mazda)
Ecuador	November 1986	Manufacturas Armadurias y Repuestos del Ecuador S.A.	Quito	Mazda 323 Mazda B–Series	2,831
Colombia	April 1983	Compañía Colombiana Automotriz S.A.	Santa Fe de Bogotá	Mazda 323, 626 Mazda B–Series	14,562

Notes: *1 Mazda also supplies vehicle parts to Kia Motors Corp. in Korea, Fuzhou Automobile Works, Hainan Mazda in China and to six manufacturing facilities for Ford brand vehicles.
*2 See the following page for a brief description of AutoAlliance International, Inc.
*3 See the following page for a brief description of AutoAlliance Thailand Company Limited.
*4 Production on commission basis.

AutoAlliance International, Inc.

（as of August 1, 2003）

Location & Address	1 International Drive, Flat Rock, Michigan 48134 U.S.A.
Established	June 1992 (originally as MMUC established in January 1985)
Management	Takashi Yamanouchi Chairman of the Board Philip G. Spender President
Capital	$760 million
Equity Share	Mazda Motor Corporation 50% Ford Motor Company 50%
Employees	1,961 (as of December 31, 2002)
Land Area	1.6 million m^2
Building	250,000 m^2
Operations	Plastic molding, stamping, welding, painting, and passenger car assembly
Start-up Date	September 1987
Investment	$1,233 million
Production Capacity	240,000 units/year with two shifts (regular working hours)
Products	Mazda6

Plant Development

1985	January June	Mazda Motor Manufacturing (USA) Corporation (MMUC) is incorporated. MMUC and the International Union/United Auto Workers (UAW) sign a letter of intent.
1986	August	Plant construction is completed.
1987	September	Production of Mazda MX–6 starts.
1988	January June August	Production of the Ford Probe starts. Two-shift operations start. Plant reaches full production.
1989	September	Production of Mazda 626 (4-door sedan) starts.
1990	August	Cumulative production volume reaches 500,000 units.
1992	June	MMUC, Mazda's wholly-owned subsidiary, enters into an equal partnership with Ford Motor Company and becomes AutoAlliance International, Inc.
1993	May	Cumulative production volume reaches 1,000,000 units.
1998	March	Production of the Mercury Cougar starts.
1999	June	Cumulative production volume reaches 2,000,000 units.
2002	October	Production of Mazda6 (sports sedan) starts.

Yearly Production

Year	Units	Year	Units	Year	Units
1988	163,290	**1993**	219,096	**1998**	167,393
1989	218,721	**1994**	247,004	**1999**	165,143
1990	184,428	**1995**	149,562	**2000**	108,179
1991	166,956	**1996**	129,441	**2001**	71,721
1992	169,566	**1997**	100,595	**2002**	65,924

AutoAlliance (Thailand) Company Limited

（as of August 1, 2003）

Location & Address	Eastern Seaboard Industrial Estate (Rayong) 49 Moo, 4, Tambol Pluakdang, Amphur Pluakdang Rayong 21140, Thailand	
Established	November 1995	
Management	Mark A. Schulz Yuji Nakamine	Chairman President
Capital	5 billion bahts (approx. 14 billion yen)	
Equity Share	Mazda Motor Corporation Ford Motor Company Mazda Sales Thailand Co., Ltd. (MST)	45% 50% 5%
Employees	2,602 (as of December 31, 2002)	
Land Area	Approximately 850,000 m^2	
Buildings	Approximately 135,000 m^2	
Operations	Engine assembly, stamping, body manufacturing, painting and final vehicle assembly of compact pickups	
Start-up Date	May 1998	
Investment	11.8 billion bahts (as of July 1998)	
Production Capacity	Approximately 135,000 units/year (BU: 100,000 units, CKD: 35,000 units)	
Products	Mazda B-Series, Ford Ranger/Courier	

Plant Development

1995	November	Mazda establishes AutoAlliance (Thailand) Company Ltd. with Ford Motor Company.
1998	May	Production of the Mazda B-Series and Ford Ranger/Courier starts.
1998	December	Exports for Australian market begin.
2000	August	Cumulative production volume reaches 100,000 units.
2002	January	Cumulative production volume reaches 200,000 units.

Yearly Production

Year	Units	Year	Units
1998	5,760	**2001**	64,857
1999	53,602	**2002**	79,536
2000	77,115		

8. Sales and Service Network

Sales Channels in Japan

(as of August 1, 2003)

<table>
<tr><th>Sales Channels</th><th colspan="2">Models</th></tr>
<tr><td>Mazda</td><td rowspan="2">Passenger cars
Demio, Familia, Familia S-Wagon, Atenza SPORT, Atenza SEDAN, Atenza SPORT WAGON, RX–8, Millenia, Roadster, Premacy, Tribute, MPV</td><td rowspan="2">Commercial vehicles
Bongo Friendee, Bongo (van/truck), Bongo Brawny (van), Titan, Titan Dash, Familia van</td></tr>
<tr><td>Mazda Anfini</td></tr>
<tr><td rowspan="2">Mazda Autozam</td><td>Exclusive Sales</td><td>Dual Sales</td></tr>
<tr><td>Passenger cars
Carol, AZ–Wagon, AZ-Offroad, Laputa, Spiano, Scrum Wagon
Commercial vehicles
Scrum (van/truck)</td><td>Passenger cars
Demio, Familia, Familia S-Wagon, Premacy

Commercial vehicles
Bongo (van/truck)</td></tr>
<tr><td>Total</td><td colspan="2">Passenger cars: 18 models Commercial vehicles: 7 models</td></tr>
</table>

Breakdown of Dealerships and Outlets

(as of December 31, 2002)

	Mazda	Mazda Anfini	Mazda Autozam/ Autozam	Total
Dealerships	51	37	323	411
Outlets	656	235	361	1,252

Export Markets and Number of Importers/Distributors

(as of December 31, 2002)

Regions	Number of Destinations	Number of Importers/ Distributors	Dealerships (w/sales and service outlets)
Asia	15	18	435
Middle East	15	15	203
Europe*	37	36	2,748
North America	6	6	893
Central & South America	36	38	201
Africa	21	21	207
Oceania	14	14	192
Total	144	148	4,879

* as of December 31, 2001

9. Purchasing Network

Suppliers to Mazda in Japan

(as of March 31, 2003)

Automotive component parts.....543 companies
Metals.....46 companies
Subsidiary materials
(such as oxygen and acetylene gas).....175 companies
Construction and facility maintenance.....445 companies
Total.....1,209 companies

Major Material/Component Parts Imported from Overseas Countries and Regions

(as of March 31, 2003)

Countries & Regions	Suppliers	Materials/Component Parts
USA	Autoliv ASP Bose Donnelly Ford Motor Modine Manufacturing Multimatic MFG Pioneer Electronics (USA) Tennex Industries Visteon	Airbags Speakers Inner mirror Transmission, Engine Drive Plate, Oil Cooler Door Checkers Speakers Canister Engine Control Unit
UK	Britax Vega Kostal Lucas Automotive Electronics	Rear Combination Lamps Combination Switch Immobilizer System
Italy	Nardi	Steering Wheel
Austria	Herbert Knitz	Seat Fabric
Spain	Castellon	Steering Shaft
Germany	Autoliv Bosch Continental Teves INA Mitec Automotive Siemens Automotive Stabilus	Seat Belts Boost Sensors ABS Assys Bearings Balance Shaft Sensors Stay Dampers
France	L'electricfil Industrie Siemens	Sensors SAS Unit
Belgium	De Witte Lietaer	Seat Fabric
Malta	Methode Electronics Malta	Switches
Australia	Britax Rainfords Monroe Springs	Outer Mirrors Coil Springs
Malaysia	Malaysian Automotive Lighting FMS Audio	Headlamps Audio
Korea	Hanwha Machinery HS Chemical Industrial Il Heung Industry Sam Shin Chemical	Water Pump Water Hose Assy Room Lamp Ornaments
China	Leopold Kostal Lio Fung International	Switches Alloy Wheels
South Africa	Eagle Ottawa South Africa Alloy Wheel International SA	Seat Leather Alloy Wheels

	FY2002 (Apr.02–Mar.03)	FY 2001 (Apr.01–Mar.02)	FY 2000 (Apr.00–Mar.01)	FY 1999 (Apr.99–Mar.00)	FY 1998 (Apr.98–Mar.99)
Number of countries	24	24	25	25	25
Number of companies	143	144	136	140	164

10. Financial Review

Summary of Financial Status *1

Consolidated

(billions of yen)

	Fiscal 2002 (Apr.02–Mar.03)	Fiscal 2001 (Apr.01–Mar.02)	Fiscal 2000 (Apr.00–Mar.01)	Fiscal 1999 (Apr.99–Mar.00)	Fiscal 1998 (Apr.98–Mar.99)
Domestic*2	294	288	334	345	337
Overseas*2	723	660	630	668	688
Sales Volume*2	1,017	948	964	1,013	1,025
Domestic	818.3 [6.82]*3	811.0	912.0	955.4	670.2
Overseas	1,546.2 [12.89]	1,283.9	1,103.8	1,206.1	1,386.8
Net Sales	2,364.5 [19.70]	2,094.9	2,015.8	2,161.5	2,057.0
Operating Income / (loss)	50.6 [0.42]	28.5	(14.9)	25.1	62.5
Net Income / (loss)	24.1 [0.20]	8.8	(155.2)	26.1	38.7
Net Income / (loss) Per Share*4	19.80 [0.17]	7.23	(126.99)	21.39	31.66
Total Assets	1,754.0 [14.62]	1,734.8	1,743.6	1,469.5	1,479.0
Shareholders' Equity	194.0 [1.62]	172.8	158.8	245.7	377.9
Net Debt	403.5 [3.36]	456.9	484.6	537.0	575.9
Capital Expenditures	44.0 [0.37]	56.6	47.2	48.8	43.4
Depreciation and Amortization	36.9 [0.31]	44.8	49.5	51.8	48.5
Expenditures for R&D	87.8 [0.73]	94.9	83.6	76.1	85.4
Cash Flows*5	47.0 [0.39]	30.6	52.2	126.6	—

Unconsolidated

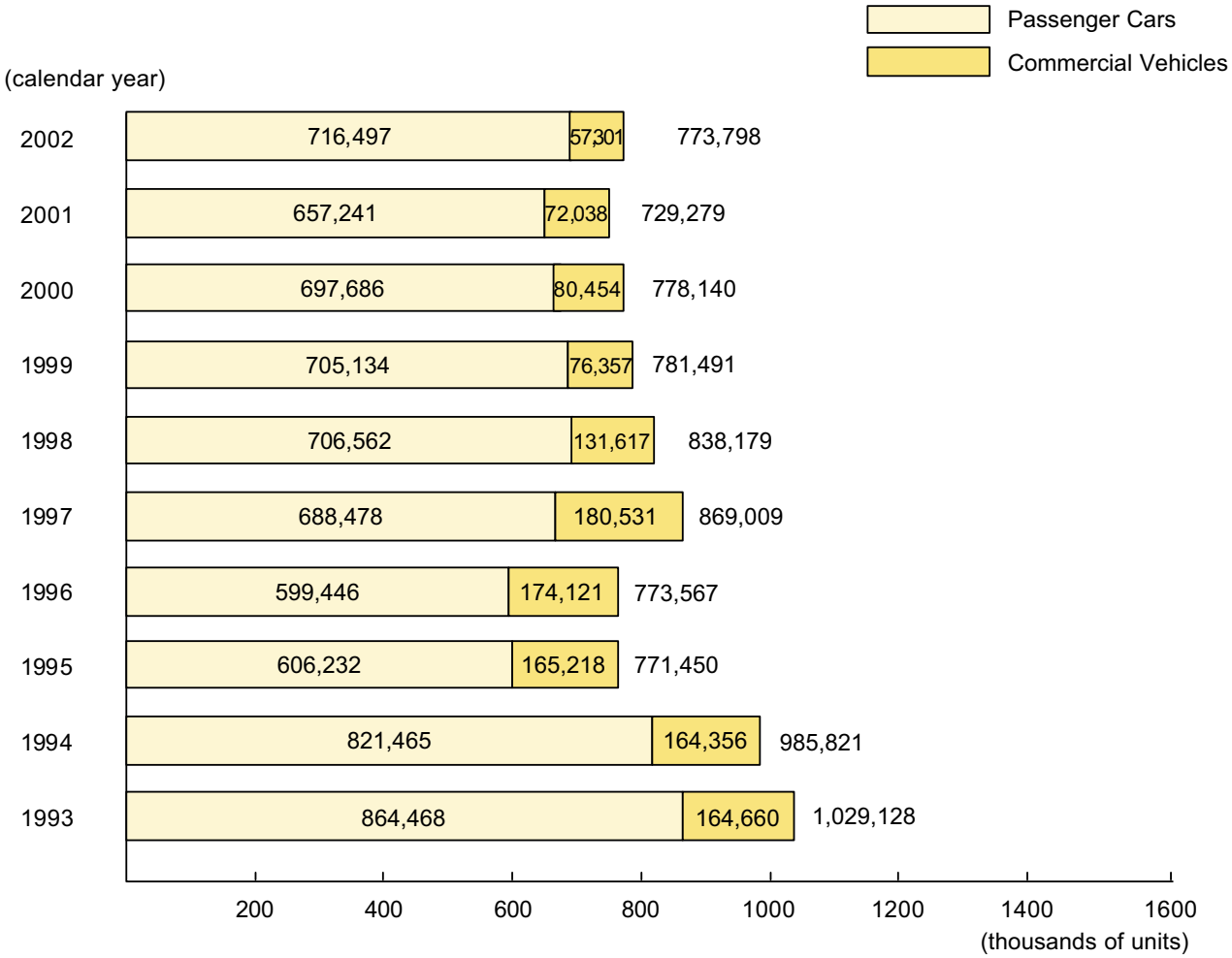
(billions of yen)

	Fiscal 2002 (Apr.02–Mar.03)	Fiscal 2001 (Apr.01–Mar.02)	Fiscal 2000 (Apr.00–Mar.01)	Fiscal 1999 (Apr.99–Mar.00)	Fiscal 1998 (Apr.98–Mar.99)
Domestic Production Volume*2	777	730	738	805	818
Domestic*2	300	287	337	344	337
Export*2	572	534	490	535	546
Wholesales Volume*2	872	821	827	879	883
Domestic	587.5 [4.90]	561.7	639.6	651.4	603.4
Export	950.1 [7.92]	802.9	683.0	814.6	850.5
Net Sales	1,537.6 [12.81]	1,364.6	1,322.7	1,466.1	1,454.0
Operating Income / (loss)	29.0 [0.24]	26.0	(31.3)	13.0	55.6
Net Income / (loss)	(50.2) [(0.42)]	13.2	(127.5)	5.1	30.5
Net Income / (loss) Per Share*4	(41.14) [(0.34)]	10.85	(104.36)	4.20	24.97
Dividends Per Share*4	2	2	—	2	4
Total Assets	1,373.6 [11.45]	1,373.1	1,428.3	1,104.6	1,074.9
Shareholders' Equity	397.8 [3.32]	447.4	434.5	439.9	416.3
Capital*6	120.0 [1.00]	120.0	120.0	120.0	120.0
Capital Expenditures	35.6 [0.30]	46.8	39.9	41.5	37.4
Depreciation and Amortization	23.9 [0.20]	32.2	35.0	36.3	37.3
Expenditures for R&D	72.9 [0.61]	63.3	68.5	67.0	82.8
Number of Employees	19,290	19,948	20,705	23,549	24,076

Notes: *1 Fiscal years begin in April and end in March.
*2 In thousands of units
*3 [In billions of U.S. dollars]
Computed at 120 yen to the U.S. dollar exchange rate prevailing on March 31, 2003.
*4 Assuming no dilution.
Figures are in yen.
[In U.S. dollars]
*5 Cash flows represent net cash flows from operating activities and those from investing activities.
*6 Amounts of capital represent book value of common stock only and exclude capital surplus.

11. Domestic Vehicle Production

Summary of Vehicle Production in Japan



Model-Based Production Summary for Japan (calendar year)

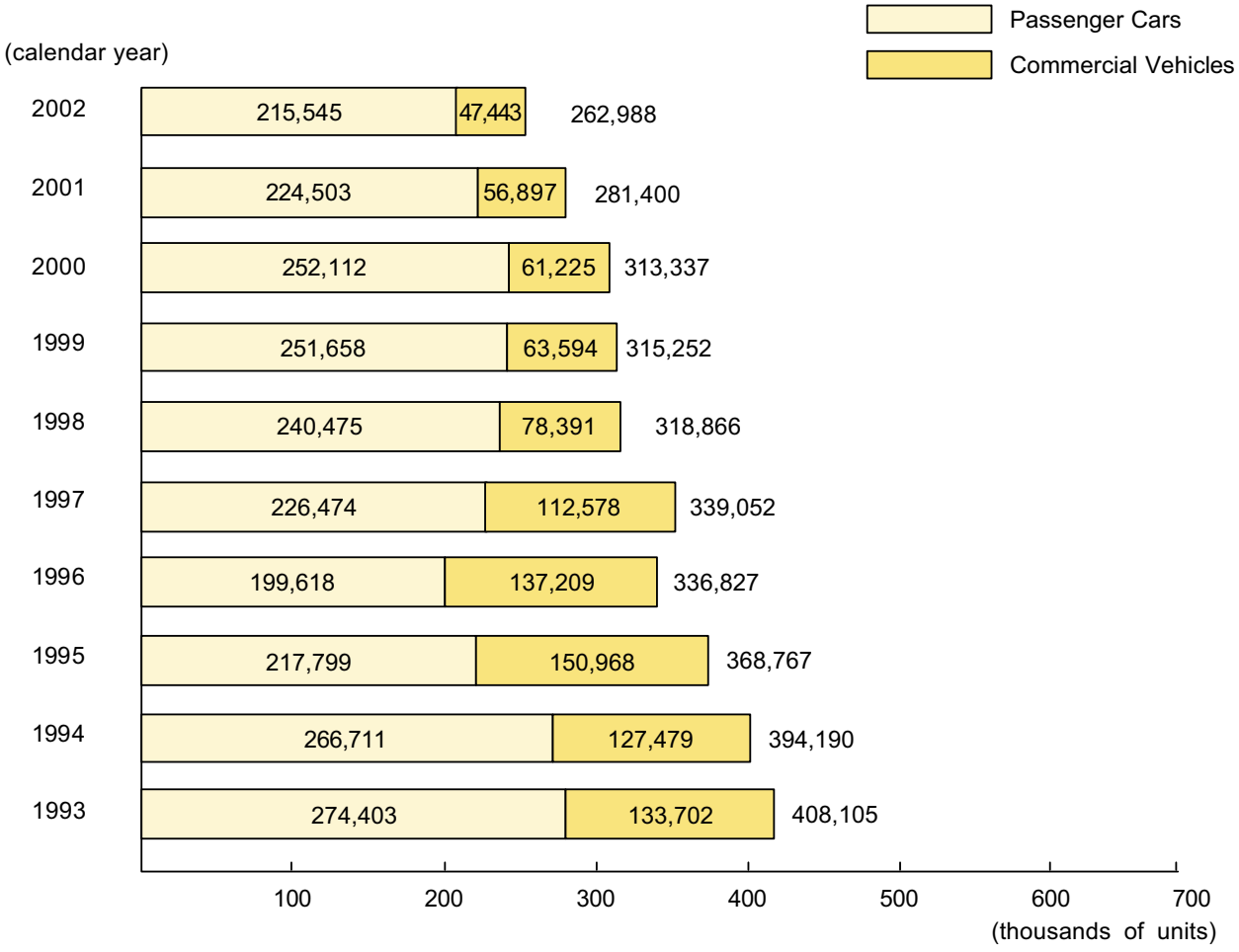
(Units)

Models*1	2002	2001	Cumulative*2 Production
Passenger cars			
Mazda Demio/Mazda 121 Metro/Mazda2	85,297	83,382	700,817
Mazda 323/Mazda Protegé	260,915	292,620	10,421,047
Mazda Premacy	48,742	45,720	216,190
Mazda 626	12,094	38,376	4,341,739
Mazda6	116,112	0	116,112
Mazda Tribute	23,560	32,621	59,762
Mazda Millenia/Mazda Xedos 9	14,903	25,486	230,153
Mazda MX-5/Mazda MX-5 Miata	40,754	38,870	664,616
Mazda RX-7	3,903	2,589	811,634
Mazda MPV	105,074	88,340	794,881
Mazda Bongo Friendee	4,963	9,237	160,472
Mazda E-Series (wagon)	180	0	41,535
Other passenger cars	0	0	5,921,057
Sub-total	716,497	657,241	24,480,015
Commercial vehicles			
Mazda E–Series (van/truck)	45,877	60,894	2,511,245
Mazda T–Series	11,424	11,144	1,677,361
Other commercial vehicles	0	0	7,394,844
Sub-total	57,301	72,038	11,583,450
Total	**773,798**	**729,279**	**36,063,465**
Rotary engine vehicles	3,903	2,589	1,804,047
Diesel engine vehicles	74,745	66,814	4,087,425

Notes: *1 Indicated by overseas names. Includes Mazda-produced Ford models.
*2 Cumulative total production units includes KD set units until December 1987.

12. Domestic Retail Sales

Summary of Retail Sales in Japan*



Note: * Imports are included until 1999.

Model-Based Retail Sales Summary for Japan (calendar year)

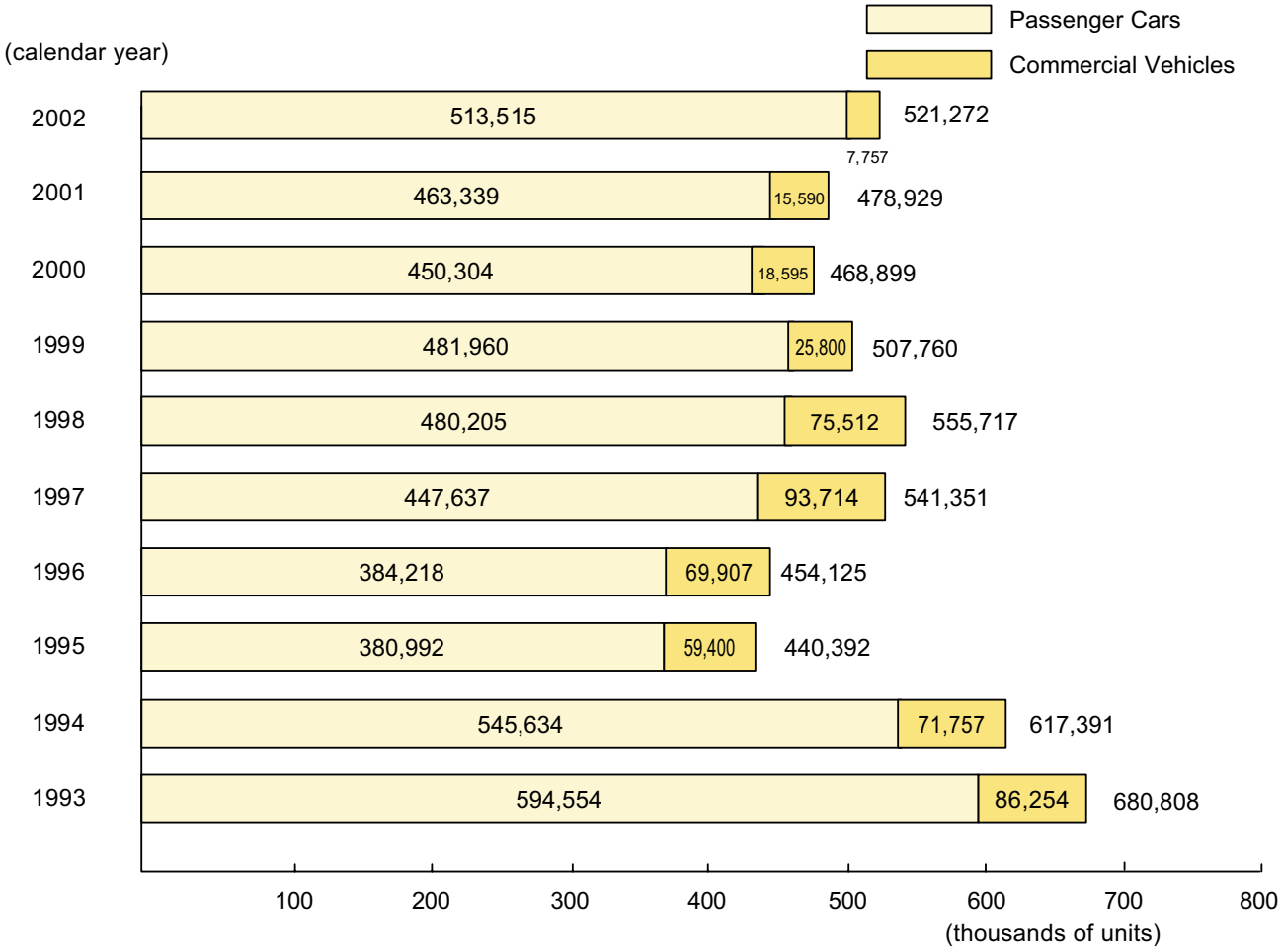
(Units)

Models[*1]	2002	2001
Passenger cars		
Carol	5,734	7,234
AZ-Offroad	522	688
Laputa	3,243	5,366
AZ–Wagon	17,521	16,406
Spiano	7,273	0
Demio (Mazda Demio/Mazda 121 Metro/Mazda2)[*2]	63,030	61,547
Familia (Mazda 323/Mazda Protegé)	15,973	25,530
Premacy	18,296	21,960
Capella sedan (Mazda 626 sedan)	1,317	3,614
Capella wagon (Mazda 626 station wagon)	1,643	4,659
Atenza (Mazda6)	20,756	0
Tribute	5,600	11,516
Millenia (Mazda Millenia/Mazda Xedos 9)	1,313	3,165
Roadster (Mazda MX–5/Mazda MX-5 Miata)	2,934	4,211
RX–7	3,717	2,611
MPV	43,419	51,533
Other passenger cars	3,254	4,463
Sub-total	215,545	224,503
Commercial vehicles		
Scrum	9,809	9,405
Bongo Friendee	5,649	8,878
Bongo Series (Mazda E–Series)	17,854	20,724
Titan, Titan Dash (Mazda T–Series)	9,598	11,808
Other commercial vehicles	4,533	6,082
Sub-total	47,443	56, 897
Total	**262,988**	**281,400**

Notes: [*1] Includes Mazda-produced Ford models.
[*2] Overseas names are written in parentheses.

13. Exports

Exports Summary



Note: * Figures include CKD units.
* Shipment based

Model-Based Exports Summary (calendar year)

(Units)

Models*	2002	2001
Passenger cars		
Mazda Demio/Mazda 121 Metro/Mazda2	13,883	21,938
Mazda 323/Mazda Protegé	243,017	271,829
Mazda Premacy	27,772	25,711
Mazda 626	10,400	30,471
Mazda6	87,389	0
Mazda Tribute	16,459	18,484
Mazda Millenia/Mazda Xedos 9	14,022	22,363
Mazda MX-5/Mazda MX-5 Miata	37,586	35,460
Mazda MPV	62,787	36,973
Other passenger cars	200	110
Sub-total	513,515	463,339
Commercial vehicles		
Mazda T-Series	1,754	1,724
Mazda E-Series	6,003	13,866
Other commercial vehicles	0	0
Sub-total	7,757	15,590
Total	**521,272**	**478,929**

Notes: * Indicated by overseas names. Includes Mazda-produced Ford models.

Regional-Based Exports Summary (calendar year)

(Units)

Regions	2002	2001	2000	1999	1998
North America	209,482 (40.2)*	218,698 (45.7)	167,877 (35.8)	167,665 (33.0)	118,342 (21.3)
Europe	177,420 (34.0)	129,578 (27.0)	181,014 (38.6)	233,809 (46.0)	267,140 (48.1)
Other Areas	134,370 (25.8)	130,653 (27.3)	120,008 (25.6)	106,286 (21.0)	170,235 (30.6)
Total	**521,272 (100.0)**	**478,929 (100.0)**	**468,899 (100.0)**	**507,760 (100.0)**	**555,717 (100.0)**

Note: * Figures in parentheses are percentages.

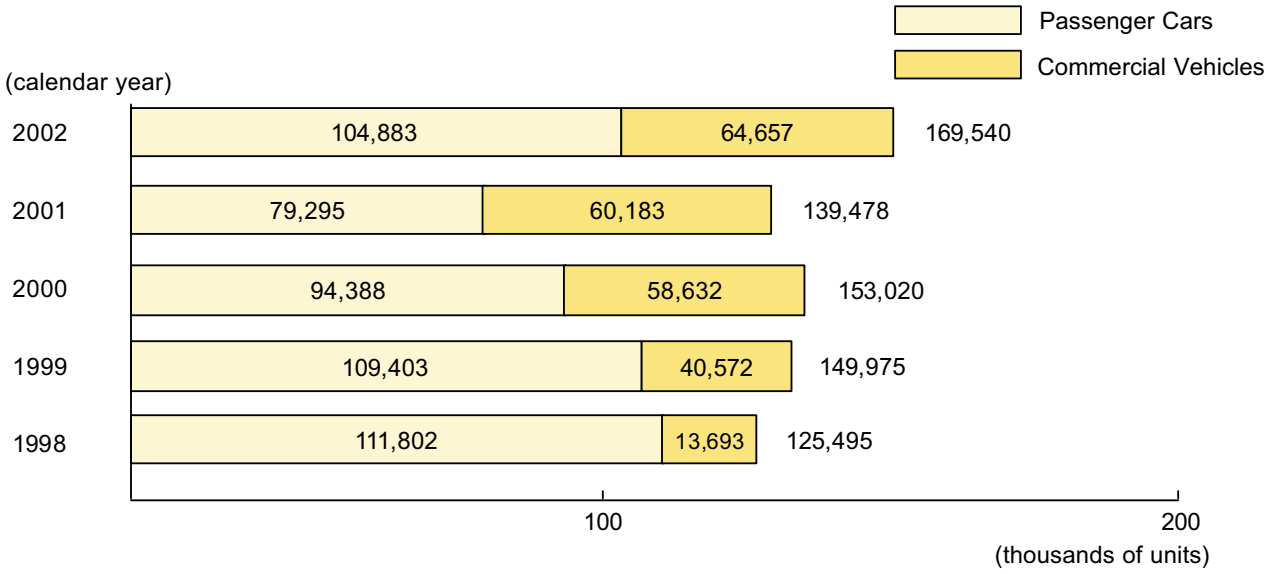
Major Export Market Summary (calendar year)

(Units)

Countries	2002	2001	2000	1999	1998
USA	154,026	151,228	124,893	128,094	100,591
Germany	68,594	47,608	68,725	95,415	96,638
Canada	53,529	66,430	42,114	38,656	17,264
Australia	47,823	54,538	37,401	30,657	45,105
United Kingdom	31,853	20,095	17,734	26,786	33,297
Austria	14,716	10,853	17,225	16,074	21,186
Israel	13,665	15,397	25,909	19,493	17,355
Colombia	13,563	12,160	8,460	6,083	16,684
Netherlands	9,257	6,276	12,708	20,233	18,762
France	7,981	6,035	5,031	8,528	8,774

14. Overseas Vehicle Production

Summary of Overseas Vehicle Production



Model-Based Overseas Vehicle Production Summary (calendar year)

(Units)

Models	2002	2001
Passenger cars		
Mazda 323	32,860	24,240
Mazda Premacy	9,660	9,240
Mazda 626	25,243	44,495
Mazda6	32,000	0
Mazda 929	0	200
Mazda Tribute	5,120	1,120
Other passenger cars	0	0
Sub-total	104,883	79,295
Commercial vehicles		
Mazda B–Series	56,597	52,723
Mazda T–Series	7,660	6,700
Mazda E–Series (van/truck)	400	760
Other commercial vehicles	0	0
Sub-total	64,657	60,183
Total	**169,540**	**139,478**

Notes: Overseas Production units are calculated based on the parts and component shipment for Mazda brand models to be assembled at overseas production facilities.

15. Workforce and Educational Facilities

Workforce Summary (fiscal year end)

(as of March 31, 2003)

Year	Employees			Average Age of Employees	Average Length of Service (Years)
	Men	Women	Total		
2003	18,105	1,185	19,290	41.7	20.7
2002	18,759	1,189	19,948	41.5	20.4
2001	19,516	1,189	20,705	41.4	20.3
2000	22,104	1,445	23,549	42.5	21.0
1999	22,621	1,455	24,076	42.4	20.8

Composition of Employees

(as of March 31, 2003)

		Number of Employees
Plant workers	Men	9,366
	Women	100
Office workers	Men	8,739
	Women	1,085
Total		**19,290**

Training and Educational Facilities

Mazda Motor Corporation realizes that our employees are our most valuable assets, and that the company's future largely depends on their potential and capabilities. With this in mind, Mazda established training and educational facilities.

Mazda Education Center

Established to create an environment of opportunity where individual talents of employees can be further developed.

Established	February 1979
Location	Hiroshima City
Programs	(1) A variety of programs systematically designed for managerial-level employees, office employees, plant employees and employees with overseas assignments. (2) Programs initiated and directed by divisions and departments to meet particular needs.

Mazda Technical College

Mazda Technical College, an inter-industry vocational technical institute, was established with the aim of nurturing future expert technicians at Mazda plants through a two-year program in production and mechanical engineering.

Established	April 1988
Location	Hiroshima City
Programs	(1) Senior high school graduates (2) Mazda employees who are senior high school graduates and under 23 years of age.

16. Social and Cultural Activities

Mazda-YFU Scholarship Program

Mazda Motor Corporation provides scholarships to US high school students who participate in a homestay program organized by Youth For Understanding (YFU), a non-profit student exchange organization.

Originally established to provide exchange opportunities for Japanese and US students in 1984, the Mazda-YFU scholarship program gives young participants the chance to experience a different culture while staying with host families for six weeks.

A total of 337 US students have visited Japan as of 2003, while 58 students traveled to the US before the exchange program for Japanese students ended in 2000.

Mazda Memorial Foundation in Japan

The Mazda Memorial Foundation, established in October 1984, promotes studies in science and technology and fosters the development of well-rounded young adults.

Mazda Foundation in Australia

The Mazda Foundation in Australia was established in August 1990 with total donations of A$500,000 from Mazda Australia and Mazda Motor Corporation. It was seen as an ideal way for Mazda Australia to develop its commitment to the community apart from normal operations. It continues to be supported by contributions from dealers through the sale of Mazda vehicles, by public donations and from proceeds of special fund-raising functions. Since its inception, the Foundation has provided approximately A$2.5 million (as of June 30, 2003) for environmental, science and technology enterprises, youth projects, and other initiatives benefiting society.

Mazda Foundation (USA)

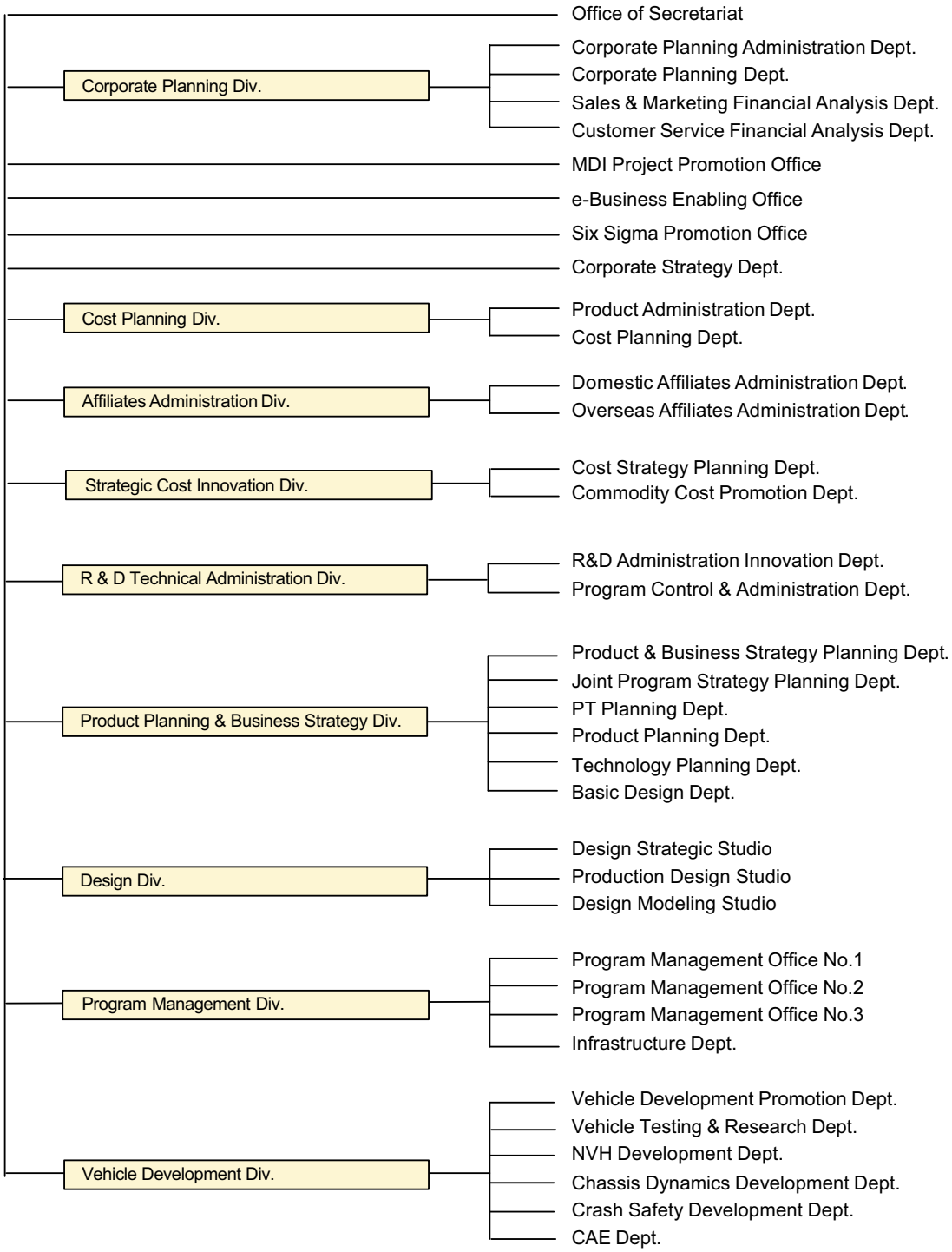
The Mazda Foundation (USA), Inc. is dedicated to building a better future through support of imaginative programs that make a difference in communities across the United States. Through the organizations the foundation supports, Mazda is helping to enhance youth literacy, expand diversity in higher education, preserve and enrich the environment at state and national parks, promote cross-cultural understanding, and support medical research. Since 1992, the foundation has donated over $4 million (as of August 15, 2003) to outstanding charitable organizations in the U.S.
Organizations supported by the Mazda Foundation in 2002 include: Reading Is Fundamental®, Dillard University, Dress for Success, Hispanic Scholarship Fund, Student Conservation Association, Juvenile Diabetes Foundation, University of North Carolina at Pembroke, and Youth For Understanding.
Please visit www.mazdafoundation.org for further information on the Mazda Foundation (USA).

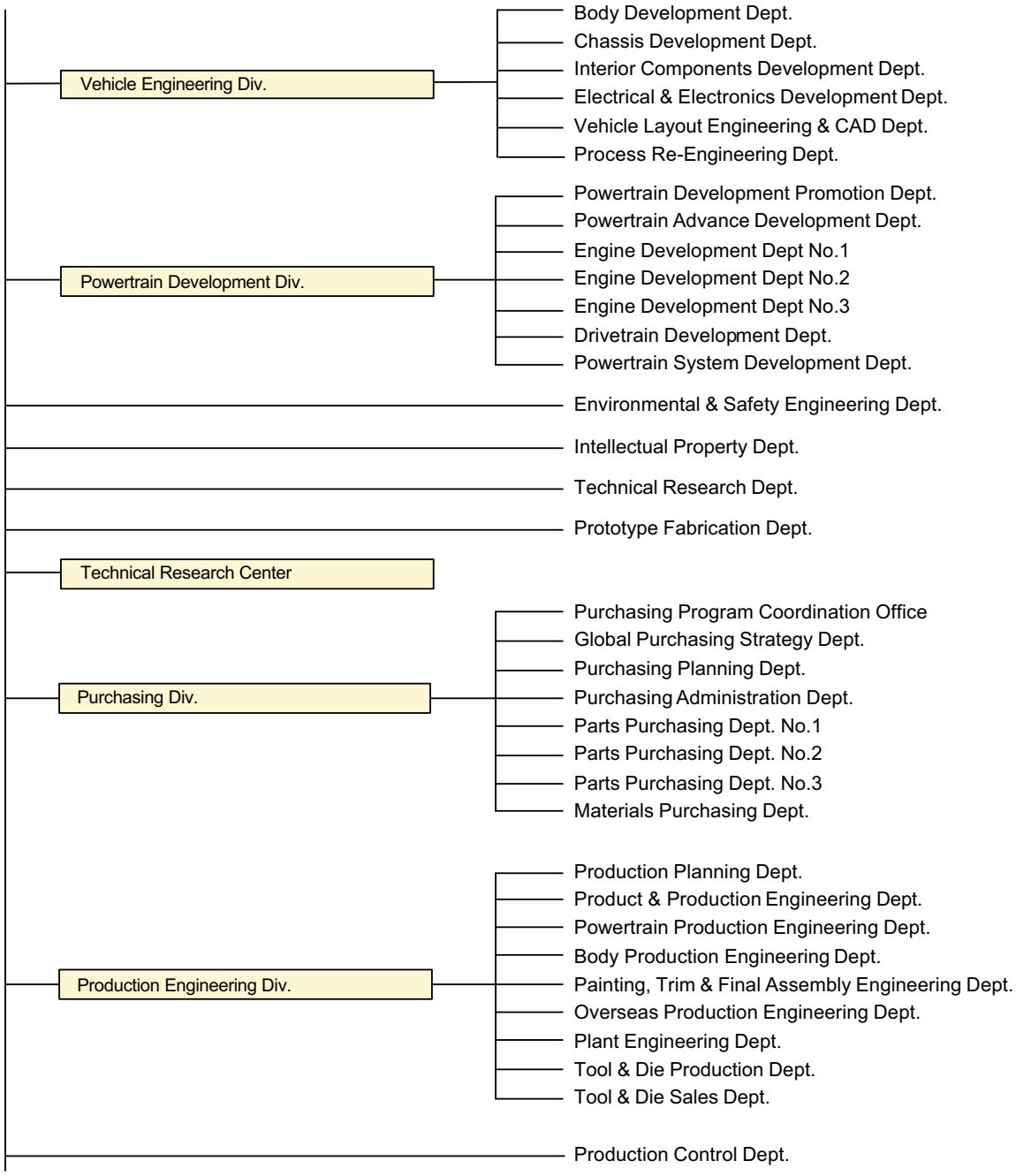
SUPPLEMENTAL INFORMATION

SUPPLEMENTAL INFORMATION

1. Organization Chart

(as of January 1, 2004)





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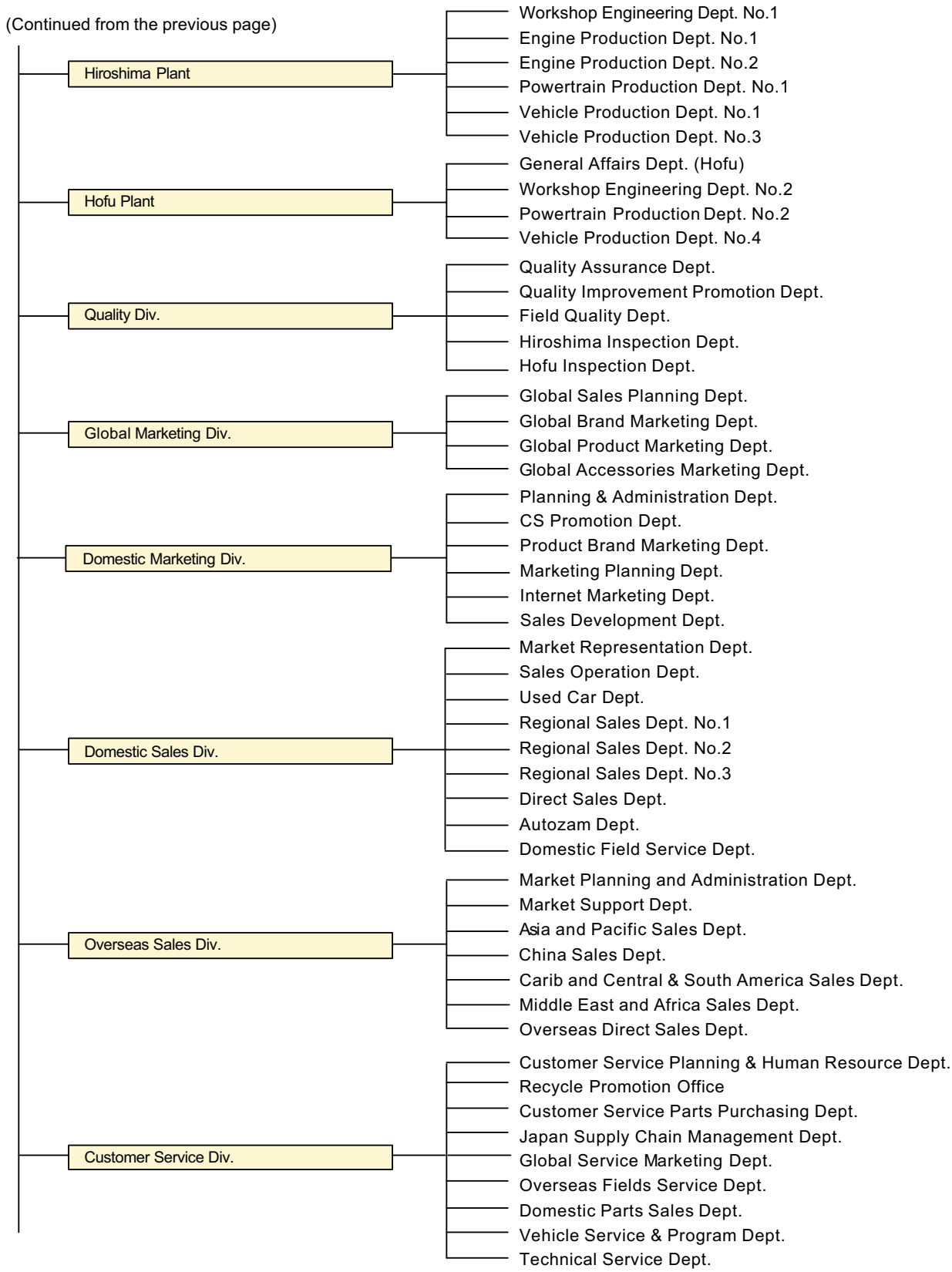
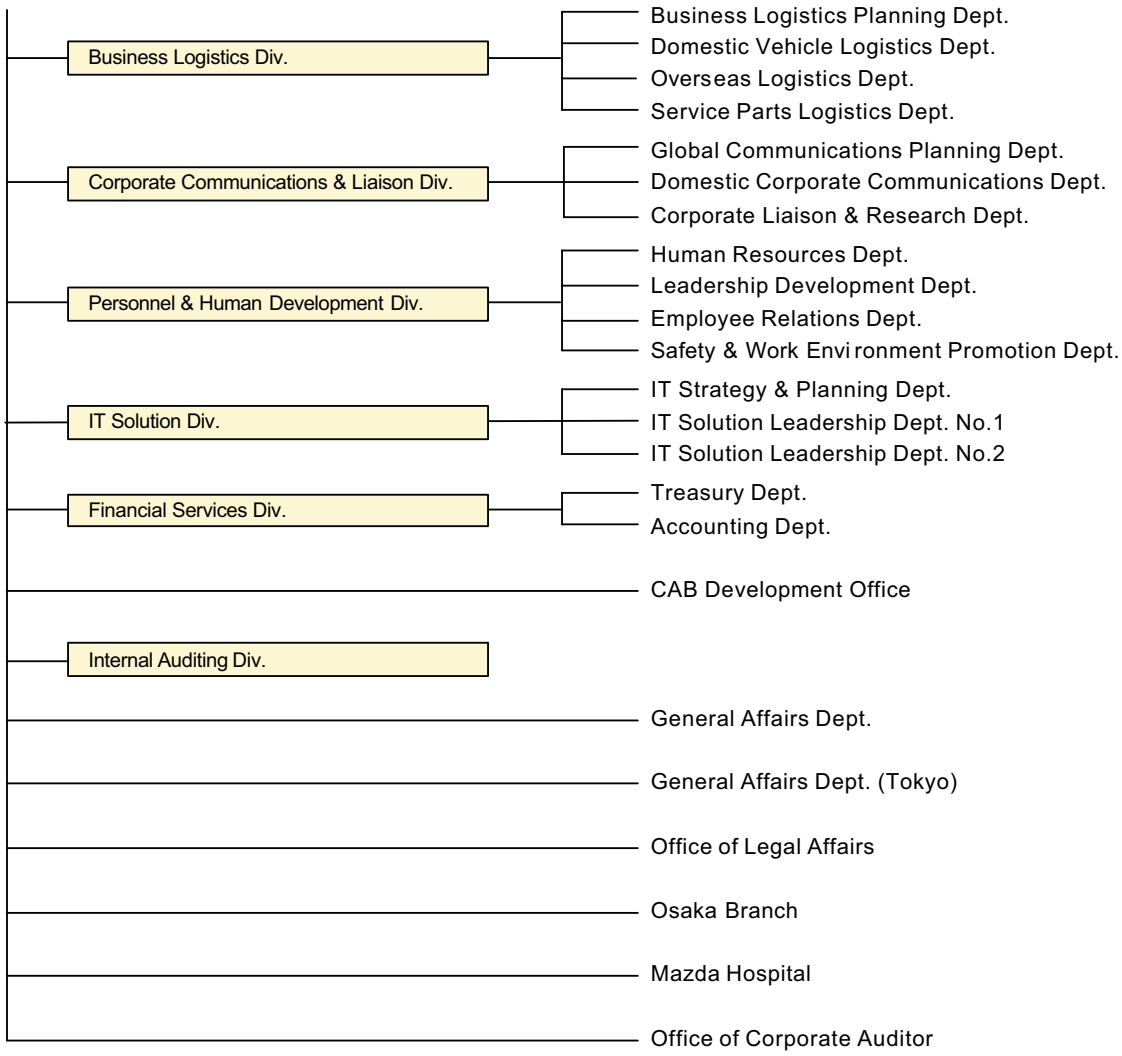

(Continued from the previous page)
Hiroshima Plant
Workshop Engineering Dept. No.1
Engine Production Dept. No.1
Engine Production Dept. No.2
Powertrain Production Dept. No.1
Vehicle Production Dept. No.1
Vehicle Production Dept. No.3
Hofu Plant
General Affairs Dept. (Hofu)
Workshop Engineering Dept. No.2
Powertrain Production Dept. No.2
Vehicle Production Dept. No.4
Quality Div.
Quality Assurance Dept.
Quality Improvement Promotion Dept.
Field Quality Dept.
Hiroshima Inspection Dept.
Hofu Inspection Dept.
Global Marketing Div.
Global Sales Planning Dept.
Global Brand Marketing Dept.
Global Product Marketing Dept.
Global Accessories Marketing Dept.
Domestic Marketing Div.
Planning & Administration Dept.
CS Promotion Dept.
Product Brand Marketing Dept.
Marketing Planning Dept.
Internet Marketing Dept.
Sales Development Dept.
Domestic Sales Div.
Market Representation Dept.
Sales Operation Dept.
Used Car Dept.
Regional Sales Dept. No.1
Regional Sales Dept. No.2
Regional Sales Dept. No.3
Direct Sales Dept.
Autozam Dept.
Domestic Field Service Dept.
Overseas Sales Div.
Market Planning and Administration Dept.
Market Support Dept.
Asia and Pacific Sales Dept.
China Sales Dept.
Carib and Central & South America Sales Dept.
Middle East and Africa Sales Dept.
Overseas Direct Sales Dept.
Customer Service Div.
Customer Service Planning & Human Resource Dept.
Recycle Promotion Office
Customer Service Parts Purchasing Dept.
Japan Supply Chain Management Dept.
Global Service Marketing Dept.
Overseas Fields Service Dept.
Domestic Parts Sales Dept.
Vehicle Service & Program Dept.
Technical Service Dept.


Business Logistics Div.
Business Logistics Planning Dept.
Domestic Vehicle Logistics Dept.
Overseas Logistics Dept.
Service Parts Logistics Dept.
Corporate Communications & Liaison Div.
Global Communications Planning Dept.
Domestic Corporate Communications Dept.
Corporate Liaison & Research Dept.
Personnel & Human Development Div.
Human Resources Dept.
Leadership Development Dept.
Employee Relations Dept.
Safety & Work Environment Promotion Dept.
IT Solution Div.
IT Strategy & Planning Dept.
IT Solution Leadership Dept. No.1
IT Solution Leadership Dept. No.2
Financial Services Div.
Treasury Dept.
Accounting Dept.
CAB Development Office
Internal Auditing Div.
General Affairs Dept.
General Affairs Dept. (Tokyo)
Office of Legal Affairs
Osaka Branch
Mazda Hospital
Office of Corporate Auditor

2. Directors, Auditors and Executive Officers

Directors and Auditors

Post	Name
Representative Director and Chairman of the Board	Kazuhide Watanabe
Representative Director	Hisakazu Imaki
Representative Director	Gideon Wolthers
Director	Stephen T. Odell
Director	Mutsumi Fujiwara
Director	Takashi Yamanouchi
Director	Ryoichi Hasegawa
Director	Tsuneo Matsubara
Director	Lewis Booth
Corporate Auditor (Full time)	Toshiki Sakata
Corporate Auditor (Full time)	Teruhiro Shimono
Corporate Auditor (Full time)	Kazumi Ikeda
Corporate Auditor	Takaharu Dohi
Corporate Auditor	Kenichi Komatsu

Executive Officers

	Post	Name	Responsible area
*	**President and CEO**	Hisakazu Imaki	
	Executive Vice President	John G. Parker	Assistant to President; In charge of R&D, Purchasing, Quality Assurance, Marketing, Sales and IT Solutions
*	**Senior Managing Executive Officer and CFO**	Gideon Wolthers	In charge of Corporate Strategy and Subsidiary & Affiliated Companies
*	**Senior Managing Executive Officer**	Stephen T. Odell	In charge of Marketing, Sales and Customer Service
*	**Senior Managing Executive Officer**	Mutsumi Fujiwara	In charge of Purchasing
*	**Senior Managing Executive Officer**	Takashi Yamanouchi	In charge of Secretariat, Personnel & Human Development, Internal Auditing and Mazda Hospital
*	**Senior Managing Executive Officer**	Ryoichi Hasegawa	In charge of IT Solution, e-Business, General Affairs, Legal Affairs, Risk Management and Osaka Branch; Assistant to the CFO
*	**Senior Managing Executive Officer**	Tsuneo Matsubara	In charge of China and Overseas Sales

(as of January 1, 2004)

Post	Name	Responsible area
Managing Executive Officer	M.Greg Gollaher	In charge of Corporate Planning and Cost Planning; General Manager, Corporate Planning Div.
Managing Executive Officer	Joseph Bakaj	In charge of Design, Product Development and Strategic Cost Innovation
Managing Executive Officer	Kiyoshi Ozaki	In charge of Financial Services and Domestic Dealer Financial Administration; General Manager, Financial Services Div.
Managing Executive Officer	Masao Furuta	In charge of Domestic Marketing, Domestic Sales and Domestic Customer Service
Managing Executive Officer	Masaharu Yamaki	In charge of Production and Business Logistics
Executive Officer	Masazumi Wakayama	In charge of Corporate Communications & Liaison; General Manager, Corporate Communications & Liaison Div.
Executive Officer	Akira Marumoto	General Manager, Program Management Div. and Platform General Manager, Program Management Office No.1
Executive Officer	Keishi Egawa	General Manager, General Affairs Dept.
Executive Officer	Masaki Kanda	General Manager, Personnel & Human Development Div.
Executive Officer	Hiroshi Hosaka	General Manager, Domestic Sales Div.
Executive Officer	Nobuhide Inamoto	In charge of Six Sigma; General Manager, Quality Div.
Executive Officer	Hiroshi Kamiya	General Manager, Hiroshima Plant
Executive Officer	Kazuhiko Tanaka	General Manager, Purchasing Div.
Executive Officer	Toru Oka	Executive Vice President, AutoAlliance International, Inc.
Executive Officer	Nobuhiro Hayama	General Manager, Powertrain Development Div.
Executive Officer	Satoshi Tachikake	General Manager, Hofu Plant
Executive Officer	Jeffrey H. Guyton	Vice President, Mazda Motor Europe GmbH
Executive Officer	Terry L. Moore	General Manager, Customer Service Div.
Executive Officer	Yasuto Tatsuta	General Manager, Production Engineering Div.
Executive Officer	Seita Kanai	In charge of Technical Affairs; Assistant to Product Development Officer; General Manager, Vehicle Engineering Div.
Executive Officer	Hirotaka Kanazawa	In charge of Product Planning & Business Strategy and Technical Research Center
Executive Officer	James J. O'Sullivan	President and CEO, Mazda Motor of America, Inc. (Mazda North American Operations)
Executive Officer	Daniel T. Morris	President and CEO, Mazda Motor Europe GmbH

Note: Mark of " * " stands for the Executive Officers who also hold the post of Director.

3. Overseas Subsidiaries and Affiliates

Overseas Subsidiaries*1

(as of August 1, 2003)

Company Country Established	Representative	Primary Business
Mazda Australia Pty., Ltd. (MA) Australia April 1967	Malcolm D. Gough (Managing Director)	Importer and distributor of automobiles and repair parts
Mazda Canada Inc. (MCI) Canada July 1968	Mike Benchimol (President)	Importer and distributor of automobiles and repair parts
Mazda Motor of America,Inc. (MMA) *2 U.S.A. February 1971	James J. O'Sullivan (President and CEO)	Importer and distributor of Mazda vehicles, parts and accessories in the U.S. and Canada. Product planning, advanced product development, research, evaluation testing and vehicle certification
Mazda Motors of New Zealand Ltd. (MMNZ) New Zealand June 1972	Peter J. Aitken (Managing Director)	Importer and distributor of automobiles and repair parts
Mazda Motors (Deutschland) GmbH (MMD) Germany November 1972	Klaus Tarlatt (President)	Importer and distributor of automobiles and repair parts
Compañía Colombiana Automotriz S.A. (CCA) Colombia October 1973	Jose Fernando Isaza (Executive President)	Assembler and wholesaler of Mazda automobiles
Mazda Motor de Portugal Lda. (MP) Portugal February 1995	Nuno P. Guerreiro (General Manager)	Importer and distributor of automobiles and repair parts.
Mazda Motor Europe GmbH (MME) Germany March 1998	Daniel T. Morris (President and CEO)	Strategic development and daily management of Mazda's activities in Europe
Mazda Motor Logistics Europe N.V. (MLE) Belgium August 1998 (August 1968) *3	Daniel T. Morris (President and CEO)	European-wide importation of automobiles, parts and accessories for distribution to sales companies and distributors
Mazda Sales Thailand Co., Ltd. (MST) Thailand March 1999 (June 1990)	David J. Grakul (Managing Director)	Importer and distributor of automobiles and repair parts
Mazda Motor Italia S.p.A. (MMI) Italy December 1999	Carlo Simongini (President)	Importer and distributor of automobiles and repair parts
Mazda Automoviles España S.A. (MAE) Spain February 2000	Manuel De La Guardia (Managing Director)	Importer and distributor of automobiles and repair parts
Mazda Automobiles France (MAF) France February 2001	Jean-Luc Gérard (Managing Director)	Importer and distributor of automobiles, repair parts and accessories
Mazda Motors UK Limited (MUK) UK May, 2001	Philip J. Waring (Managing Director)	Importer and distributor of automobiles, repair parts and accessories
Mazda Swisse S.A. (MS) Switzerland November, 2001	Thomas Kursch (Managing Director)	Importer and distributor of automobiles, repair parts and accessories

Notes: *1 Subsidiaries indicate companies with a Mazda capital investment of more than 50%.
*2 Mazda Motor of America, Inc.(MMA) is operated under the business name of Mazda North American Operations (MNAO). (Consolidated in October 1997)
*3 ( ) is the establishment date of the former company.

Overseas Affiliates*1

(as August 1, 2003)

Company Country Established	Representative	Primary Business
Mazda Austria G.m.b.H (MAG) Austria July 1981 (April 1962) *2	Toru Yasuhara (Managing Director) Josef A. Schmid (Managing Director)	Importer and distributor of automobiles, repair parts and accessories
Lenawee Stamping Corporation (LSC) U.S.A. August 1987	Thomas Reid (President)	Manufacturer of medium size stamping and assemblies
AutoAlliance International, Inc. (AAI) U.S.A. June 1992 (January 1985)	Philip G. Spender (President)	Manufacturer and wholesaler of automobiles
AutoAlliance (Thailand) Company Ltd. (AAT) Thailand November 1995	Yuji Nakamine (President)	Manufacturer and wholesaler of automobiles, assembler and wholesaler of engines

Notes: *1 Affiliates indicate companies with a Mazda capital investment between 20% and 50%.

*2 ( ) is the establishment date of the former company.

4. Business Relationship with Ford Motor Company

Mazda's Relationship with Ford Motor Company

1969	**October**	Japan Automatic Transmission Company (JATCO) is formed as a joint venture among Mazda, Ford and Nissan for automatic transmission manufacturing (since 1981 only Mazda and Nissan remain).
1971	**December**	Supply of Courier (B–series based) pickup trucks to Ford begins.
1979	**November**	Ford and Mazda enter into a capital tie-up; Ford acquires a 25% equity stake in Mazda.
1980	**March**	Four-speed manual transaxles for passenger cars are supplied to Ford.
1982	**October**	Mazda markets Ford brand vehicles through the Autorama sales channel.
1987	**June**	Mazda, Ford and Matsushita form a new company, Japan Climate Systems, to produce automotive air conditioners and heating units.
1988	**January**	Mazda produces the Ford Probe at Mazda Motor Manufacturing (USA) Corporation (MMUC).
1990	**September**	Marketing of Ford-produced Mazda Navajo starts through Mazda's U.S. sales network. Mazda, Ford and Sanyo establish FMS Audio Sdn. Bhd. to manufacture automotive audio products in Malaysia (currently owned by Sanyo only).
1992	**June** **July**	Mazda and Ford become equal partners in a joint venture named AutoAlliance International, Inc (AAI) (formerly MMUC). Mazda and Ford each buy equal equity interest in Autorama, Inc.
1993	**June** **December**	Mazda purchases new compact pickup trucks from Ford for sales in Canada and the U.S. Mazda and Ford enter into a long-term strategic relationship to enhance competitive power.
1994	**November** **December**	Mazda agrees to supply Ford Fiesta-based passenger cars for the European market. Cumulative transmission supply from Mazda to Ford exceeds 10 million units.
1995	**November**	Mazda and Ford jointly establish AutoAlliance (Thailand) Company Limited (AAT) to manufacture pickup trucks in Thailand beginning in mid-1998.
1996	**January** **March** **May** **June**	AAT holds a stone-laying and site dedication ceremony. Ford-supplied Mazda 121 is introduced into major European markets. Mazda and Ford enter into a closer tie-up increasing its equity share from 25% to 33.4%. Henry D.G. Wallace is appointed president of Mazda Motor Corporation.
1997	**January** **March** **November**	Autorama Inc. becomes Ford Sales Japan. Mazda and Ford agree to a synchronized product cycle plan and to communize platforms and powertrains progressively. James E. Miller is appointed president of Mazda Motor Corporation.
1998	**April** **May** **December**	Mazda participates in Ford/DaimlerChrysler/Ballard alliance to develop fuel-cell technology for future vehicles. AAT begins manufacturing small pickup trucks for Mazda and Ford. AAT begins exporting Mazda and Ford pickup trucks.
1999	**February** **March** **June** **August** **November** **December**	Mazda and Ford started a business tie-up in logistics of vehicles and parts in New Zealand. Mazda sold its own stock of Ford Sales Japan to Ford of Japan. AAI achieves 2,000,000 vehicle manufacturing mark. Mazda sells its equity stake in Mazda Credit to Ford Credit. Mazda and Ford decide to jointly develop and produce a new global inline engine family for passenger cars and light trucks beginning in the 2001 model year. Mark Fields is appointed president of Mazda Motor Corporation.
2000	**January** **June** **August** **November**	AAT begins manufacturing Mazda 323 and Ford Laser. Mazda establishes a new distributor in Argentina, in cooperation with Ford Argentina. Mazda launches "Tribute," jointly developed with Ford, in the U.S. Mazda launches "Tribute," jointly developed with Ford, in Japan.
2002	**January** **June**	Mazda commences domestic production of the all-new MZR Engine which Mazda has developed as the "Center of Excellence" in the Ford Group. Lewis Booth is appointed president of Mazda Motor Corporation.
2003	**January** **August**	Production of the Mazda2 begins at Ford's Valencia Plant in Spain. Hisakazu Imaki is appointed president and CEO. Concurrently, John G. Parker is named executive vice president.

Joint Business with Ford

Company	Country	Established	Investment Ratio	Primary Business
Japan Climate Systems	Japan	Jun. 1987	Mazda 33.3%, Visteon International Holdings Inc. 33.3%, Matsushita Electric Industrial Company Ltd. 33.3%	Manufacturer of air conditioning units
AutoAlliance International, Inc.	U.S.A.	Jun. 1992	Mazda 50%, Ford 50%	Manufacturer and wholesaler of automobiles
AutoAlliance (Thailand) Company Limited.	Thailand	Nov. 1995 (Operation start-up in May 1998)	Mazda 45%, Ford 50%, Mazda Sales Thailand Co., Ltd. 5%	Manufacturer and wholesaler of automobiles; Assembler and wholesaler of engines

Mazda-Sourced Parts & Components for Ford

Models	Start of Purchasing	Market
Transmissions (MT) for the Ranger, Explorer and F–series	Jun. 1987	North America, Central & South America
Parts and components including transaxle and suspensions for the Escort (Mazda 323 based)	Jul. 1989	Mexico
Parts and components for Escape / Maverick / Tribute	Mar. 2000	USA

5. History of Mazda Motor Corporation

1920
- Toyo Cork Kogyo Co., Ltd is founded in Hiroshima, Japan.

1927
- Company becomes Toyo Kogyo Co., Ltd.

1929
- Manufacturing of Toyo machine tools begins.

1931
- Three-wheel truck production starts.

1932
- Begins export with 3-wheel trucks for China.

1935
- Production of rock drills and gauge blocks begins.

1960
- Introduces Mazda R360 Coupe and first Mazda 2-door passenger car.

1961
- Enters into technical cooperation with NSU/Wankel (formerly in West Germany) on rotary engines.
- Mazda Proceed (B–series 1500) compact pickup is introduced.

1962
- Introduces Mazda Carol 600 and first Mazda 4-door passenger car.

1963
- Cumulative production reaches 1 million vehicles.

1964
- First generation Mazda Familia (800/1000) is introduced.

1965
- Technical cooperation begins with Perkins Services N.V. (U.K.) on diesel engines.
- Miyoshi Proving Ground is completed.

1966
- New passenger car plant in Hiroshima is completed.

1967
- Full-scale export to the European market starts.
- Introduces Mazda Cosmo Sports (110S), Mazda's first rotary engine vehicle.
- Mazda 1000/1200 is introduced.
- Reaches a technical collaboration agreement with Kia Motors Corp.

1968
- Introduces Mazda Familia Rotary Coupe (R100).

1970
- Exports to the U.S. begin.
- Mazda Capella (RX–2) is introduced.

1971
- Introduces Mazda Savanna (RX–3).

1972
- Introduces Mazda Luce (RX–4).
- Cumulative production reaches 5 million units.

1973
- Cumulative export reaches one million units.

1977
- Introduces Mazda Familia (Original GLC/323).
- Introduces Mazda Capella (626).

1978
- Introduces Mazda Savanna RX–7 (RX–7).
- Cumulative production reaches one million units for rotary-engine cars.

1979
- Mazda Education Center is established.
- Cumulative production reaches 10 million vehicles.
- Ford Motor Company and Mazda enter into a capital tie-up; Ford acquires a 25% equity stake in Mazda.

1980
- FWD Mazda Familia (GLC/323) is introduced.
- Mazda Familia (GLC/323) receives "1980-1981 Japanese Car of the Year."

1981
- Mazda (North America), Inc. and Mazda Motors Representative Office (Europe) are established.
- Introduces Mazda Cosmo/Luce (929) series.

1982
- Production begins at Hofu plant.
- Introduces FWD Mazda Capella (626).
- "Japanese Car of the Year" is awarded to FWD Mazda Capella (626).

1983
- Mazda Capella (626) is named *Motor Trend* magazine's "Import Car of the Year" and receives other prestigious overseas awards.
- Introduces new Mazda Bongo/Bongo Brawny van and wagon series (E–series) in Japan.
- Enters into an 8% capital tie-up with Kia Motors.
- An aerodynamic testing laboratory (ATL) is completed at Miyoshi Proving Ground.

1984
- Company is renamed as Mazda Motor Corporation.

1985
- Opens Hiroshima Technical Research Center.
- Introduces all-new FWD Mazda Familia (323) series in Japan.
- Global Road Circuit opens at Miyoshi Proving Ground.
- Celebrates total cumulative production of 10 million passenger cars.
- Mazda Savanna RX–7 (RX–7) breaks the IMSA record for a single model car with 67 victories.
- Introduces all-new Mazda Savanna RX–7 (RX–7).
- Introduces new Mazda B-series.

1986
- Mazda Savanna RX–7 (RX–7) is named 1986 "Import Car of the Year" by *Motor Trend* magazine.
- Cumulative production of Mazda rotary-engine vehicles reaches 1.5 million units.
- Cumulative total exports reach 10 million units.
- Mazda Savanna RX–7 (RX–7) sets Bonneville National Speed Trial record of 383.724 km/h (238.442 miles/h) in the SCTA's C/Grand Touring Class.
- Introduces all-new Mazda Luce (929) in Japan.

1987
- Cumulative production reaches 20 million vehicles in Japan.
- Mazda opens a new research center in Yokohama, Japan.
- Introduces Mazda Savanna RX–7 (RX–7) Cabriolet in Japan to commemorate the 20th anniversary of Mazda's rotary-engine.
- Mazda begins vehicle production at a new U.S. facility, Mazda Motor Manufacturing (USA) Corporation (MMUC), in Flat Rock, Michigan.

- Introduces Mazda-produced Ford Festiva (121).
- Mazda reaches an OEM agreement for micro-mini vehicles with Suzuki Motors Co., Ltd.

1988
- Introduces Mazda Capella (626) Cargo van and wagon models in Japan.
- Establishes Mazda Motor of America Inc. (MMA) to consolidate importation and distribution functions in the U.S.
- Consolidates Mazda's U.S. R&D operations with the establishment of Mazda Research and Development of North America, Inc. (MRA).
- Introduces Mazda MPV into the North American market.
- Mazda develops Hi-Reflex coating, a new quality painting technology.

1989
- Unveils Mazda MX–5 Miata at the Chicago Auto Show in the U.S.
- Introduces new Mazda Familia (323) series.
- Mazda begins importing the Citroën BX to Japan.
- Introduces Autozam Carol in Japan.

1990
- Introduces Proceed and Mazda MPV in Japan.
- Holds grand opening for the European R&D Representative Office (MRE) in Germany.
- P.T. Mazda Indonesia Manufacturing (MIM) begins manufacturing engines in Indonesia.
- Mazda establishes COMPREX GmbH in Austria to manufacture and market PWS's for diesel engines.
- Cumulative production reaches 25 million units.

1991
- Introduces Mazda Sentia (929) luxury sedan in Japan.
- Mazda 787B No.55 wins the Le Mans 24-Hour Endurance Race claiming the first victory for a Japanese automobile and the rotary engine.
- Mazda, Rockwell Interna-tional in the U.S. and two Japanese companies form a joint venture automotive parts and systems company (Nippon Automo-tive Body Systems) in Japan.
- Cumulative production reaches 10 million commercial vehicles in Japan (since 1931).
- HR-X hydrogen rotary engine concept car is shown at the 29th Tokyo Motor Show.
- Establishes Anfini sales channel (formerly Mazda Auto) in Japan.

1992
- Introduces Eunos 500 (Xedos 6) in Japan.
- A joint venture company is established with Hainan Mazda Motor & Stamping Co., Ltd. to manufacture van-type bodies for commercial vehicles in China.
- The 'Mazda Global Environmental Charter' is adopted.
- A new decomposing catalyst that recovers oil from all types of plastic is developed.
- Mazda develops the world's first repeatedly-recyclable plastic composite.
- MMUC, Mazda's wholly-owned subsidiary in Michigan, becomes AutoAlliance International, Inc., (AAI) an equal partnership between Mazda and Ford.

1993
- Electric-powered vehicles based on the Mazda MX–5 are developed in conjunction with Chugoku Electric Power Co., Inc.
- Mazda enters the passenger car market in the Philippines.
- An agreement for technological cooperation in the production of pick-up trucks in Fuchou, China is signed.
- Cumulative production of Hofu-produced vehicles reaches 3 million units.
- Purchasing of new compact pick-up trucks from Ford for release in Canada and the U.S. starts.
- Unveils HR–X2 and Eunos 800 (Xedos 9) at the Frankfurt Motor Show.
- ASV (Advanced Safety Vehicle) concept loaded with a collision-avoidance system and other future safety technologies are developed.
- Mazda and Ford enter into a long-term strategic relationship to enhance competitive strength.
- Cumulative production of Mazda MX-5 reaches 300,000 units.

1994
- Mazda develops a compressed-natural-gas-powered truck.
- An electric-powered vehicle based on the E-series van is made.
- An LPG fueled 3-ton truck based on the 4-liter diesel-powered version is developed.
- Mazda Museum opens.
- Introduces new Mazda Familia with a new lean-burn engine version that uses a new three way catalyst in Japan.
- Introduces Mazda Capella in Japan.
- Mazda Training Center opens in Miami, Florida.
- Mazda Training Center opens in Beijing, China.
- Mazda acquires the ISO 9002 certificate, first among Japanese auto makers.

1995
- Cumulative production in Japan reaches 30 million units.
- Mazda begins testing of hydrogen-fueled vehicles on public roads in Japan.
- Introduces Mazda Bongo Friendee in Japan.
- Introduces new MPV multi-purpose vehicle in Japan.
- Introduces new Mazda Sentia in Japan.

- Cumulative production of the Mazda Familia/323 series in Japan reaches 10 million units.

1996
- Introduces Ford-produced Mazda 121 into major European markets.
- Mazda acquires ISO 9001 certification, the highest attainable quality mark in the ISO 9000 series, first among Japanese automarkers.
- New parts distribution center opens in Mississippi, U.S.
- Cumulative production of passenger cars in Japan reaches 20 million units.
- Henry D.G. Wallace becomes president.
- Introduces Demio "Freestyle Wagon" in Japan.
- Overseas sales of the Mazda Demio begin.
- Mazda Demio receives the '96-'97 RJC "New Car of the Year" award.
- Cumulative production of MX–5 reaches 400,000 units.
- Mazda launches Mazda Digital Innovation (MDI).
- Cumulative production of the 2.5-liter new diesel engine (WL type) reaches 100,000 units.

1997
- New Familia (323) 3-door hatchback is introduced in Europe.
- Mazda implements a new merit-based personnel system.
- Mazda inaugurates its new brand symbol, the Mazda M.
- Mazda resumes exports to Taiwan.
- Introduces an all-new Capella/626 sedan and station wagon in Japan and Europe.
- James E. Miller is appointed president.
- Mazda develops the Demio FCEV, fuel-cell electric vehicle.

1998
- Mazda strengthens its drive into Europe.
- Mazda participates in the Ford/ Daimler-Benz/ Ballard alliance to develop fuel-cell technology for future vehicles through its close relationship with Ford Motor Company.
- Mazda begins production of small direct injection turbo diesel engines.
- Mazda opens a Female Employee Counseling Office.
- AAT starts production.
- Introduces the New Familia.
- Mazda starts to sell the AAT-produced new pickup trucks in Thailand.
- Sales of the Demio starts in Europe.
- Mazda establishes the Mazda Motor Logistics Europe N.V. (MLE).
- Hofu Nishinoura Plant acquires ISO 14001 certification.
- AAT starts exporting pickup trucks.

1999
- Mazda introduces the 10th Anniversary MX-5.
- Cumulative production of the MX-5 reaches 500,000 units.
- Mazda introduces the brand new Premacy.
- Mazda introduces the new Bongo van and truck.
- Cumulative production at AAI reaches 2,000,000 units.
- Mazda reaches an agreement with Mitsubishi to supply small commercial vehicles to Mitsubishi.
- Mazda introduces the New MPV.
- Mazda improves female employees' job conditions.
- Entire Hofu Plant obtains environmental ISO certification.
- Mazda develops advanced safety vehicle MAZDA ASV-2.
- Mazda announces the development and production of new global engine family in cooperation with Ford.
- Mark Fields is appointed president.

2000
- AAT starts producing the 323.
- Cumulative production of MPV reaches 500,000 units.
- Mazda participates in the joint project of the test run of fuel cell vehicles in cooperation with DaimlerChrysler Japan Holding Ltd. and Nippon Mitsubishi Oil.
- Mazda introduces New Titan.
- Mazda establishes Mazda Telematics Center.
- Mazda headquarters and Hiroshima plant acquire environmental ISO 14001 certification.
- Mazda Roadster is recognized in Guinness World Book of Records.
- Mazda makes major changes to Roadster and Millenia.
- Cumulative production at AAT reaches 100,000 units.
- Mazda introduces MDI Ⅲ.
- Mazda introduces brand new Titan Dash.
- Mazda introduces brand new Tribute.

2001
- Mazda expands uses of recycled materials made from replaced bumpers.
- Roadster wins the "Auto Color Award 2001" Grand Prix.
- Mazda introduces the 'build-to-order' system for Roadster and Familia S-Wagon.
- Mazda takes control of distribution in France.
- Mazda introduces a new fuel cell electric vehicle, Premacy FC-EV.
- Mazda introduces the Early Retirement Special Program.
- Mazda continues OEM procurement from Suzuki for micro-mini vehicles.
- Cumulative production of transmissions manufactured at Mazda Hofu Plant reaches 20,000,000 units.
- Mazda makes major changes to Premacy.

- Mazda establishes Committed Credit Facilities.
- Mazda takes control of distribution in the UK.
- Mazda takes control of distribution in Switzerland.
- Ujina No.2 Plant is closed.
- Mazda introduces the new Bongo Friendee.
- Mazda developes high-strength plastic technology for new module carriers.

2002

- Mazda opens company day-care center.
- Cumulative production volume at Hofu Plant reaches 5 million units.
- Cumulative production at AAT reaches 200,000 units.
- Mazda commences production of MZR engines.
- Mazda provides service to 'create drive routes' on mobile phones.
- Mazda introduces new brand message 'Zoom-Zoom.'
- Mazda introduces personnel development program.
- Mazda makes major changes to MPV.
- Mazda launches distribution joint venture in Austria.
- Mazda takes new initiative to enhance corporate governance.
- Mazda launches the brand new Mazda Atenza.
- Mazda adds Atenza SPORT WAGON 4WD.
- Lewis Booth confirmed Mazda President.
- Mazda collaborates in celebrating 100th birthday of inventor of rotary engine, Dr. Wankel.
- Mazda launches enhanced Roadster.
- Mazda develops next generation engines MZR 1.3/1.5.
- Mazda minimizes environmental impact in machining line of new engines.
- Mazda builds presence in China with 323 launch.
- Mazda develops world's first environmentally friendly coating technology.
- Mazda launches the new Demio.
- Mazda issues convertible bonds.
- Mazda adds five-speed manual transmission model to Mazda Atenza SPORT and SPORT WAGON.
- Mazda launches North America's first functional integration modules.
- Mazda sets goals for fuel efficiency and emission levels.
- Mazda establishes broadband network for domestic dealers.
- Mazda notifies of terms and conditions of stock acquisition rights of convertible bonds.
- Mazda introduces web version of electronic parts catalog.
- Mazda unveils enhanced Millenia.
- Mazda showcases Titan Dash and Bongo Van at the 36th Tokyo Motor Show 2002.
- Mazda introduces Bongo Friendee City Runner IV.
- New Mazda6 Sports Sedan launched at AAI.
- Mazda RX-8 stars in Twentieth Century Fox's X-Men Sequel.
- Mazda6 named NBR Car of the Year.
- Mazda strengthens domestic dealer network.
- Mazda launches sportier limited edition Premacy.
- Mazda announces first half financial targets.
- Mazda Atenza wins 2003 RJC Car of The Year.
- Mazda releases limited edition Roadster SG Limited.
- Mazda begins public road trials of Advanced Safety Vehicle.
- Mazda establishes Management Advisory Committee.
- Mazda adds special edition 'Aeroremix' to MPV lineup.
- Mazda upgrades Familia S-Wagon SPORT20.
- Mazda Atenza wins 23 awards around the globe.

2003

- Mazda showcases Mazda Washu concept and Mazda RX-8 production model at North American International Auto Show.
- Mazda announces price of RX-8, dealers begin taking orders.
- Production of the Mazda2 begins in Europe.
- Mazda holds a ceremony to mark first production of Mazda6 at FAW Car Company in China.
- Mazda begins production of RENESIS rotary engine.
- Mazda starts production of Mazda RX-8.
- Mazda develops aluminum joining technology using friction heat.
- Mazda MX Sportif design concept makes debut at Geneva International Motor Show.
- James O'Sullivan named President and CEO of Mazda North American Operations.
- Mazda Demio gains U-LEV rating.
- Mazda develops impact-absorbing hood.
- Mazda adds Demio to Internet customization system.
- Mazda releases all-new Mazda RX-8.
- Mazda receives FY2002 JSME medal for development of high-strength plastic.
- Mazda employees receive JSAE Award for development of high-strength plastic.
- Daniel T. Morris named President and CEO of Mazda Motor Europe GmbH.
- Mazda announces financial results for FY2002.
- Mazda develops technology to reduce diesel emissions.
- Mazda's RENESIS wins International Engine of the Year 2003.
- Mazda begins production of Axela.
- Mazda and Isuzu agree on OEM supply of Isuzu small truck.

- Mazda adds new '23Z' to Atenza brand.
- Mazda releases limited edition Premacy.
- Mazda announces first quarter consolidated financial results.
- Mazda completes self share purchasing.
- 'Mazda Kusabi' design concept makes debut at Frankfurt Auto Show.
- Hisakazu Imaki appointed President and CEO.
- Mazda notices of application for delisting of stock.
- Mazda introduces new employee ID card.
- Mazda develops new paint stripping technology for recycling bumpers.
- Mazda Roadster receives a facelift.
- Mazda completes takeover of Austrian distribution network.
- Mazda sponsors introductory race for 'RX-8.'

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