

Vision of Mazda

Corporate Vision

Mazda established a new corporate vision in December 1999, comprised of three elements:

■ 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. We 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.

Mazda Brand Symbol (Established in June 1997)

The brand symbol expresses Mazda's dedication to continuous growth and improvement. It is a symbolic development of the Mazda "M", and shows the company stretching its wings as it soars into the future.

Mazda Corporate Mark (Established in 1975)

With the introduction of its CI (Corporate Identity) in 1975, Mazda developed its corporate mark as a symbol for Mazda's communications. It was then positioned as an easy-to-read corporate mark in line with the establishment of the brand symbol in 1997.



The Origin and Meaning of "Mazda"

The company's name, "Mazda," derives from Ahura Mazda, a god of the earliest civilizations in western Asia. We have interpreted Ahura Mazda, the god of wisdom, intelligence and harmony, as the symbol of the origin of both Eastern and Western civilizations, and also as a symbol of automotive culture. It incorporates a desire to achieve world peace and the development of the automobile manufacturing industry. It also derives from the name of the founder of Mazda's automotive business, Jujiro Matsuda.



Co	nte	nts

Vision of Mazda · · · · · 1	Business Plan · · · · · · · 22
Company Profile and Major Data · · · · · 2	Long-term Vision for Technology Development \cdots 23
Directors, Officers and Auditors · · · · · 4	Environmental Approaches · · · · · · 24
Major Affiliates · · · · 6	Vehicle Safety · · · · · · 26
Research & Development · · · · · 8	Social Contributions · · · · · 28
Activities by Region	Brand Strategy · · · · · 30
Japan····· 9	Workforce 3 ⁻
North America · · · · · · 12	Partnership With Ford · · · · · 32
Europe14	History 33
China16	Product Names · · · · · 39
Asia, Oceania · · · · · 18	Product Line-up······ 40
Central and South America, Middle East, Africa · · · · · · · 20	



Company Profile and Major Data

Company Profile (As of November 13, 2009)

Company name	Mazda Motor Corporation		
Founded	January 30, 1920		
Headquarters	3-1 Shinchi, Fuchu-cho, Aki-gun, Hiroshima 730-8670 Japan		
Representative	Takashi Yamanouchi, Representative Director; President and CEO		
Main business lines	Manufacture and sale of passenger cars and commercial vehicles		
	Authorized: 3,000,000,000 shares		
Stock Information	Issued: 1,780,377,399 shares (As of November 13, 2009)		
	Number of shareholders: 66,134		
Capital	¥ 186,499,736,762 (As of November 13, 2009)		
Employees	22,298 (unconsolidated) (includes 1,103 employees dispatched to other locations)		
Research and	Head Office, Mazda R&D Center (Yokohama), Mazda Motor of America(USA),		
development sites	Mazda Motor Europe (Germany), China Engineering Support Center (China)		
	Japan: Hiroshima Plant (Head Office, Ujina), Hofu Plant (Nishinoura, Nakanoseki), Miyoshi Plant		
Production sites	Overseas: United States, China, Taiwan, Thailand, Philippines, Zimbabwe,		
	South Africa, Ecuador, Colombia		
Logistics bases	9 in Japan		
Sales companies	Japan: 277 (As of December 31, 2008)		
Sales Companies	Overseas: 121		
Principal products	Four-wheeled vehicles, gasoline reciprocating engines, diesel engines, rotary engines		
Frincipal products	automatic and manual transmissions for vehicles		

Global Production (As of December 31, 2008)

				(Units)
		2006	2007	2008
Global		1,311,027	1,291,744	1,349,274
	Japan	966,547	995,511	1,078,690
	Overseas	344,480	296,233	270,584

Global Sales (As of December 31, 2008)

				(Units)	
		2006	2007	2008	
Global		1,286,169	1,335,147	1,351,494	
	Japan	269,220	254,137	244,623	
	North America	363,835	404,009	374,644	
	Europe	306,698	311,247	339,969	
	China	126,063	101,900	127,846	
	Other regions	220,353	263,854	264,412	

Financial Summary (Consolidated)

(¥ in billion	ns, except per share amounts)	FY2004 ('04.4~'05.3)	FY2005 ('05.4~'06.3)	FY2006 ('06.4~'07.3)	FY2007 ('07.4~'08.3)	FY2008 ('08.4~'09.3)
	Japan	845.6	887.7	887.3	880.1	620.3
	Overseas	1,850.0	2,032.1	2,360.2	2,595.7	1,915.60
Net sales		2,695.6	2,919.8	3,247.5	3,475.8	2,535.90
Operating	income	82.9	123.4	158.5	162.1	-28.4
Ordinary i	ncome	73.1	101.5	127.8	148.5	-18.7
Income be	efore taxes	73.8	117.5	118.5	143.1	-51.3
Net incom	е	45.8	66.7	73.7	91.8	-71.5
Net incom	e per share	¥37.63	¥51.53	¥52.59	¥65.21	¥-52.13
Capital inv	vestment vestment	67.9	72.1	79.6	75.5	81.8
Depreciati	on and amortization	40.0	45.8	47.0	66.5	75.2
Research	and Development cost	90.8	95.7	107.6	114.4	96
Total asse	ts	1,767.8	1,788.7	1,907.8	1,985.6	1,801.0
Equity		267.8	398.0	479.9	554.2	414.7
Financial of	debts	528.1	455.4	474.7	505.0	753.4
Net financ	ial debts	313.5	246.8	232.2	281.1	532.6
Cash flow		35.9	33.6	21.0	10.2	-129.2
	(Thousands of units)					
	Japan	294	290	264	257	219
	Overseas	810	859	913	983	1,042
Sales volu	ime	1,104	1,149	1,177	1,240	1,261
Number o	f employees	35,680	36,626	38,004	39,364	39,852

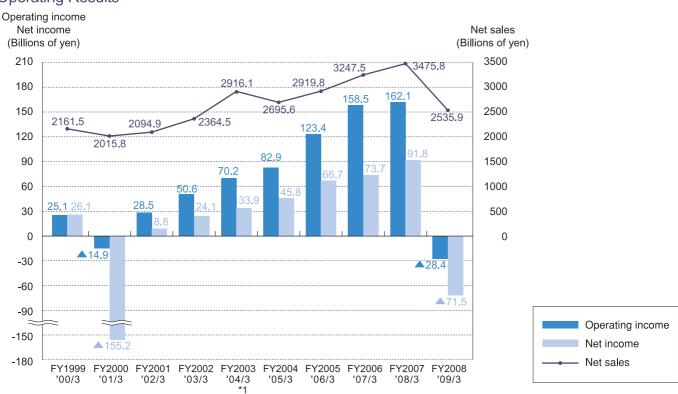
Note: Fiscal years begin in April and end in March.

Cash flow represent net cash flow from operating activities and from investing activities.

The number of employees excludes dispatchees to affiliated companies.

FY2004 sales volume is based on shipments and from FY2005, it is based on retail volume.

Operating Results



^{*1} FY2003 results reflect a 15-month fiscal term for main foreign subsidiary companies that changed their fiscal term. This adjustment results in an increase of 149,000 units sales volume and 341.4 billion yen in net sales on an consolidated basis as compared to the current figures.

Directors, Officers and Auditors (As of June 24, 2010)

Directors and Auditors

Representative Director and Chairman of the Board	Takashi Yamanouchi
Representative Director	Masaharu Yamaki
Representative Director	Kiyoshi Ozaki
Representative Director	Thomas A. H. Pixton
Director	Seita Kanai
Director	Masazumi Wakayama
Director	Yuji Harada
Director	Akira Marumoto
Director	Masamichi Kogai
Corporate Auditor (Full time)	Junichi Yamamoto
Corporate Auditor (Full time)	Kazuyuki Mitate
Corporate Auditor	Ichiro Sakai
Corporate Auditor	Isao Akaoka
Corporate Auditor	Masahide Hirasawa

Executive Officers

* President and CEO	Takashi Yamanouchi	
* Executive Vice President	Masaharu Yamaki	Assistant to President; Oversight of R&D, Production, Purchasing, and Quality
* Senior Managing Executive Officer and CFO	Kiyoshi Ozaki	Oversight of Corporate Planning, Product Profit Control and in charge of Financial Services and Cost Innovation
Senior Managing Executive Officer	Thomas A. H. Pixton	Assistant to President; Oversight of Ford Relationship
* Senior Managing Executive Officer	Seita Kanai	In charge of R&D and Program Management; President, Mazda Engineering & Technology Co., Ltd.
* Senior Managing Executive Officer	Masazumi Wakayama	Oversight of Global Marketing, Global Sales and Customer Service
* Senior Managing Executive Officer	Yuji Harada	In charge of CSR, Environment and Corporate Communications; Assistant to the CFO; Assistant in charge of Fleet Sales
Senior Managing Executive Officer	Akira Marumoto	In charge of Corporate Planning, Product Strategy and Product Profit Control; Assistant to the Officer in charge of Cost Innovation
Senior Managing Executive Officer	Masamichi Kogai	In charge of Production, Business Logistics and IT Solution; Assistant to the Officer in charge of Cost Innovation; Assistant to the Officer in charge of R&D

Managing Executive Officer	James J. O'Sullivan	President and CEO, Mazda Motor of America, Inc. (Mazda North American Operations)
Managing Executive Officer	Keishi Egawa	Executive Vice President and COO, Mazda Motor of America, Inc. (Mazda North American Operations)
Managing Executive Officer	Nobuhide Inamoto	In charge of Domestic Business; General Manager, Domestic Business Div.
Managing Executive Officer	Yasuto Tatsuta	Assistant to the Officer in charge of R&D (In charge of MONO TSUKURI Innovation); President, Toyo Advanced Technologies Co., Ltd.
Managing Executive Officer	Satoshi Tachikake	In charge of Quality Assurance
Managing Executive Officer	Hirotaka Kanazawa	In charge of Vehicle Development, Electric Drive System Development and Technical Research Center; Assistant to the Officer in charge of Cost Innovation
Managing Executive Officer	Koji Kurosawa	In charge of Secretariat, Global Auditing, Human Resources, Corporate Services, Compliance, Risk Management and Mazda Hospital
	IZ IZ I	In charge of Customer Service;
Managing Executive Officer	Kozo Kawakami	President, Mazda Parts Co., Ltd.
	AZ "AL-L - "	In charge of Overseas Sales; General Manager, Overseas Sales Div.;
Managing Executive Officer	Yuji Nakamine	President, Mazda South East Asia Ltd.
Managing Executive Officer	Jeffrey H. Guyton	President and CEO, Mazda Motor Europe GmbH
Managing Evacutive Officer	Noriaki Yamada	In charge of China Business;
Managing Executive Officer	NUITAKI TAITIAUA	Chairman and CEO, Mazda Motor (China) Co., Ltd.
Managing Executive Officer	Kazuki Imai	In charge of Purchasing; Assistant to the Officer in charge of Cost Innovation
Executive Officer	Toshinori Kusuhashi	President, AutoAlliance (Thailand) Co., Ltd.
Executive Officer	Hiroshi Yamamoto	In charge of Fleet Sales in the Domestic Business; President, Mazda Chuhan Co., Ltd.
Executive Officer	Minoru Mitsuda	Assistant to the Officer in charge of Corporate Planning; In charge of Corporate Liaison; Oversight of Tokyo Office (Resident in Tokyo)
Executive Officer	Masafumi Nakano	General Manager, Hiroshima Plant
Executive Officer	Kiyotaka Shobuda	General Manager, Production Engineering Div.
Executive Officer	Kiyoshi Fujiwara	In charge of Product Planning and Powertrain Development
Executive Officer	Masahiro Moro	Assistant to the Oversight of Global Sales; In charge of Global Marketing
Executive Officer	Akira Koga	General Manager, Corporate Planning Div.
Executive Officer	Paul R. Randle	General Manager, R&D Liaison Office
Executive Officer	Takashi Furutama	General Manager, Product Profit Control Div.
Executive Officer	Philip J. Waring	COO, Sales & Marketing, Mazda Motor Europe GmbH
Executive Officer	Nariaki Uchida	General Manager, Hofu Plant

Major Affiliates

Consolidated Subsidiaries 54 (As of March 31, 2009)

Japan

Company name	Share	Business
Hakodate Mazda Co., Ltd	100.0%	Sales and repair of vehicles
Mazda Anfini Hokkaido Co., Ltd.	100.0%	Sales and repair of vehicles
Tohoku Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Fukushima Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Kitakanto Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Mazda Motor Niigata Co., Ltd.	100.0%	Sales and repair of vehicles
Koushin Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Kanto Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Shizuoka Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Shin Gifu Mazda Sales Co., Ltd.	100.0%	Sales and repair of vehicles
Tokai Mazda Sales Co., Ltd.	100.0%	Sales and repair of vehicles
Hokuriku Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Keiji Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Kansai Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Nishi Shikoku Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Kyusyu Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Minami Kyushu Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Okinawa Mazda Sales Co., Ltd.	100.0%	Sales and repair of vehicles
Mazda Parts Co., Ltd.	99.7%	Sales of parts
Mazda Motor International Co., Ltd.	100.0%	Trading company
Mazda Autozam Inc.	100.0%	Distribution of vehicles and parts
Mazda Chuhan Co., Ltd.	100.0%	Sales of used cars
Malox Co., Ltd.	99.6%	Transportation service of vehicles and parts
Kurashiki Kako Co., Ltd.	75.0%	Production of parts
Microtechno Corporation	100.0%	Production of parts
Mazda Engineering & Technology Co., Ltd.	100.0%	Design, development, production and sales of vehicles
Toyo Advanced Technologies Co., Ltd.	100.0%	Production of machine tools
Mazda Ace Co., Ltd.	100.0%	Insurance, real estate etc.

Overseas

Company name	Country	Share	Business
Mazda Motor of America, Inc.	USA	100.0%	Distribution of vehicles and parts
Mazda Canada, Inc.	Canada	100.0%	Distribution of vehicles and parts
Mazda Motor de Mexico, S. de R.L. de C.V.	Mexico	100.0%	Distribution of vehicles and parts
Mazda Servicios de Mexico, S. de R.L. de C.V.	Mexico	100.0%	Personnel service for MM Mexico
Mazda Motors (Deutschland) GmbH	Germany	100.0%	Distribution of vehicles and parts
Mazda Motor Logistics Europe N.V.	Belgium	100.0%	Distribution of vehicles and parts
Mazda Motor Europe GmbH	Germany	100.0%	Overall management of business in Europe
Mazda Motor Hungary KFT.	Hungary	100.0%	Distribution of vehicles and parts
Mazda Motor Croatia d.o.o.	Croatia	100.0%	Distribution of vehicles and parts
Mazda Motor Slovenia d.o.o.	Slovenia	100.0%	Distribution of vehicles and parts
Mazda Automobiles France S.A.S.	France	100.0%	Distribution of vehicles and parts
Mazda Motors UK Ltd.	UK	100.0%	Distribution of vehicles and parts
Mazda (Suisse) S.A.	Switzerland	100.0%	Distribution of vehicles and parts
Mazda Motor de Portugal Lda.	Portugal	100.0%	Distribution of vehicles and parts
Mazda Automoviles Espana, S. A.	Spain	100.0%	Distribution of vehicles and parts
Mazda Motor Italia S.p.A.	Italy	100.0%	Distribution of vehicles and parts
Mazda Austria GmbH	Austria	100.0%	Distribution of vehicles and parts
Mazda Motor Russia, OOO	Russia	100.0%	Distribution of vehicles and parts
Mazda Australia Pty Ltd.	Australia	100.0%	Distribution of vehicles and parts
Mazda Motors of New Zealand Ltd.	New Zealand	100.0%	Distribution of vehicles and parts
Compania Colombiana Automotriz S.A.	Colombia	100.0%	Production and sales of vehicles
Vehiculos Mazda de Venezuela C.A.	Venezuela	100.0%	Distribution of vehicles and parts
Mazda Sales (Thailand) Co., Ltd.	Thailand	96.1%	Distribution of vehicles and parts
Mazda South East Asia, Ltd.	Thailand	100.0%	Overall management of business in ASEAN
PT. Mazda Motor Indonesia	Indonesia	100.0%	Distribution of vehicles and parts
Mazda Motor (China) Co., Ltd.	China	100.0%	Overall management of business in China

Equity Method Applied Companies 14 (As of March 31, 2009)

Japan

-		
Company name	Mazda's Share	Business
SMM Auto Finance, Inc.	40.0%	Automotive retail finance
Mazda Parts Sales Hiroshima Co., Ltd.	33.3%	Sales of parts
Mazda Parts Sales Yamaguchi Co., Ltd.	33.3%	Sales of parts
Mazda Parts Sales Nishi-Kyushu Co., Ltd.	30.0%	Sales of parts
Mazda Processing Chugoku Co., Ltd.	29.0%	Attachment of vehicle accessories
Yoshiwa Kogyo Co., Ltd.	33.3%	Production and sales of parts
Japan Climate Systems Corporation	33.3%	Production and sales of parts
MCM Energy Service Co., Ltd.	50.0%	Steam and electricity supply
Sanfrecce Hiroshima FC.	21.8%	Professional soccer team

Overseas

Company name	Country	Mazda's Share	Business
AutoAlliance International, Inc.	USA	50.0%	Production of vehicles
AutoAlliance (Thailand) Co., Ltd.	Thailand	50.0%	Production of vehicles
FAW Mazda Motor Sales Co., Ltd.	China	25.0%	Distribution of vehicles and parts
Changan Ford Mazda Engine Co., Ltd.	China	25.0%	Production of vehicle engine
Changan Ford Mazda Automobile Co., Ltd.	China	15.0%	Production of vehicles

Research & Development

R&D Sites

Mazda is dedicated to developing vehicles that are distinctive and innovative, using the latest and most advanced technologies to satisfy the diverse needs of customers worldwide. To accomplish this, Mazda created a global R&D network with operations in Japan, the United States, Germany and China.



	Name	Location	Activities
Japan	Headquarters, R&D Divisions	Fuchu-cho, Aki-gun, Hiroshima	Product and engineering planning Design development Product development Advanced research for significant new technology
Јара п	Mazda R&D Center (Yokohama)	Yokohama	Product and engineering planning Advanced design development Advanced research for significant new technologies
	Mazda North American Operations	Irvine, California	•Technology and market trend studies in the North American market •Design development for the North American market
U.S.A.	(MNAO)*1	Flat Rock, Michigan	•Evaluation of product conformity with the North American market standards
Europe	Mazda Motor Europe G.m.b.H. (MME) European R&D Centre	Oberursel, State of Hessen, Germany	Technology and market trend studies in the European market Design development for the European market Evaluation of product conformity with the European market standards
China	Mazda Motor (China) Co., Ltd. China Engineering Support Center	JiaDing District, Shanghai	Technology and market trend studies in the Chinese market

^{*1} Mazda North American Operations (MNAO) is a generic organizational name which comprises Mazda Motor of America, Inc., Mazda Canada, Inc., Mazda Motor de Mexico S. de R. L. de C.V., and Plaza Motors Corp. (As of December 31, 2008)

Comprehensive Vehicle Proving Grounds

Name	Location	Start of operations	Land area	Activities
Miyoshi Proving Ground	Hiroshima, Japan	June 1965	1,677,000㎡	Mazda's main proving ground: used to develop basic vehicle functionality for driving, cornering, and stopping. Also, contributes to comfortable and safe vehicle engineering by providing test areas for stability tests, crash tests, and durability tests.
Mine Proving Ground	Yamaguchi, Japan	May 2006	603,000 m²	Ongoing development of test course facilities that are unavailable at the Miyoshi Proving Ground for further product improvements.
Hokkaido Kenbuchi Proving Ground	Hokkaido, Japan	January 1990	4,700,000㎡	Technology development and functional tests on frozen roads of systems such as AWD, ABS, TCS*2, and DSC*3 that ensure safe driving under hazardous frozen / snow conditions.
Hokkaido Nakasatsunai Proving Ground	Hokkaido, Japan	January 2002	206,000㎡	Mazda's second proving ground in Hokkaido is for developing vehicle functions for differing conditions in various climates. Mainly performs development tests for safe-driving systems such as ABS, TCS, and DSC under frozen conditions.

^{*2} Traction Control System (TCS): Mechanism to optimize a vehicle's traction according to the driving conditions.

^{*3} Dynamic Stability Control (DSC): DSC integrates the 4-wheel Anti-lock Braking System (ABS) and Traction Control System (TCS) to optimally control the engine output and 4-wheel individual brake force to prevent side skids. In addition, the system maintains stable driving conditions while cornering on slippery roads or during evasive steering to avoid hazards.

Activities by Region

Production in Japan (As of December 31, 2008)

- •Mazda became a vehicle manufacturer in 1931, when it began producing a three-wheel truck. Mazda moved into passenger car production in 1960 with the launch of the Mazda R360 Coupe micro-mini. In July 2007, the company's domestic cumulative production volume reached 40 million units.
- ·Mazda has two production facilities in the western part of Japan: in Hiroshima and Yamaguchi. Both sites are designed to be environmentally- and people-friendly. Mazda continually strives to improve the efficiency of its production operations, and has established uniquely flexible, high-quality and synchronized lines.
- ·In 2008, calendar year production volume in Japan topped one million units, reaching 1.079 million units. It has been over 15 years (since 1993) since the achievement of one million units.



Production Sites

Plant name	District			Products	Start of operations	Land area	
	Plant complex in head office			Gasoline reciprocating engines, manual transmissions	March 1931	551,000 m ²	
Hiroshima		Fuchu-cho, Aki-gun,	Ujina Plant No.1 (U1)	Mazda2, Mazda Verisa, Mazda MX-5, Mazda RX-8, Mazda MPV / Mazda8, Mazda CX-9*1, Mazda Biante, Mazda E-series (Bongo van, Bongo Brawny van), Mazda2 (3-door Hatchback)*1	November 1966		
Plant	Ujina district	Hiroshima	Ujina Plant	Mazda2, Mazda5, Mazda CX-7	December 1972	1,685,000 m ²	
			No.2 (U2)	Gasoline reciprocating engines, diesel engines, rotary engines	December 1964		
Miyoshi Pla	nt	Miyoshi, Hiroshima		Gasoline reciprocating engines	May 1974	1,677,000 m ²	
	Nishinoura		Hofu Plant No.1 (H1)	Mazda3	September 1982	792,000 m²	
Hofu Plant	district	Hofu, Yamaguchi	Hofu Plant No.2 (H2)	Mazda6, Mazda3	February 1992	792,000M	
	Nakanoseki district			Automatic transmissions, manual transmissions	December 1981	537,000 m ²	
Press Kogy	Press Kogyo Co., Ltd. Onomichi Plant		hi Plant	Mazda E-Series (Titan Dash), Mazda E-Series (Bongo Truck), Mazda E-Series (Bongo Brawny truck) *			

^{*1} For export only

Note: Head Office district includes the surrounding area (Fuchizaki district). Miyoshi Plant land area encompasses the vehicle proving grounds and the engine plant.

Production Volume in Japan

	CY2004	CY2005	CY2006	CY2007	CY2008
Passenger cars	758,269	806,064	906,862	952,290	1,038,725
Commercial vehicles	60,461	58,865	59,685	43,221	39,965
Total	818,730	864,929	966,547	995,511	1,078,690

Production Volume by Model

(Units)

Model	CY2004	CY2005	CY2006	CY2007	CY2008	Cumulative total
Passenger cars						
Mazda2 / Mazda Demio / Mazda 121 Metro	82,304	71,594	72,785	121,226	206,924	1,344,936
Mazda Verisa	14,384	15,707	12,557	14,103	11,801	68,552
Mazda 323 / Mazda Protegé / Ford Laser Lidea	11,240	5,720	6,740	3,920	0	10,603,072
Mazda6	142,406	141,185	139,848	109,303	152,980	976,153
Mazda3	316,524	364,668	380,771	417,186	396,895	1,962,496
Mazda MX-5 / Mazda MX-5 Miata	24,232	29,950	48,389	37,022	22,886	857,201
Mazda RX-8	50,813	27,837	23,363	13,833	8,237	184,183
Mazda5 / Mazda Premacy / Ford Ixion	24,592	83,288	121,457	102,580	106,698	685,753
Mazda MPV / Mazda8	67,989	50,163	33,382	19,380	13,191	1,054,688
Mazda Biante	_	_	_	_	13,557	13,557
Mazda Tribute / Ford Escape	19,911	13,005	455	300	500	119,996
Mazda CX-7	_	_	60,812	72,648	60,641	194,101
Mazda CX-9	_	_	6,303	40,789	44,415	91,507
Other passenger cars	3,874	2,947	0	0	0	12,561,006
Sub-total	758,269	806,064	906,862	952,290	1,038,725	29,675,140
Commercial vehicles						
Mazda E-Series (Bongo van / truck)	45,530	45,719	44,859	33,627	33,334	1,941,746
Mazda E-Series (Bongo Brawny van / truck)	5,247	6,454	7,207	5,350	4,173	856,174
Mazda T-Series (Titan) / E-Series (Titan Dash)	9,684	6,692	7,619	4,244	2,458	1,720,672
Other commercial vehicles	0	0	0	0	0	7,394,844
Sub-total	60,461	58,865	59,685	43,221	39,965	11,913,436
Total	818,730	864,929	966,547	995,511	1,078,690	41,588,576
Breakdown						
Rotary engine vehicles	50,813	27,837	23,363	13,833	8,237	1,988,230
Diesel engine vehicles	89,685	71,515	124,224	86,807	92,004	4,636,047

Activities by Region

Sales in Japan (As of December 31, 2008)

Sales Channels in Japan

	Dealerships	Outlets
Mazda	39	784
Mazda Anfini	15	69
Mazda Autozam	223	247
Total	277	1,100

Mazda Product Line-up by Sales Channel

		Passenger cars										Commercial vehicles								
	Demio	Verisa	Axela	Atenza	RX-8	Roadster	Premacy	Biante	MPV	CX-7	Carol	AZ-Wagon	AZ-Offroad	Scrum Wagon	Bongo	Bongo Brawny	Titan	Titan Dash	Familia Van	Scrum Van/Truck
Mazda	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Mazda Anfini	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Mazda Autozam	•	•	•				•	•	•	•	•	•	•	•	•					•

Sales Volume in Japan

(Units)

		CY2004	CY2005	CY2006	CY2007	CY2008
	Registrations	196,413	196,011	175,954	169,701	162,221
Passenger cars	Micro-minis	41,247	41,189	40,177	43,783	45,339
•	Total	237,660	237,200	216,131	213,484	207,560
	Registrations	33,285	38,916	38,574	28,668	25,088
Commercial vehicles	Micro-minis	9,612	10,775	14,515	11,985	11,976
	Total	42,897	49,691	53,089	40,653	37,064
Total		280,557	286,891	269,220	254,137	244,624

Note: Figures exclude Ford brand vehicles.

Classification of Bongo Friendee changed from commercial to passenger vehicle based on JADA notification from January 2004, also Scrum Wagon from January 2007.

Sales by Model

-					()	
Model	CY2004	CY2005	CY2006	CY2007	CY2008	
Passenger Cars						
Carol	6,200	9,707	8,019	8,236	8,540	
AZ-Offroad	443	578	679	568	561	-
AZ-Wagon	25,799	25,674	27,922	29,214	31,327	
Spiano	6,424	3,472	3,339	2,451	1,538	-
Scrum Wagon	_	_	_	3,314	3,373	*1
Demio	75,754	67,046	60,114	65,480	64,997	-
Verisa	12,810	16,352	12,859	13,850	11,910	
Premacy	6,590	28,883	26,887	26,130	21,881	-
Atenza	18,717	17,208	12,257	7,663	15,853	
Axela	29,917	26,332	24,210	22,978	16,646	-
Roadster	1,646	3,657	4,067	3,845	1,858	
RX-8	11,504	7,749	5,330	4,184	3,270	-
MPV	32,286	25,215	28,386	20,525	13,435	
Biante	_	_	_	_	11,037	-
CX-7	_	_	883	5,046	1,333	
Other passenger cars	9,570	5,327	1,179	0	1	-
Sub-total	237,660	237,200	216,131	213,484	207,560	ĺ
Commercial Vehicles						-
Scrum	9,612	10,775	14,515	11,985	11,976	*1
Bongo Series	16,877	20,237	19,231	15,026	14,209	-
Bongo Brawny Series	2,033	2,925	3,257	2,309	1,599	
Titan / Titan Dash	10,771	11,889	12,561	7,503	5,775	-
Familia	3,604	3,865	3,525	3,830	3,505	Ī
Other commercial vehicles	_	_	_	_	_	-
Sub-total	42,897	49,691	53,089	40,653	37,064	
Total	280,557	286,891	269,220	254,137	244,624	

Note: Sales figures has been updated with confirmed data.

Note: Figures exclude Ford brand vehicles.

^{*1} Classification of Scrum and Scrum Wagon changed from commercial to passenger car from January 2007.

Exports

Export Volume

(Units)

	CY2004	CY2005	CY2006	CY2007	CY2008
Passenger cars	569,037	603,929	716,116	798,892	878,891
Commercial vehicles	7,144	5,118	4,457	4,084	2,627
Total	576,181	609,047	720,573	802,976	881,518

Exports From Japan by Region

(Units)

		CY2004	CY2005	CY2006	CY2007	CY2008
No	rth America	189,097	202,007	286,202	289,072	271,787
Eu	rope	226,489	229,881	269,029	300,196	352,931
Oc	eania	63,229	72,461	64,652	68,250	78,734
Otl	ner Regions	97,366	104,698	100,690	145,458	178,066
	Middle East	35,630	38,360	36,997	56,425	73,437
	Asia	26,605	24,388	15,342	13,912	38,435
	Africa	9,051	8,993	9,716	15,783	13,693
	Central & South America	26,080	32,957	38,635	59,338	52,501
	Total	576,181	609,047	720,573	802,976	881,518

Exports by Model

(Units)

Model	CY2004	CY2005	CY2006	CY2007	CY2008
Passenger cars					
Mazda Demio / Mazda2	8,896	9,117	9,030	56,753	139,200
Mazda 323 / Ford Laser Lidea	10,912	6,680	6,720	4,180	0
Mazda Premacy / Mazda5	18,788	50,777	92,321	79,845	85,285
Mazda6	125,201	122,652	126,945	105,335	136,304
Mazda3	284,001	338,013	351,110	397,953	384,724
Mazda Tribute / Ford Escape	16,313	8,196	501	300	440
Mazda MX-5 *1	23,153	25,264	43,758	33,870	21,625
Mazda RX-8	41,832	19,408	18,133	10,050	5,317
Mazda MPV / Mazda8	38,201	22,582	5,895	353	406
Mazda CX-7	_	_	57,095	69,052	60,168
Mazda CX-9	_	_	4,608	41,201	45,422
Others	1,740	1,240	0	0	0
Sub-total Sub-total	569,037	603,929	716,116	798,892	878,891
Commercial vehicles					
Mazda T-Series / E-Series	562	220	260	200	21
Mazda E-Series	6,582	4,898	4,197	3,884	2,606
Sub-total	7,144	5,118	4,457	4,084	2,627
Total	576,181	609,047	720,573	802,976	881,518

Note: Figures exclude parts for overseas production (KD set).

^{*1} Also known as "Miata" in North America.

Activities by Region

North America

- In 1971, Mazda established an overseas affiliate company in the United States and began sales of Mazda vehicles. In 1987, Mazda commenced local production in America at the Mazda Motor Manufacturing (USA) Corporation (MMUC). MMUC was renamed AutoAlliance International (AAI) and became a joint venture with Ford in 1992.
- ·A fully revised Mazda6 for the North American market began production in June 2008 and sales began in September.
- ·Due to the overall decline in industry sales, 2008 calendar year sales in North America declined but, as the Mazda6 was well received, U.S. market share went up by 0.2 points reaching 2.0%.
- ·Mazda sales in Mexico continue to be strong, achieving three consecutive years of volume growth.
- ·The fully redesigned Mazda3 debuted at the Los Angeles Auto Show in November 2008 and started sales in markets such as Canada and Mexico in January 2009 and March for the U.S.



Regional Headquarters

(As of December 31, 2008)

Country/ region	Company name	Location	Established	Primary business	
118 1	Mazda North American Operations*1	1 Irvine, CA	O-t-h 1007	Importer and distributor of Mazda vehicles, parts and accessories. Technical trend surveys	
U.S.A.	Mazua North American Operations	2 Flat Rock, MI	October 1997	and research, design development, evaluation testing and vehicle certification for the North American market.	

^{*1} Mazda North American Operations (MNAO) is a generic organizational name which comprises of Mazda Motor of America, Inc., Mazda Canada, Inc., Mazda Motor de Mexico S. de R. L. de C.V., and Plaza Motors Corp. in Puerto Rico.

Production Facilities

(As of December 31, 2008)

	Country/ region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
		2 AutoAlliance International, Inc. (AAI)	Flat Rock, MI	September 1987 *2	3,234	Mazda6	Mazda 50% Ford 50%
U.	U.S.A.	3 Ford Motor Kansas City Assembly Plant	Kansas City, MO	June 2000	_	Tribute	Ford 100%

^{*2} Changed name to AAI from Mazda Motor Manufacturing USA Corporation (MMUC) in June 1992.

Distributors

(As of December 31, 2008)

Country/ region	Company name Location I		Established	Number of employees	Investment ratio
U.S.A.	Mazda Motor of America, Inc.	Irvine, CA	February 1971	929	Mazda 100%
Canada	Mazda Canada, Inc.	Richmond Hill, Ontario	July 1968	131	Mazda 100%
Mexico	Mazda Motor de Mexico, S. de R.L. de C.V.	Centro de la Ciudad Santa Fe, Mexico City	December 2004	24	Mazda 99% Mazda Motor International 1%



AutoAlliance International, Inc. (AAI)



North American Mazda6, introduced in 2008

Mazda Vehicle Production

(As of December 31, 2008) (Units)

				(, , (,
		CY2005	CY2006	CY2007	CY2008
	AutoAlliance International, Inc.	74,260	71,493	54,335	74,959
U. S. A.	Ford Motor Kansas City Assembly Plant	40,677	15,043	23,785	15,907
Total		114,937	86,536	78,120	90,866

Mazda Sales

(As of December 31, 2008) (Units)

	CY2005	CY2006	CY2007	CY2008
U. S. A.	258,339	268,786	296,109	263,949
Canada	77,867	81,007	86,659	84,974
Mexico	769	7,495	16,604	21,997
Puerto Rico*	8,001	6,547	4,637	3,724
Total	344,976	363,835	404,009	374,644

 $^{^{\}ast}$ Plaza Motors Corp. is responsible for sales in Puerto Rico.

Number of Markets, Distributors and Dealerships (As of December 31, 2008)

	Markets	Distributors	Dealerships
North America	4	4	859

Major Product Line-up by Market

	North America						
	U. S. A.	Canada	Mexico	Puerto Rico			
Mazda3	•	•	•	•			
Mazda6	•	•	•	•			
MX-5 (Miata)	•	•	•	•			
CX-7	•	•	•	•			
CX-9	•	•	•	•			
RX-8	•	•		•			
Mazda5	•	•	•	•			
Tribute	•	•		•			
B-Series	•	•		•			

Activities by Region

Europe (As of December 31, 2008)

- ·Sales of Mazda brand vehicles began in Europe in 1967, and Mazda established a local affiliate company in Germany in 1972.
- ·Mazda began to re-establish its sales network in major European countries at the beginning of the millennium. Mazda is progressively taking direct control of distribution in the major European countries to streamline its sales and marketing activities and enable consistent strategies and policies in Europe.
- •In 2008, the fully redesigned Mazda6 was introduced to the market. Together with the fully redesigned Mazda2 introduced in 2007, both vehicles greatly contributed to sales. Calendar year sales for 2008 reached approximately 340,000 units, topping the sales record established in 1991.
- •The fully redesigned Mazda3 European debut was at the Bologna Motor Show in November 2008.
- ·Local tests were conducted of the Mazda RX-8 Hydrogen RE vehicles that were sent to Norway in October 2008 in preparation for the Norway HyNor project.
- ·A national sales company was established in the Netherlands. With this addition, the number of national sales company reached 22, covering 40 countries.
- ·Starting in Germany in March 2009, sales of the fully redesigned Mazda3 in Europe



Regional Offices

Country/ region	Company name	Location	Established	Number of employees	Primary business	Investment ratio	
Germany	Mazda Motor Europe GmbH	Leverkusen	March 1998	292	Office Sales	Mazda Motor Logistics Europe N.V. 100%	
,	2 (European R&D Centre)	Oberursel	December 1987	92	R&D	_	
Belgium	Mazda Motor Logistics Europe N.V. (Vehicles and Parts Distribution Center)	Willebroek	August 1998	623	Office Logistics Sales	Mazda 100%	

Distributors

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
Germany	Mazda Motors (Deutschland) GmbH	Leverkusen	November 1972	155	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
U.K.	Mazda Motors UK Ltd.	Dartford, Kent	May 2001	101	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
France	Mazda Automobiles France S.A.S	Saint Germain en Laye Cedex	February 2001	51	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Switzerland	Mazda (Suisse) S.A.	Petit-Lancy	February 2001	42	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Austria	Mazda Austria GmbH	Klagenfurt	July 1981	110	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Spain	Mazda Automoviles Espana, S. A.	Madrid	February 2000	46	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Portugal	Mazda Motor de Portugal Lda.	Lisbon	February 1995	23	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Italy	Mazda Motor Italia, S.p.A.	Rome	December 1999	60	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Russia	Mazda Motor Russia, OOO	Moscow	December 2005	77	Mazda 100%
Denmark	Mazda Motor Denmark	Ballerup	April 2003	_	Mazda Motor Logistics Europe N.V. Branch
Norway	Mazda Motor Norge	Kolbotn	April 2004	_	Mazda Motor Logistics Europe N.V. Branch

Distributors

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
Sweden	Mazda Motor Sweden	Kungsbacka	April 2004	_	Mazda Motor Logistics Europe N.V. Branch
Ireland	Mazda Motor Ireland	Dublin	July 2006	_	Mazda Motor Logistics Europe N.V. Branch
Czech	Mazda Motor Czech (MMCZ)	Prague	October 2006	_	Mazda Motor Logistics Europe N.V. Branch
Slovakia	Mazda Motor Slovakia (MMSK)	Veľké Leváre	October 2006	_	Mazda Motor Logistics Europe N.V. Branch
Belgium Luxemburg	Mazda Motor Belux	Willebroek	April 2007	_	Mazda Motor Logistics Europe N.V. Branch
Hungary	Mazda Motor Hungary	Budapest	April 2008	_	Mazda Motor Logistics Europe N.V. 100%
Croatia	Mazda Motor Croatia	Zagreb	April 2008	_	Mazda Motor Logistics Europe N.V. 100%
Slovenia	Mazda Motor Slovenia	Ljubljana	April 2008	_	Mazda Motor Logistics Europe N.V. 100%
Poland	Mazda Motor Poland Co., Ltd.	Warsaw	May 2008	_	Mazda Motor Logistics Europe N.V. Branch
Turkey	Mazda Motor Logistics Europe N.V. Merkezi Belcika Turkiye Istanbul Subesi	Istanbul	June 2008	_	Mazda Motor Logistics Europe N.V. Branch
Netherlands	Mazda Motor Nederland	Waddinxveen	October 2008	_	Mazda Motor Logistics Europe N.V. Branch

Mazda Vehicle Production

(Units)

		CY2005	CY2006	CY2007	CY2008
Spain	Ford Motor Valencia Body & Assembly	35,928	29,245	14,235	_

^{*}Production in Spain ended in June 2007.

Mazda Sales

(Units)

	CY2005	CY2006	CY2007	CY2008
Europe	271,549	306,698	311,247	339,969

Number of Markets, Distributors and Dealerships

	Markets	Distributors	Dealerships
Europe	41	29	2,343

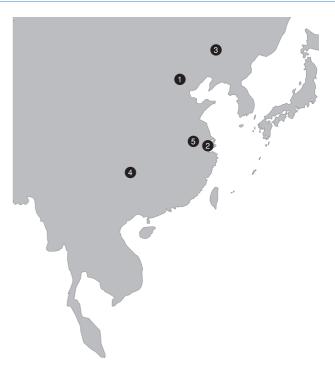
Major Product Line-up by Market

		Europe													
	Germany	U.K.	Austria	Italy	Netherlands	Spain	France	Belgium	Denmark	Portugal	Switzerland	Russia	Turkey	Finland	Greece
Mazda2	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Mazda3	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Mazda6	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
MX-5	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
CX-7	•	•	•	•	•	•	•	•	•	•	•	•		•	•
CX-9															
RX-8	•	•	•	•		•	•	•		•	•	•	•		•
Mazda5	•	•	•	•	•	•	•	•	•	•	•			•	•
BT-50	•	•	•	•		•	•	•	•	•	•	•	•	•	•

Activities by Region

China

- ·Mazda officially entered the Chinese market in 2001, and the basic foundation for production, sales, and products was mostly completed in 2007.
- ·Mazda Motor (China) Co., Ltd. oversees Mazda's two sales channels in China, FAW Mazda and Changan Mazda, and implements a unified brand strategy.
- •Following the launches of Mazda6 and Mazda3, sales of Mazda2 produced at the Changan Ford Mazda Automobile Co., Ltd. plant in Nanjing started in January 2008.
- ·Calendar year 2008 sales of Mazda in China reached 128,000 units, increasing year over year sales by 25.5%.
- ·New Mazda6 (Ruiyi) for China was introduced in spring 2009.



Regional Offices

(As of December 31, 2008)

Country/ region	Company name	Location	Established	Number of employees	Primary business	Investment ratio
	Mazda Motor Corporation Beijing Representative Office	Chaoyang District, Beijing	March 1985	7	Office	_
	2 Mazda Motor (China) Co., Ltd. (MCO)	Pudong New District, Shanghai	January 2005	30	Overall management of business in China	Mazda 100%
China	Mazda Motor (China) Co., Ltd. Beijing Branch (known as MCO-Beijing)	Chaoyang District, Beijing	November 2007	10	Branch Office of MCO	_
	Mazda Motor (China) Co., Ltd. China Engineering Support Center (known as MCO-CESC)	JiaDing District, Shanghai	August 2005	70	Branch Office of MCO / Workshop Market research and technology studies for the Chinese market, as well as technical support in the region	_

Production Facilities

(As of December 31, 2008)

Country/ region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
	3 FAW Car Co., Ltd. (FCC)	Changchun, Jilin Province	March 2003		Mazda6	Local 100%
China	Changan Ford Mazda Automobile Co., Ltd. (CFMA)	Chongqing	February 2006	5,980	Mazda3	Changan Automobile 50%
	6 Changan Ford Mazda Automobile Co., Ltd. (Nanjing Company) (CFMA-Nanjing)	Nanjing	October 2007	2,089	Mazda2	Ford 35% Mazda 15%
	Changan Ford Mazda Engine Co., Ltd. (CFME)	Nanjing	April 2007	1,406	Engines for vehicles	Changan Automobile 50% Ford 25% Mazda 25%



The all-new Mazda6 for the China market (Ruiyi)



Mazda2 sedan for the China market (Jinxiang)

Distributors

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
China	FAW Mazda Motor Sales Co., Ltd. (FMSC)	Changchun, Jilin Province	March 2005	264	FAW Car 56% Mazda 40% FAW Group 4% *1
Gillia	Changan Ford Mazda Automotive Co., Ltd. Sales Branch Office, Changan Mazda Division (CAM)	Chaoyang District, Beijing	April 2007	144	Sales department of CFMA

^{*1} Changed capital investment in April 2009.

Mazda Vehicle Production

(As of December 31, 2008) (Units)

		CY2005	CY2006	CY2007	CY2008
	FAW Car Co., Ltd.	55,758	46,640	57,661	65,670
China	Changan Ford Mazda Automobile Co., Ltd.	_	3,490	40,087	39,695
	FAW Haima Automobile Co., Ltd.*2	75,066	74,601	12,141	_
Total		130,824	124,731	109,889	105,365

^{*2} Production at FAW Haima Automobile ended in December 2007.

Mazda Sales

(As of December 31, 2008) (Units)

	CY2005	CY2006	CY2007	CY2008
China	133,778	126,063	101,900	127,846

Number of Markets, Distributors and Dealerships (As of December 31, 2008)

	Markets	Distributors	Dealerships
China	1	2	212

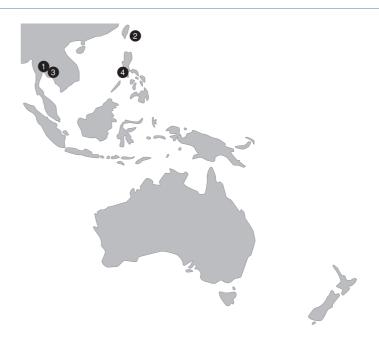
Major Product Line-up

	China
Mazda2	•
Mazda3	•
Mazda6	•
RX-8	•
Mazda5	•

Activities by Region

Asia, Oceania

- ·Mazda began pickup truck production at AutoAlliance (Thailand) (AAT), a joint venture with Ford, in 1998. The production volume at the end of 2008 topped 1.25 million units.
- In October 2007, Mazda announced it would build a new passenger car plant at AAT. In July 2009, the new passenger car plant's opening ceremony was held. Mazda and Ford are scheduled to start building compact passenger cars at this new plant.
- In Australia, Mazda continues its sales growth it has seen since 1999. In 2008, Mazda Australia achieved record sales of 80,000 units. Also, in New Zealand, Mazda reached record sales of 7,000 units in 2008.



Regional Headquarters

(As of December 31, 2008)

Country/ region	Company name	Location	Established	Number of employees	Primary business	Investment ratio
Thailand	Mazda South East Asia, Ltd. (MSEA)	Bangkok	August 2005	11	Overall management of business in the ASEAN region	Mazda 100%

Production Facilities

(As of December 31, 2008)

Country/ region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investme	nt ratio
Taiwan	2 Ford Lio Ho Motor Co., Ltd. (FLH)	Chung Li	March 1987	1,300	Mazda3, Mazda5, Tribute	Ford Local	70% 30%
Thailand	3 AutoAlliance (Thailand) Co., Ltd. (AAT)	Rayong	May 1998 *1	3,957	BT-50	Mazda Ford Mazda S (Thailan	
Philippines	4 Ford Motor Company Philippines, Inc.	Santa Rosa, Laguna	February 2004	_	Mazda3, Tribute	Ford	100%

^{*1} New passenger car plant was completed in July 2009.

Distributors

(As of December 31, 2008)

	(AS of December 31, 2006)						
Country/ region	Company name	Location	Established	Number of employees	Investn	nent ratio	
Thailand	Mazda Sales (Thailand) Co., Ltd.	Bangkok	June 1990	54	Mazda KKS	96.1% 3.9%	
Indonesia	PT. Mazda Motor Indonesia	Jakarta	February 2006	19	Mazda MSEA	99.96% 0.04%	
Australia	Mazda Australia Pty Ltd.	Mount Waverley, Victoria	April 1967	153	Mazda	100%	
New Zealand	Mazda Motors of New Zealand Ltd.	Mt Wellington, Auckland	June 1972	26	Mazda	100%	



AutoAlliance (Thailand) Co., Ltd.



Mazda BT-50

Mazda Vehicle Production

(As of December 31, 2008) (Units)

		CY2005	CY2006	CY2007	CY2008
Taiwan	Ford Lio Ho Motor	23,418	17,735	14,097	6,062
Thailand	AutoAlliance Thailand	35,003	43,570	51,886	48,238
Malaysia	Associated Motors Industries *1	1,458	540	190	148
Philippines	Ford Motor Company Philippines	_	_	285	200
India	Swaraj Mazda *2	12,607	10,379	2,939	_

^{*1} Ended production at Associated Motors Industries in March 2008. *2 Equity in Swaraj Mazda in India was dissolved in August 2005.

Mazda Sales

(As of December 31, 2008) (Units)

	CY2005	CY2006	CY2007	CY2008
Asia (excluding China)	61,089	50,099	43,740	31,990
Oceania	74,024	71,272	85,883	88,523

Number of Markets, Distributors and Dealerships (As of December 31, 2008)

	Markets	Distributors	Dealerships
Asia (excluding China) *3	11	10	189
Oceania	12	8	162

^{*3} This figures excludes India and includes Taiwan.

Major Product Line-up by Market

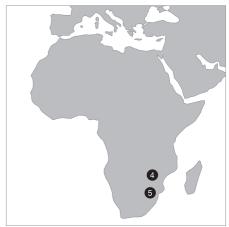
	Asia							Oceania	
	Taiwan	Thailand	Singapore	Philippines	Indonesia	Hong Kong	Malaysia	Australia	New Zealand
Mazda2	•		•			•		•	•
Mazda3	•	•	•	•	•	•	•	•	•
Mazda6	•		•	•	•	•	•	•	•
MX-5		•	•	•		•	•	•	•
CX-7			•		•	•		•	•
CX-9				•	•		•	•	
RX-8			•		•	•	•	•	•
Mazda5	•		•		•	•	•		
Mazda8						•			
Tribute	•			•	•				
E-series						•			•
BT-50		•		•	•		•	•	•

Activities by Region

Central and South America, Middle East, Africa







Regional Office (As of December 31, 2008)

Country/ region	Company name	Location	Established	Number of employees	Primary business
UAE	Mazda Representative Office (Middle East)	Dubai	March 1982	5	Support sales and service for dealers

Production Facilities

(As of December 31, 2008)

Country/ region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
Colombia	Compania Colombiana Automotriz S.A. (CCA) *1	Bogota	April 1983	757	Mazda3, Mazda2, BT-50	Mazda 95% Mazda Motor International 5%
Ecuador	Manufacturas, Armadurias y Repuestos Equatorianos S.A. (MARESA)	Quito	November 1986	_	BT-50	Local 100%
Zimbabwe	Willowvale Mazda Motor Industries (PVT) Ltd.	Harare	July 1980	274	Mazda3, T-Series, BT-50	MOTEC 58% Mazda 25% Workers Trust 9% ITOCHU Corporation 8%
South Africa	Ford Motor Company of Southern Africa (Pty) Ltd.	Pretoria	June 1963	_	Mazda3, BT-50	Ford 100%

^{*1} Compania Colombiana Automotriz S.A. (CCA) is responsible for both production and distribution. Mazda vehicle assembly started in 1983.

Distributors

(As of December 31, 2008)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
Colombia	Compania Colombiana Automotriz S.A. (CCA) *1	Bogota	October 1973	757	Mazda 95% Mazda Motor International 5%

^{*1} Compania Colombiana Automotriz S.A. (CCA) is responsible for both production and distribution. Mazda vehicle assembly started in 1983.

Central and South America, Middle East, Africa

Mazda Vehicle Production

(As of December 31, 2008) (Units)

		CY2005	CY2006	CY2007	CY2008
Colombia	Compania Colombiana Automotriz S.A.	2,839	3,664	5,620	4,159
Ecuador	MARESA	4,314	5,349	6,236	8,941
Iran*2	Bahman Motor Center	10,585	12,135	3,342	_
Zimbabwe	Willowvale Mazda Motor Industries	1,213	926	1,611	1,345
South Africa	Ford Motor Company of Southern Africa	4,951	6,115	6,035	5,260

^{*2} KD production in Bahman Motor Center in Iran ended in 2007.

Mazda Sales

(As of December 31, 2008) (Units)

	CY2005	CY2006	CY2007	CY2008
Central and South America	32,633	39,770	56,927	49,763
Middle East	39,674	40,223	55,399	68,120
Africa	15,875	18,967	21,905	26,016

Number of Markets, Distributors and Dealerships (As of December 31, 2008)

	Markets	Distributors	Dealerships
Central and South America	34	36	233
Middle East	11	11	271
Africa	21	21	246

Major Product Line-up by Market

		C€	entral and S	outh Amer	ica			Middle	e East		Afr	ica
	Colombia	Chile	Venezuela	Ecuador	Guatemala	El Salvador	Israel	Saudi Arabia	UAE	Syria	Zimbabwe	South Africa
Mazda2	•	•			•	•	•			•		•
Mazda3	•	•		•	•	•	•	•	•	•	•	•
Mazda6	•	•		•	•	•	•	•	•	•		•
MX-5		•					•	•	•			•
CX-7	•	•			•	•						•
CX-9	•	•		•		•		•	•		•	
RX-8		•			•							
Mazda5	•	•		•	•	•	•					•
E-series					•	•		•	•	•		
BT-50	•	•	•	•	•	•	•	•	•	•	•	•

Business Plan

Long-term Vision

Our objective is not to become the largest automotive manufacturer, but instead to be a company that delights customers and is trusted by all stakeholders by continuously providing exciting "Zoom-Zoom" products and services in our unique Mazda way.

We will continue to accelerate structural reforms through "Monotsukuri Innovation" to realize our long-term strategy, which looks 10 years into the future.

> As a trusted member of society, delight customers with products and services that are uniquely Mazda, proudly Japanese

Stakeholder Value

Brand

Product & Technology

Supply & Manufacturing

People

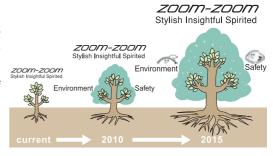
Corporate Social Responsibility



Long-term Vision for Technology Development

Sustainable Zoom-Zoom

In March 2007, Mazda developed its long-term vision for technology development, "Sustainable Zoom-Zoom," which aims to enhance brand value. Mazda is constantly working to build automobiles that create a sense of excitement so that our vehicles "look inviting to drive, are fun to drive, and make you want to drive them again." Accordingly, we are also striving toward the realization of a sustainable future that brings continued happiness and excitement to people in a global society.



Improving the Average Fuel Economy of Mazda Vehicles 30% by 2015

Mazda announced a plan in 2008 to reduce the CO2 levels emitted by its cars under the basic policy to provide all Mazda customers an experience of driving pleasure as well as excellent environmental and safety performance. The specific plan is to raise the average fuel economy of all Mazda vehicles sold globally by at least 30% by 2015, primarily through a completely renewed powertrain lineup and the introduction of new platforms. Furthermore, Mazda intends to speed up the development of electric device technology including hybrids, to further improve efficiency in the future. For cleaner emissions, the percentage of super-ultralow emission vehicles (SU-LEVs) was 96% (excluding OEM units), among the best in the industry. In terms of Japan's "Green New Deal" (promotion of eco-friendly vehicles), Mazda is aiming to have over 70% of its line-up qualify within fiscal year 2009.

Raising average fuel economy Plan to improve average fuel economy of Mazda cars sold globally by Average fuel economy improvement ratio for cars sold in Japan: 30% 2001 2008

Major Initiatives in Mazda's Technology Development

Powertrains

	Technical initiatives	Targets
	Newly developed direct injection gasoline engines Introduce new gasoline engines from 2011 that achieve substantial improvements in power and fuel economy.	•Increase power by 15%-25% •Improve fuel economy by 12%-15%
Gasoline engines	Flex-fuel engines Introduce flex-fuel engines compatible with E85 in North America in FY2009.	•E85 (fuel consists of 85% bioethanol) compatible
	Smart idling stop system Introduced Mazda's unique idling stop system 'i-stop' to the new Mazda3 and freshened Mazda Biante.	Improve fuel economy by 8%-10% (in Japan)
Diesel engines	New clean diesel engines Globally roll out new diesel engines from 2011.	•Emit cleaner exhaust gas •Improve fuel economy by 20%
Transmissions	New automatic transmissions (AT) Introduce new automatic transmissions from 2011 that have driving feel and fuel economy equivalent to manual transmissions (MT).	•Achieve MT-level driving feel and fuel economy •Improve fuel economy by 4-7%
	Newly developed rotary engine Introduce a new gasoline rotary engine with significantly improved power and fuel economy in early 2010s.	•Dramatic improvements in power and fuel efficiency
Rotary engines	Hydrogen rotary engine •Mazda RX-8 Hydrogen RE: Participating in Norway's HyNor project. Following introduction of a validation vehicle in October 2008, started leasing the Mazda RX-8 Hydrogen RE in Norway in summer 2009. •Mazda Premacy Hydrogen RE Hybrid: launched leasing in March 2009. Extended power and range of the Mazda RX-8 Hydrogen RE by adding a newly developed hybrid system. •Plan to introduce new hydrogen RE vehicle with power equivalent to a 3.0L gasoline piston engine and hydrogen driving range increased to 400 km.	Increase power by 40% (Premacy) Driving distance of 200 km (Premacy) Power equivalent to 3.0 liter gasoline piston engine Driving distance of 400 km (new Hydrogen RE)
Hybrid vehicles	Gasoline hybrid car Introduced Tribute Hybrid in North America in 2007. Accelerate development of electric devices following "i-stop." Looking ahead, gradually introduce new technologies such as regenerative braking and hybrids.	•Improve fuel economy by 100%

Design & Platforms

	Technical initiatives	Achievements
Design and platforms	New platforms From 2011 onward, roll out vehicles with new platforms in stages with aim of reducing weight by 100 kg or more.	Reduce weight by 100 kg or more

Vehicle Technologies

	Technical initiatives	Achievements
Safety	Human-machine interface (HMI) / dynamic safety Introduce the "Zoom-Zoom" spirit to safety technologies such as the HMI, which supports the driver's recognition of hazards, and dynamic safety features that help avoid collisions.	Develop HMI to support identification of hazards when driving Develop intuitive hazard-avoidance technology
Galety	Help mitigate congestion and accidents with ITS Participate in Intelligent Transport System (ITS) road trials in the Hiroshima area in cooperation with government and civic organizations working on safety initiatives.	Test driving in the Hiroshima area Develop a driving-support system compatible with transport infrastructure
Material and manufacturing technologies	Biomaterials Technology (bioplastic, biofabric) Develop carbon-neutral bioplastics and biofabrics derived from plants in cooperation with industry, government and Premacy Hydrogen RE Hybrid, which commenced leasing in March 2009. Develop bioplastic technology from non-food based cellulosic biomass sources and have it ready for use by 2013.	academia and used them in the Mazda
	Aqua-tech Paint (water-based paint system) Further enhanced the Three Layer Wet Paint System to further reduce VOC emissions by 75% through innovative water-based paint technologies, and introduced the system in 2009 as another step toward realizing the world's cleanest paint shops.	Reduce VOC emissions by 57%
	Bumper Recycling Technology *Since 2005, recycled damaged bumpers collected by dealers, etc., into material for new car bumpers (Mazda2, Mazda In March 2009, developed automated technology covering all stages of recycling old bumpers, from pulverizing through	

Environmental Approaches

Adopted in 1992, the Mazda Global Environmental Charter set out Mazda's basic policies for environmental issues in order to accelerate our environmental conservation efforts. We reviewed our activities in April 2005 to include our corporate social responsibility (CSR) perspectives and amended the Charter to reflect them. In 2006, the Mazda Green Plan 2010, our environmental mid-term plan, was established to set clear targets for 2010 that we are steadily working towards.

The Mazda Global Environmental Charter (Established in 1992, revised in 2005)

[Environmental Principles]

"The Mazda Group aims to promote environmental protection and contribute to a better society, while maintaining harmony with nature in our business activities all over the world."

[Basic Policy]

- •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.
- ●We will play our part in improving the environment, hand in hand with local communities and society at large.

Mazda Green Plan 2010

1.Creation of Environmentally Sound Technologies and Products

- 1 Cleaner exhaust emissions
- 2 Improved fuel economy
- 3 Vehicle weight reduction
- 4 Vehicle noise reduction
- 5 Development of alternative fuel vehicles
- 6 Reduce the use of environmental substances of concern
- (7) Reduce amount of volatile organic compounds (VOCs) in vehicle interiors
- 8 Promoting vehicle recycling (in development)

2. Corporate Activities to Conserve Resources and Energy

- 10 Prevention of global warming
- 1 Vehicle recycling promotion

3. Corporate Activities in Pursuit of a Clean Environment

12 Reduce VOC emissions

4. Working With Others in Our Business Activities to Create a Better Environment

- (13) Promotion of cooperative activities with suppliers
- (4) Promotion of environmental protection activities by sales companies
- 15 Promotion of environmental protection activities with parts dealers
- 16 Promotion of environmental education activities

5. Creating a Better Environment in Cooperation With Local Communities and Society

- (17) Promotion of communication with society
- (18) Promotion of social contribution activities

Environmental Technology (Fuel Efficient and With Cleaner Exhaust Emissions)

i-stop

Mazda developed a unique idling stop system, called 'i-stop', which uses direct fuel injection engine technology, i-stop provides a natural driving feel due to a short re-start time of just 0.35 seconds (automatic transmission model). This technology has been used in Japan since 2009 in the fully redesigned Mazda Axela (Mazda3) and Mazda Biante.



Mazda's direct injection spark ignition (DISI) engine series has technology which directly injects atomized gasoline into the cylinder to control combustion, realizing better performance and fuel economy. This technology has been used in various vehicles from 2005, such as the Mazda MPV and Mazda5, to provide eco-friendly performance and driving pleasure to customers.

Clean Diesel Engines

The MZR-CD 2.2 diesel engine is mated with a diesel particulate filter (DPF) that was independently developed by Mazda and efficiently burns particulate matter produced by diesel engines. This results in a clean diesel engine that achieves a balance between driving pleasure and environmentally friendly performance, and meets strict European Euro5 emissions standards.

Miller-cycle Engine Combined With CVT

Mazda developed a naturally aspirated MZR 1.3-liter Miller-cycle engine and introduced it in the all-new Demio (Mazda2), launched in Japan in July 2007. This is the first Mazda combined a Miller-cycle engine with continuously variable transmission (CVT), achieving a fuel economy of 23 km/L (measured according to the Japanese Ministry of Land, Infrastructure and Transport's 10-15 mode test cycle).

Hybrid Engine

Mazda is working on development of a hybrid vehicle that combines a gasoline engine with an electric motor. In summer 2007, as a part of its collaboration with Ford, the Tribute Hybrid commenced sales in the US. The combination of an MZR engine and hybrid system achieves clean emissions and superb fuel economy, as well as power on a par with a 3.0-liter engine, and smooth acceleration.

Catalyst Technology

Mazda is working on enhanced catalyst technologies as one way to help realize an environmentally friendly and sustainable society. Specifically, Mazda has developed catalyst technologies such as a diesel particulate filter that efficiently processes particulate matter common to diesel engines. The company has also developed a single-nanocatalyst that realizes a significant reduction in precious metal consumption while efficiently purifying exhaust gases, and has a high level of durability.









Hydrogen Rotary Engine Vehicles

Mazda was quick to recognize the potential of hydrogen as a renewable energy source and launched its development program for hydrogen vehicles which emit no CO2 gas. In February 2006, Mazda conducted the world's first public road driving of a hydrogen rotary engine vehicle and commenced leasing the RX-8 hydrogen rotary vehicle. Then, in March 2009, lease sales started in Japan for the Premacy Hydrogen RE Hybrid, which has the latest hybrid systems for enhanced driving performance and greatly improved driving range using hydrogen.

HyNor

HyNor (the Hydrogen Road of Norway project) aims to enable hydrogen vehicles to drive the 580 km between Oslo and Stavanger by establishing a hydrogen station network at intervals along the highway. Mazda and HyNor agreed in November 2007 to cooperate on the use of hydrogen energy and hydrogen vehicles. Mazda will provide several RX-8 Hydrogen RE vehicles to HyNor as part of the project.



Biotechnology (Development of Mazda Biotechmaterial)

Mazda uses the generic brand name "Mazda Biotechmaterial" for its plant-derived automotive products and is moving ahead with related research and development efforts. In 2006, Mazda succeeded in developing the world's first high-strength, heat-resistant bioplastic and the world's first 100% plant-derived fabric suitable for use as vehicle seat covers. Both materials are used in the Premacy Hydrogen RE Hybrid. In addition, Mazda is currently working on the development of a new nonfood-based Biotechmaterial made from cellulosic biomass. By 2013, Mazda is planning real-world use of these materials in vehicles through collaborative research with other companies, universities and government bodies.



The Biotechmaterials are also used for the rear seat cover and hydrogen tank cover.

Promoting Vehicle Recycling

Bumper-to-Bumper Recycling

Mazda has established bumper-to-bumper recycling as part of its efforts to recycle plastic vehicle parts. With this technology, damaged bumpers are turned into raw material for use in new bumpers. This bumper-to-bumper technology was introduced in March 2005 with bumpers taken from the RX-8, and Mazda has been expanding the range of models that use it. In March 2009, Mazda succeeded in becoming the first company to make the recycling process more efficient by processing end-of-life bumpers from different manufacturers at the same time and automatically removing metal attachments etc.

Eco-friendly Production Processes

Mazda has undertaken several initiatives to develop technologies which vastly reduce Volatile Organic Compounds (VOCs), CO₂, waste, and the necessary energy for its manufacturing as it strives to achieve clean, eco-friendly plants.

Three Layer Wet Paint System

The Three Layer Wet Paint System applies all three paint layers - primer coat, base coat, and clear top coat - while they are still wet and then employs just one drying process to finish. Through the application of the new technology, volatile organic compound (VOC) emissions have been

reduced by 45% and CO₂ emissions have been cut by 15% compared to the previous painting process. The Three Layer Wet Paint System has been introduced to all Mazda plants in Japan.

Aqua-tech Paint System

Mazda succeeded in developing the Agua-tech Paint System, which has the lowest VOC and CO2 emissions for water-based paints in the world. Through Mazda's unique development of coating materials and manufacturing technology, this paint technology maintains the same level of CO2 emissions volume as the Three Layer Wet Paint System, while further reducing VOC emissions by 57%. Aqua-tech is an innovative technology that limits VOC emissions level to 15 grams per square meter of vehicle body surface. Mazda aims to realize the world's cleanest plants by introducing this technology to the Ujina Plant No.1, starting in June 2009.



Vehicle Safety

Mazda considers safety to be one of the cornerstones of automotive manufacturing, and is striving to develop and improve its safety technologies and equipment. Under our safety policy, we are proceeding with research and development aimed at achieving levels of car safety that surpass global standards. We develop safety technologies from multiple viewpoints, including passive and active safety technologies. Passive safety technologies are designed to mitigate harm to occupants in accidents, and active safety technologies seek to prevent traffic accidents from occurring.

We are also participating in an industry-academia-government joint project to develop an Intelligent Transport System (ITS) that will seek to eventually eliminate traffic-related issues, such as accidents and congestion, using cutting-edge information technology and telecommunications that link roads and vehicles via an information network.

Safety Policy

We recognize that safety is essential to creating a fulfilling life for all through the automobile. In recognition of this goal:

- 1. We conduct research on the ways our customers use vehicles and the traffic environments in which they use them.
- 2. We develop safety technologies and implement them appropriately in products for the maximum benefit of the customer.
- 3. We contribute to the creation of a safe society through communication about safety (products, technology and education).

Passive Safety Technologies (Help to mitigate injuries to vehicle occupants in the event of an accident)

Mazda Advanced Impact-energy Distribution and Absorption System

The Mazda Advanced Impact-energy Distribution and Absorption System is a proprietary technology. It disperses and absorbs impacts through front and rear crumple zones, and limits cabin deformation through a rigid 'H'-shaped construction in the floor, sides, and roof. This system is used in the fully redesigned Mazda6 (known in Japan as the Atenza) which was awarded a five-star maximum rating for adult occupant safety in the Euro NCAP (European New Car Assessment Programme) crash testing, and has earned rave reviews worldwide.



SRS* Curtain & Front Side Air Bag System

The curtain airbags are designed to minimize head injuries by deploying to cover the side windows and pillars in the event of a side impact. The side airbags deploy from the sides of the front seats and effectively protect the occupants' chest.

* Supplemental Restraint System

Crushable Brake Pedals

These brake pedals have a collapsible construction to prevent them from protruding into the cabin in order to minimize leg injuries in the event of a frontal collision

Front Seat Active Headrests

In the event of a rear impact, the force of the occupant's body against the seatback forces the headrest to move forward. This active headrest mechanism helps to support the occupant's head the instant a collision occurs, mitigating strain on the neck.

How the active headrest works



Shock Cone Aluminum Hood

Mazda developed a modified ribbed structure for the underside of its hoods to mitigate head injuries sustained by pedestrians in a collision. The lightweight aluminum hood's inner panel is formed with unique crater-shaped indentations to increase its ability to absorb impacts. It is used on the RX-8 and MX-5. For other models, the gap between the hood and engine is increased and a cowl-top cover is used to enhance energy absorption.

Front Seatbelt With Pretensioner and Load-limiter

When a strong frontal impact occurs, the pretensioner immediately tightens the seatbelt to reduce slack in the seatbelt and to minimize the occupant's forward movement. The load limiter then gradually loosens the seatbelt in order to reduce the load that is applied to the occupant's chest.

Active Safety Technologies (Helps to prevent accidents from occurring) Availability of paticular safety system differs by market

Mazda Radar Cruise Control System

This system monitors the speed of the vehicle ahead and automatically adjusts vehicle speed to maintain a preset distance. When there are no vehicles in front, the system controls the vehicle at a constant preset speed to reduce the burden on the driver during highway driving.

Mazda Radar Cruise Control system (image)







Braking to match the speed of the vehicle ahead



Accelerating back to the preset speed

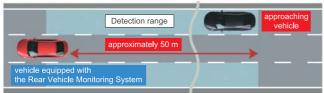
Adaptive Front Lighting System (AFS)

This system enables lowbeam headlights to swivel left and right in response to speed and steering changes in order to illuminate the driver's intended path. The system acts to increase the field of vision and enable easier identification of features such as curves and intersections when driving at night. It has been combined with an auto-leveling feature that monitors the vehicle's pitch and adjusts the headlights to maintain a stable beam.

Rear Vehicle Monitoring (RVM) System

When driving at highway speeds, the Rear Vehicle Monitoring system detects vehicles approaching from behind and alerts the driver if there is a possibility of a collision when changing lanes. This independent driving support system is equipped as an option in the all-new Atenza (Mazda 6) launched in Japan in January 2008.

Rear Vehicle Monitoring system (image)



Detects vehicles approaching from behind and alerts the driver

Intelligent Transport System (ITS)

The Intelligent Transport System (ITS) uses the latest high-tech telecommunications to create an information network encompassing roads and vehicles. The objective of this new traffic system is to find solutions for transport problems such as road accidents and congestion. At the February 2009 joint demonstration event, 'ITS Safety 2010' in

Japan, Mazda confirmed the ITS' on-board unit compatibility and system effectiveness. Mazda is moving forward with ITS development with a view toward full-scale use in vehicles.

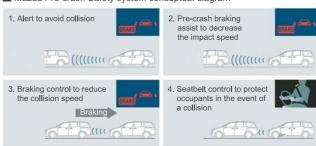


Mazda MPV with the ITS telecommunications equipment

Mazda Pre-crash Safety System

Radar sensors monitor for vehicles or obstacles on the road ahead. If the system judges that there is a risk of a collision, it alerts the driver via an alarm and a light. Additionally, if necessary, the system will automatically apply the brakes to decrease the impact speed, and tighten the front seatbelts in order to restrain occupants more effectively and minimize injury.

■ Mazda Pre-crash Safety system conceptual diagram



Dynamic Stability Control (DSC) System

This system helps prevent skidding by individually controlling the brake force for each wheel and limiting engine torque. It promotes vehicle stability when cornering on slippery road surfaces or during an evasive maneuver. In addition, DSC reacts to the driving conditions to promote natural vehicle movement and handling.

Roll Stability Control (RSC) System

The RSC works alongside the Dynamic Stability Control system (DSC), which controls vehicle skidding, and the Traction Control System (TCS) which helps prevent tire slip when the vehicle moves off or accelerates. The RSC monitors the vehicle's roll angle and applies appropriate braking force to counteract it when necessary. It is equipped in the CX-9, which is available in North America and in other markets.

Parking Assist System

The screen displays a projected parking orbit in response to steering wheel input from three cameras positioned inside the front grille, the rear fender and left door mirror. The parking assist system assists the driver to view otherwise hard to see areas such as just behind the vehicle and around the bumpers, and provides vocal instructions to aid parking. It is also useful when driving down narrow lanes and navigating around tight corners, and helps prevent the wheels from getting stuck or veering off the road.

Advanced Safety Vehicle (ASV)

The Advanced Safety Vehicle (ASV) is a project that has been sponsored by the Japanese Ministry of Land, Infrastructure and Transport since 1991. The aim of this project is to develop more sophisticated technology to support safe driving. Mazda's participation since its inauguration has already resulted in the successful development of various advanced safety technologies, such as the Rear Vehicle Monitoring system. Currently, we

are conducting research and development for a safe driving support system using vehicle-tovehicle communication. Mazda commenced public road trials of the advanced safety vehicle, Mazda ASV-4, in March 2008.



Advanced Safety Vehicle, Mazda ASV-4

Social Contributions

A Good Corporate Citizen with Local Roots

As a global corporate citizen, Mazda places a particular emphasis on the development of proactive, ongoing activities tailored to local communities. This approach arises from the belief that local communities are the foundation of our Group's business. We have an important role as a responsible corporate citizen to do positive things for people in the communities where we operate, listen to issues that are of interest to them, and be active in the community.

Our Approach to Social Contributions

Since its foundation, Mazda has always taken pride in its strong roots in regional communities. Both Group-wide and at the workplace level, Mazda works hard to stimulate the economic development of the regions where it does business.

Based on this policy, we established the Mazda Community Services Committee, consisting of the heads of related departments and divisions at Mazda and representatives of various Group companies. This committee decides the policies and details of the Mazda Group's activities to advance contributions to local communities in a systematic manner.

At Mazda, in addition to activities stimulating growth across Japan and in countries and regions around the world, we aim to keep a close eye on local needs and contribute to the sustainable development of local communities. With this in mind, in 2008 Mazda Group companies discussed important issues to be addressed from various viewpoints. We make certain at all times that each community project is worthy of the Mazda name and fulfills the social responsibilities of the Mazda Group. In 2009, we established three new pillars for our global policy on social contribution activities.

Each project must be motivated by positive intentions, squarely rooted in each community, and predicated on these three pillars: environmental and safety performance, human resources development and community contributions.

In the United States, Canada, Australia, New Zealand and Colombia, social contribution activities are carried out through the Mazda Foundation. This booklet describes just a selection of the Mazda Group's social contribution activities.

Pillars of social contribution activities

Mazda, as a good corporate citizen, promotes activities that are strongly rooted in regional communities. Its social contribution activities are underpinned by the three pillars of environmental and safety performance, human resources development, and community contributions.

> Environmental and safety performance

Pillars of social-contribution activities

Community contributions

Mazda's Social Contribution Activities

Mazda Volunteer Center

The Mazda Volunteer Center was established in 1996 to support the volunteer activities of Mazda and its Group employees. It supports a wide range of volunteer activities such as environmental conservation and social welfare events.



Planting rice to send overseas

Mazda Specialist Bank

The Mazda Specialist Bank was established in 1994. Its members have expertise or skills in a particular area, or hobbies they have been engaged in for a long time. They are dispatched to the community upon request.



Business etiquette training

South Africa

The Mazda Conservation Foundation was founded in 1990 in cooperation with Ford South Africa. It helps conserve South Africa's rivers, forests and wildlife, and assists with environmental education and training, environmental management and job creation.



Conservation activities in South Africa

Mazda Motor Europe

Mazda Motor Europe supports children that are unable to live with their family through the NGO "SOS Children's Villages" in Europe.



Charitable activity in Europe

(As of December 31, 2008)

Mazda Foundation (Japan) http://mzaidan.mazda.co.jp/

It was founded with the objective of contributing to the creation of a society where the citizens of the world can share in their prosperity and live rich, fulfilling lives.

The Mazda Foundation offers assistance to projects that promote science and technology, and foster the development of well-rounded individuals.

The Foundation concentrates its assistance, offered through grants, on research and programs that will vitalize civic activities in matters such as the creation of a recycling-oriented society. It also supports community-based programs such as the "Experiencing Science" seminars.

Established in	October 1984
Administration	Ministry of Education, Culture, Sports, Science and Technology
Endowment	1 billion yen
Board members	Chairperson: Takashi Yamanouchi, 12 executive board members, 2 auditors
Address	3-1 Shinchi, Fuchu-cho, Aki-gun, Hiroshima 730-8670, Japan
Contact	Tel: 082-285-4611 / Fax: 082-285-4612
Financial report for	Research grants: 766 total grants, 1.07 billion yen
major programs	Project grants: 631 total grants, 166.03 million yen
(Cumulative)	Total: 1,397 projects, 1.23 billion yen
	Held lectures and symposiums: 27 times
	Provided university courses established at 5 universities



Children participating in a row boat excursion

The Mazda Foundation supports local community organizations and universities / research facilities to teach children the fun of manufacturing and science experiments.

Prof. Hatate of Kinki University's "Kids' cast metal "science class

USA: Mazda Foundation (USA) http://www.mazdafoundation.org/

The foundation is dedicated to building a better future through support of imaginative programs that make a difference in communities across the United States.

The foundation supports various organizations. Mazda helps enhance youth literacy, expand diversity in education, preserve and enrich the environment at state and national parks and supports medical research.

Established in	September 1990
Endowment	\$9 million USD
Board members	Chairperson: Jim O'Sullivan and 4 executive board members
Address	1025 Connecticut Ave., NW, Suite 910, Washington, DC20036
Financial report	\$6.2 million USD (Cumulative)



Shoes that Fit: Donating shoes to children

New Zealand: the Mazda Foundation http://www.mazdafoundation.org.nz/

It was established with the aim of providing assistance to individuals and organizations that conduct projects to improve New Zealand's environment, culture and education.

Its initiatives include providing computers to tutor hospitalized children, national environmental conservation projects, sponsoring cultural events and providing equipment for schools.

Established in	November 2005
Endowment	Initial endowment of NZ\$150,000
Board members	Andrew Clearwater and 4 other directors
Address	PO Box 132057 Sylvia Park Auckland 1644, New Zealand
Financial report	NZ\$660, 000 (Cumulative)



Treemendous school make over: Flementary school tree-planting activities

Australia: the Mazda Foundation http://www.mazdafoundation.org.au/

The foundation provides assistance to youth education, environmental conservation and technology promotion, and contributes to welfare. Since its establishment, it has been supported by contributions from Mazda Australia, Mazda dealers and public donations in Australia, and it sponsors a number of projects and activities.

<i>'</i>	
Established	August 1990
Endowment	Initial endowment of A\$500,000
Board members	Doug Dickson and other 6 directors
Addresses	385 Ferntree Gully Road, Notting Hill, Victoria 3149, Australia
Financial report	A\$4.5 million (Cumulative)



Activities at the Royal Children's Hospital in Melbourne

Colombia: Fundacion Mazda http://www.mimazda.com/

Founded in 1990, Mazda has been contributing to Colombian society through educational and cultural grants.

It has sponsored classical concerts and promoted provided grants for students in physics, mathematics, art and music.

It also supports student research projects on classical medieval studies.

Established	December 1990
Board members	CCA Executive President and 4 external members
Address	Calle 13 No. 38-54 Bogota, Colombia
Financial report	Col\$7,080 (Cumulative)



Concert by violin soloist sponsored by the foundation

Brand Strategy

Since 1998, brand strategy has been one of Mazda's most important management strategies.

Mazda established the "World Wide Brand Positioning" (WWBP) in April 1998 to define the Mazda brand and clarify the direction Mazda should take in the future. The WWBP is the foundation of Mazda's brand strategy that has been promoted in markets all over the world since its inception in February 1999.

World Wide Brand Positioning (WWBP)

Brand DNA

Personality

Stylish

○ Insightful

Spirited

Product

O Distinctive Design

Exceptional Functionality

O Responsive Handling and Driving Performance

Brand Message: Zoom-Zoom

Mazda's creativity and innovation continuously delivers fun and exhilarating driving experiences to customers who remember the emotion of motion first felt as a child.

The WWBP clearly defines the positioning of the Mazda brand. It also clarifies Mazda Brand DNA, which summarizes Mazda's characteristics in two categories, "Personality" and "Product".

"Personality" describes Mazda's brand image and "Product" describes its product philosophy.

Mazda began communicating its brand promise, "Zoom-Zoom," in 2001, and gradually expanded its use until it was adopted in all of Mazda's markets around the world.

Mazda has rolled out products which embody the Zoom-Zoom brand strategy since the launch of Mazda6 in 2002. In 2007, further evolved second generation Zoom-Zoom products, starting with the Mazda2, were introduced. These new vehicles have received acclaim from customers all over the world and have won numerous awards from global media.

In June 2008, Mazda introduced its Global Visual Identity (VI) to express the unique personality and distinctiveness of the Mazda brand. Through the VI, Mazda aims to ensure consistent brand messaging in its communications through multiple media channels across the globe. The new VI has raised brand awareness with consumers and further enhanced the Mazda brand's value. Since the launch, this visual identity can be seen on TV commercials, posters and in other marketing media.

Mazda will continue this strategy, while adapting it to changing demands from society, as part of the ongoing development and evolution of the Mazda brand.



Employees

		Em	ployees	Average	Average Service	
		Plant Workers	Office/Technical Staff	age (yrs)	Years (yrs)	
	Male	11,162	9,432	38.6	16.8	
Unconsolidated	Female	523	1,181	33.0	10.7	
	Total	22,298		38.2	16.3	
Consolidated	Total	39	,852	_	_	

^{*} Includes 1,103 dispatchees currently in affiliated companies. The figures for plant workers includes medical staff.



Recent Major Personnel Policies

Program	Contents	Started
10 measures to improve employee work-life balance	10 measures were taken to further improve the work-life balance of employees, such as promoting a more flexible personnel system. This system will support the balance between work and childcare and / or care for family members, as well as the development of each employee's career.	August 2008
Support desk for physically challenged employees	The support desk was created to promote mutual understanding and cooperation between physically challenged employees and their co-workers; encourage diversity and allow everyone to fulfill their potential. This support desk provides counseling and promotes improvements in the working environment.	August 2008
The Mazda Way	The Mazda Way consists of seven principles of approaching one's work (integrity, basics / flawless execution, continuous Kaizen challenger spirit, self initiative, tomoiku [learning from one another], One Mazda). The aim is to enhance Mazda's work culture in order for each employee to be able to work more actively and to succeed globally.	April 2008
Go home early campaign	The company encourages office staff to go home early to achieve a healthy work-life balance by reducing overtime work.	July 2007
Next generation approval "Kurumin" logo	The Ministry of Health, Labour, and Welfare granted an approval logo, called Kurumin, in recognition of Mazda's childcare initiatives and achievements in support of the development of the next generation.	May 2007
Family of experts system	This system allows employees who do not wish to retire to be re-employed the day after retiring, in order to pass on their technical skills and knowledge or continue a specialized project. They have the option of one-year, renewable full-time contracts, up to the legal age limit of 65. In order to be rehired, retirees must meet company standards as well as occupational standards that cover the skills and experience required for each job.	April 2006
Defined contribution pension plan	This program allows individual employees to proactively invest their pension premiums, with payments received based on individual results over the long term. This plan is designed according to each individual's life needs and is received at maturity as a pension or lump-sum payment after they turn 60 years of age.	July 2004
Free Agent (FA) system	This is a policy that supports employee career development. Employees are able to utilize their accumulated experience and take on new challenges by transferring to the area or division of their choice. The target of this policy is to allow employees to carefully consider their career path by involving them in their own career development.	January 2004
On-site daycare center "Mazda Waku- Waku Kids En"	An in-house day-care center was established to assist employees who have children, so that they can work worry-free. Features include extended operating hours, temporary childcare, hand-made lunches, and a medical room for sick children. The center was expanded to care for 40 children in April 2005, and a playground was completed in March 2006.	April 2002
Mazda flex benefit	Mazda introduced an alternative benefits package named 'Mazda Flex Benefit,' that allows employees to utilize a benefits menu according to their needs, within the range of their assigned points. In addition, Mazda is a corporate member of the company that manages the benefits system, which grants employees use of various facilities such as hotels and leisure facilities at low prices without having to use their points.	October 2001
Human rights counseling and investigation desk	In conjunction with the Female Employee Counseling Office, a function was established in this office to accept human rights inquiries from all employees. This office's mandate is to promote human rights, investigate any alleged human rights issues and achieve solutions.	October 2000
Super-flextime	A flextime system without core time has been introduced to improve work efficiency by harmonizing employees' working time with their private life.	October 2000

Employee Education Program

Program	Contents	Reference
Business skills training program (New position courses, business skill courses)	Targeting administrative and technical staff, to improve business skills (business performance, problem-solving, interpersonal skills) and better approaches for business initiatives.	Enrollment in FY2008: approx. 700 participants 6 business skills programs
Technical skills training program (New position courses, leadership courses)	Targeting technical staff, training is mainly focuses on individual growth and team building skills. Designed to supplement training provided by individual departments.	Enrollment in FY2008 4 leadership courses: approx. 600 participants 4 new position courses: approx. 860 participants
MBLD (Mazda Business Leader Development)	Targeted at all employees, this training is designed to: 1) cascade corporate management strategy for positive execution and goal achievement, 2) provide in-house training at each level for business leaders who have management vision and also 3) further transform the corporate culture.	Started in July 2000 Conducted 8 times to date (once per year)
GLP (Global Leadership Program)	To develop next-generation leaders in the company, the program provides opportunities for selected managers in the Mazda Group to build a management mindset by learning about corporate management.	"Leading Mazda 21" started in 2002 Renewed as GLP in 2007
Technical Olympics training program	A training course to strengthen the technical skills of young technicians aiming to be medal winners at the National Skills Competition and WorldSkills Competition. Participants compete in the following categories: plate bending, vehicle plating, vehicle painting, wood working, and lathe operation.	Technicians have participated in the National and World Skills Competition since 1962. *Total number of participating technicians: 418 *National Skills Competition: 32 champions, 165 prize winners *WorldSkills Competition: 5 champions, 13 prize winners
Welding skill training program	Intensive welding skills training course operation for selected young technical staff aiming for the Japan Welding Contest and intended to create top arc welding technicians.	Technicians have participated in the Japan Welding Contest since 1984 Total number of participating technicians: 35 (7 champions, 22 prize winners)
Advanced technical skills training course	Targeting highly skilled production staff, this is one-to-one (master and apprentice) training intended to hand down 24 core technical skills related to vehicle production and to develop proficient technicians.	Started in July 1996 Completed master accreditation (technical meister): 48 Complete apprentice accreditation: 99

Partnership With Ford

Joint Business

Mazda has enjoyed a long and mutually beneficial business partnership with the Ford Motor Company since the companies formed a capital tie-up in November 1979.

Mazda and Ford constantly seek mutual synergies in all business aspects, including production, research & development, sales and logistics.



Shareholders: Mazda 45%,

Mazda Sales Thailand Co., Ltd. 5%, Ford 50%

Activities: Manufacturing and sales of automobiles and engines

Model produced: BT-50

AutoAlliance International, Inc. (AAI)

Established: June 1992

Shareholders: Mazda 50%, Ford 50%

Activities: Manufacturing and sales of automobiles

Model produced: Mazda6

Changan Ford Mazda Automobile Co., Ltd.

Established: April 2001 (Renamed: March 2006)

Shareholders: Mazda 15%, Ford 35%, Changan Auto Group 50%

Activities: Manufacturing and sales of automobiles

Models produced: Mazda2 (Nanjing plant) Mazda3 (Chongqing plant)

Changan Ford Mazda Engine Co., Ltd.

Established: September 2005

Shareholders: Mazda 25%, Ford 25%,

Changan Auto Group 50%

Activities: Manufacturing and sales of automobile engines

Major Events in Mazda's Partnership With Ford

1979	Nov.	Ford and Mazda enter into a capital tie-up; Ford acquires a 25% equity stake in Mazda.						
1982	Oct.	Mazda markets Ford-brand vehicles in Japan through the Autorama sales channel.						
1992	Jun. Jul.	, , , , ,						
1993	Jun. Dec.	Mazda purchases new compact pickup trucks from Ford for sale in North America. Mazda and Ford enter into a long-term strategic relationship to enhance competitive power.						
1995	Nov.	Mazda and Ford jointly establish AutoAlliance (Thailand) Co., Ltd. (AAT) to manufacture pickup trucks in Thailand beginning in mid-1998.						
1996	Mar. May. Jun.	Ford-supplied Mazda 121 is launched in major European markets. Mazda and Ford enter into a closer tie-up by increasing its equity share from 25% to 33.4%. Henry D.G. Wallace is appointed president of Mazda Motor Corporation.						
1997	Jan. Mar. Nov.	Autorama Inc. becomes Ford Sales Japan. Mazda and Ford agree to a synchronized product cycle plan and to progressively commonize platforms and powertrains. James E. Miller is appointed president of Mazda Motor Corporation.						
1998	May.	AAT begins manufacturing small pickup trucks for Mazda and Ford.						
1999	Mar. Nov. Dec.	Mazda sells its Ford Sales Japan stock to Ford of Japan. Mazda and Ford decide to jointly develop and produce a new global inline engine family beginning in the 2001 model year. Mark Fields is appointed president of Mazda Motor Corporation.						
2000	Nov.	Mazda launches the Tribute SUV, jointly developed with Ford, in Japan.						
2002	Jan. Jun.	Mazda commences production of the MZR engine in Japan, with Mazda as the development "Center of Excellence" in the Ford Group. Lewis Booth is appointed president of Mazda Motor Corporation.						
2003	Jan.	Production of the Mazda2 begins at Ford's Valencia Plant in Spain.						
2004	Jun.	Ford Chairman & CEO visits Mazda to celebrate 25th anniversary of the partnership.						
2005	Sep.	Changan Ford Mazda Engine Co., Ltd. established in Nanjing.						
2006	Feb. Mar.							
2007	Apr. Oct.	Changan Ford Mazda Engine Co. Ltd. starts engine production. Mazda and Ford announce the construction of a new plant at AAT to produce new B-segment models. Mazda2 production starts at Changan Ford Nanjing Plant.						
2008	Nov.	Ford's ownership stake in Mazda changes from 33.4% to 13.8%.						
2009	Jul.	Mazda and Ford complete the new passenger car plant in AutoAlliance (Thailand) Co., Ltd. (AAT).						

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

Shinpachi Kaizuka appointed President.

1921 Jujiro Matsuda appointed President.

1927 Company becomes Toyo Kogyo Co., Ltd.

1929 Begins manufacturing Toyo machine tools.

1931 Starts 3-wheel truck production.

1932 Begins export with 3-wheel trucks for China

1935 Begins production of rock drills and gauge blocks.

1945 (Atomic bomb dropped on Hiroshima)

(End of World War II)

Loans part of headquarters' building to Hiroshima prefecture and all functions of the prefecture office are transferred there (until July '46).

1949 Restarts 3-wheel truck exports (India).

1951 Tsuneji Matsuda appointed President.

1958 Introduces Mazda Romper, 4-wheel light truck

1960 Introduces Mazda R360 Coupe, first 2-door passenger car for the company.

1961 Enters into technical cooperation with NSU / Wankel (in the former West Germany) on rotary engines.

Introduces Mazda B-series 1500 compact pickup.

1962 Begins local assembly in South Korea.

Introduces Mazda Carol 600, first 4-door passenger car for the company.

1963 Cumulative production reaches 1 million vehicles.

Begins local assembly in South Africa.

Introduces Mazda Familia Van

1964 Introduces Mazda E2000.

Introduces first generation Mazda Familia (800 / 1000).

1965 Technical cooperation begins with Perkins Services N.V. (U.K.) on diesel

Completes Miyoshi Proving Ground.

Introduces Mazda Proceed.

1966 Introduces Mazda Bongo.

Introduces Mazda Luce.

Completes new passenger car plant (Ujina) in Hiroshima.

1967 Full-scale export to the European market starts.

Establishes sales company in Australia

Introduces Mazda Cosmo Sports (110S), first rotary engine vehicle for the company.

Fully redesigns Mazda Familia (1000 / 1200).

1968 Establishes sales company in Canada.

Begins local assembly of passenger cars in Malaysia.

1969 Begins full-scale exports of rotary engine vehicles.

Ford, Nissan and Toyo Kogyo agree to establish Japan Automatic Transmission Company (JATCO).

1970 Mazda Familia cumulative production reaches 1 million vehicles.

Exports to the U.S. begin.

Introduces Mazda Capella (RX-2).

Kouhei Matsuda appointed President.

1971 Establishes Mazda Motor of America (MMA).

Begins local production in Indonesia.

Introduces Mazda Titan.

Introduces Mazda Savanna (RX-3).

Begins supplying the Courier (Proceed) to Ford.

1972 Completes Mazda Training Center in Taibi.

Cumulative production reaches 5 million units.

1973 Establishes sales company in West Germany.

Cumulative export reaches 1 million units.

Fully redesigns Mazda Familia.

1974 Begins local production in the Philippines.

Fully redesigns Mazda Capella.

Completes Miyoshi diesel engine plant.

1975 Begins local production in Thailand.

Introduces Mazda Cosmo.

1977 Fully redesigns Mazda Familia (Original GLC / 323).

Introduces Mazda Luce Regard

Yoshiki Yamasaki appointed President.

1978 Cumulative production reaches 1 million units for rotary-engine cars.

Fully redesigns Mazda Capella.

1979 New company symbol is adopted.

Cumulative exports to North America reach 1 million units.

Cumulative production reaches 10 million units

Enters into a capital tie-up with Ford Motor Company.

1980 Fully redesigns FWD Mazda Familia (GLC / 323).

Fully redesigns Mazda Titan

5th generation Mazda Familia (GLC/323) receives "1980-1981 Car of the Year Japan."

1981 (North America passenger vehicle export regulations adopted)

Cumulative exports reach 5 million units.

Establishes Mazda (North America), Inc.

Fully redesigns Mazda Cosmo / Luce (929) series.

Starts operation at Hofu transmission plant (Nakanoseki district).

Establishes Autorama (begins to supply products from October '82).

1982 Production begins at the Hofu Plant (Nishinoura district).

Fully redesigns Mazda Capella (626).

"Japan Car of the Year" is awarded to FWD Capella (626).

1983 Begins local production in Colombia

Fully redesigns Mazda Bongo and introduces Mazda Bongo Brawny van and wagon series (E-series) in Japan.

1984 Company is renamed the Mazda Motor Corporation.

Establishes the Mazda Foundation.

Kenichi Yamamoto appointed President.

1985 Fully redesigns FWD Mazda Familia (323) series for Japan.

Established Mazda Motor Manufacturing (USA) Corporation (MMUC).

Cumulative passenger car production reach 10 million units.

Fully redesigns Mazda Savanna RX-7 (RX-7).

Fully redesigns Mazda Familia Van.

1986 Introduces Festiva.

Cumulative production of Mazda rotary-engine vehicles reaches 1.5 million units.

Fully redesigns Mazda Luce (929) in Japan.

Cumulative production of Familia reaches 5 million units.

Mazda R&D Center in Ann Arbor is completed.

1987 Introduces Mazda Etude

Cumulative production reaches 20 million units in Japan

Fully redesigns FWD Mazda Capella (626).

Mazda opens a new research center in Yokohama, Japan,

Mazda begins vehicle production at a new U.S. facility, Mazda Motor Manufacturing (USA) Corporation (MMUC), in Flat Rock, Michigan.

Reaches an OEM agreement for micro-mini vehicles with Suzuki Motors Co Itd

Norimasa Furuta appointed President.

1988 Mazda Innovation (MI) Plan starts

Completes the Mazda Research and Development Center in Irvine CA. (US).

Starts import of Ford Probe from the US

Establishes its sales company in Europe (MME)

Introduces Persona.

1989 Fully redesigns FWD Mazda Familia (323).

Establishes Mazda Eunos and Mazda Autozam dealership channels.

Fully redesigns Mazda Titan

Tokyo Branch renamed Tokyo Head Office.

Introduces Mazda Scrum [Suzuki OEM]

Mazda begins importing the Citroën BX to Japan.

Introduces Eunos Roadster.

Introduces Funos 100 and Funos 300

Introduces Autozam Carol in Japan

1990 Introduces Mazda MPV in Japan.

Re-introduces Proceed in Japan.

Introduces Eunos Cosmo.

Completes the European R&D Representative Office (MRE) in Germany. Introduces Autozam Revue (121).

Cumulative production reaches 25 million units.

1991 Introduces Mazda Proceed Marvie

Introduces Mazda Sentia (929) luxury sedan in Japan.

Introduces Eunos Presso.

Introduces Autozam AZ-3.

Mazda 787B No.55 wins the Le Mans 24-Hour Endurance Race claiming the first victory for a Japanese automobile and the rotary engine

Cumulative production reaches 10 million units for commercial vehicles in Japan (since 1931).

Introduces Mazda Cronos

Fully redesigns Mazda Scrum.

HR-X hydrogen rotary engine concept car is shown at the 29th Tokyo Motor Show

Establishes Anfini sales channel (formerly Mazda Auto) in Japan.

Introduces Anfini MS-6 and Anfini MS-9.

Introduces Anfini RX-7.

Yoshihiro Wada appointed President.

1992 Introduces Mazda MX-6

Introduces Funos 500 (Xedos 6) in Janan

Full-scale production starts in Hofu No.2 plant.

Introduces Anfini MS-8.

The 'Mazda Global Environmental Charter' is adopted.

Introduces Autozam Clef

MMUC Mazda's wholly-owned subsidiary in Michigan becomes AutoAlliance

International, Inc., (AAI) an equal partnership between Mazda and Ford.

Equalizes capital contribution to Autorama with Ford.

Introduces Autozam A7-1

Develops a passenger car with a natural gas engine

1993 Electric-powered vehicles based on the Mazda MX-5 are developed in

conjunction with Chugoku Electric Power Co., Inc.

Formulates "Environment-Related Activity Promotion Plan (Mazda Environmental Voluntary Plan)".

Develops Miller cycle engine.

Cumulative production of Hofu-produced vehicles reaches 3 million units.

Cumulative production in AAI in the US reaches 1 million units.

Purchasing of new compact pick-up trucks from Ford for release in Canada

Introduces Mazda Lantis (323F).

Introduces Eunos 800 (Xedos9)

Mazda and Ford enter into a long-term strategic relationship to enhance competitive strength

1994 Mazda develops a compressed natural gas-powered truck.

Fully redesigns Mazda Familia (323).

Fully redesigns Mazda Capella (626)

Introduces Mazda AZ-Wagon [Suzuki OEM].

Introduces Mazda Familia Van [Nissan OEM]

Mazda acquires the ISO 9002 certificate, first among Japanese auto makers.

Transmission supply to Ford reaches 10 million units.

1995 Introduces Mazda Proceed Levante.

Cumulative production in Japan reaches 30 million units

Introduces Mazda Bongo Friendee in Japan

Completes Mazda ASV, an advanced safety vehicle.

Fully redesigns Mazda Sentia.

Fully redesigns Carol.

Mazda and Ford jointly establish AutoAlliance (Thailand) Company Limited (AAT).

1996 Starts operation at AAT in Thailand

Introduces Ford-produced Mazda 121 into major European markets.

Anfini dealerships renamed Mazda Anfini.

Eunos dealerships integrated into Mazda Anfini or Mazda dealerships.

Enhances strategic partnership with Ford.

Cumulative production of passenger cars in Japan reaches 20 million units.

Ford's share holder ratio increases from 25% to 33.4%

Mazda acquires ISO 9001 certification, the highest attainable quality mark in the ISO 9000 series, first among Japanese automakers.

Henry D.G. Wallace appointed President.

Introduces Mazda Demio in Japan.

Mazda Demio receives the "' '96-'97 RJC New Car of the Year" award.

Mazda Demio wins "Japan Car of the Year Special Award."

Launches Mazda Digital Innovation (MDI).

1997 Embarks on enhancement of North American operations.

Implements a new merit-based personnel system.

Inaugurates its new brand symbol, the Mazda M.

Eunos 800 renamed Millenia.

Fully redesigns Mazda Capella / 626 sedan and station wagon in Japan and Europe.

North American operations are streamlined (MNAO starts).

James E. Miller appointed President.

Fully redesigns Mazda Capella Wagon.

Establishes Ethics Committee.

Mazda develops the Mazda Demio FCEV, fuel-cell electric vehicle.

1998 Fully redesigns Mazda Roadster / MX-5.

Changes corporate symbol.

Mazda strengthens its drive into Europe.

Launches MDI Phase II.

Mazda participates in the Ford/ Daimler-Benz/ Ballard alliance to develop fuel-cell technology for future vehicles.

Formulates Product Philosophy.

Cumulative production in Hofu plants reaches 4 million units.

Mazda opens a Female Employee Counseling Office.

AAT starts production.

Fully redesigns the New Familia

Establishes the Mazda Motor Logistics Europe N.V. (MLE).

Hofu Nishinoura plant acquires ISO 14001 certification.

Introduces Carol, AZ-Wagon and AZ-Offroad that complies with the new micro car regulations.

AAT starts exporting pickup trucks.

1999 Fully redesigns Mazda Scrum.

Introduces Mazda Laputa.

Develops aldehyde remover, "Life Breath".

New brand message "New Ideas That Stir Your Emotions" is launched.

Introduces Mazda Premacy.

Cumulative production at AAI reaches 2 million units.

Fully redesigns Mazda Familia Van/Business Wagon.

Fully redesigns new Mazda Bongo van and truck.

Mazda reaches an agreement with Mitsubishi to supply small commercial vehicles to Mitsubishi.

Fully redesigns Mazda 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 Mazda participates in a joint project to test run fuel cell vehicles.

Fully redesigns Titan in Japan.

Mazda headquarters and Hiroshima Plant acquire ISO 14001 environmental management certification.

Mazda Roadster is recognized in Guinness World Book of Records.

Introduces MDI Phase III.

Introduces Titan Dash.

Announces mid-term plan, "Millennium Plan".

Introduces Tribute

2001 Introduces the 'build-to-order' system, a first in Japan.

Holds the "Mazda Mirai" road show in Yokohama (MRY).

Takes control of distribution in France

Develops a new fuel cell electric vehicle, Premacy FC-EV. First test run on public roads in Japan.

Holds a road show in Frankfurt (MRE).

Holds a road show in New York

Introduces the Early Retirement Special Program.

Holds "Mazda Mirai" event at Hiroshima Headquarters.

Continues OFM procurement from Suzuki for micro-mini vehicles

Cumulative production of transmissions manufactured at the Hofu Plant reaches 20 million units.

Takes control of distribution in the UK.

Introduces "Mazda Flex Benefit" program.

Takes control of distribution in Switzerland.

Closes Uiina Plant No.2.

Signs on the Labor-Management Joint Declaration.

Develops high-strength plastic technology for new module carriers.

2002 Completes Nakasatsunai Proving Ground in Hokkaido.

Cumulative production volume at Hofu Plant reaches 5 million units.

Commences production of MZR engines.

Introduces Mazda Spiano.

Opens company day-care center.

Introduces new brand message 'Zoom-Zoom'.

Introduces personnel development program (LM21).

Enhances sales network in middle and eastern Europe.

Takes new initiative to enhance corporate governance.

Launches the brand new Mazda Atenza / Mazda6

Lewis Booth appointed President.

Collaborates in celebrating 100th birthday of inventor of rotary engine, Dr. Wankel.

Develops MZR1.3/1.5L next generation engines.

Minimizes environmental impact with semi-dry machining process.

Strengthens business in China.

Develops world's first environmentally friendly coating technology.

Decides Mazda6 (Atenza) production in China.

Fully redesigns Mazda Demio / Mazda2.

Sells auto leasing business to SB Auto Leasing Company.

Transfers business in subsidiary Mazda Earth Technologies Co., Ltd. to Sandvik Tamrock Japan Co., Ltd.

Launches North America's first functional integration modules.

Launches new Mazda6 Sports Sedan at AAI

Announces plans to re-balance domestic production capacity. (Re-open Ujina plant No.2 (U2) and close the F Plant.)

 $\mbox{\it Mazda6}$ named National Business Review (NBR) (New Zealand) Car of the Year.

Strengthens domestic dealer network.

Mazda Atenza wins 2003 RJC Car of The Year.

Begins public road trials of Advanced Safety Vehicle (ASV).

Establishes Management Advisory Committee.

2003 Starts production of the Mazda2 in Europe.

Starts production of Mazda6 at FAW Car Company in China

Begins production of RENESIS rotary engine.

Starts production of Mazda RX-8.

Mazda develops aluminum joining technology using friction heat.

Mazda develops impact-absorbing hood

Introduces Mazda RX-8

RENESIS engine wins International Engine of the Year 2003.

Mazda and Isuzu agree on OEM supply of Isuzu small truck.

Hisakazu Imaki appointed President and CEO.

Mazda completes takeover of Austrian distribution network

Releases remodeled Mazda AZ-Wagon

Mazda, Ford announce US\$500 million investment in AAT in Thailand.

Unveils Mazda Ibuki concept and Hydrogen Rotary Engine at Tokyo Motor Show

Introduces Mazda Axela

Mazda RX-8 wins 2004 "RJC Car of The Year"

RENESIS rotary engine named RJC Technology of The Year.

Mazda6 named 2004 Car of The Year in China

Mazda's Three Layer Wet Paint System receives JSPMI prize.

2004 Mazda RX-8 wins Wheels Car of the Year in Australia.

Starts sales of micro-mini vehicles in all dealership networks and expands cross-channel offerings of registered vehicles.

Mazda3 wins Canadian Car of The Year for 2004

Mazda invests nearly 14 billion yen in new MDI- II.

Ends production at the Hiroshima plant's F Plant to strengthen its production system

Commences operations at retooled Ujina Plant No.2.

Mazda's RENESIS wins category 2.5-3.0 liter of International Engine of The Year for second year running.

Fully redesigns Titan truck series in Japan. All diesel models clear the new short term emission regulation.

Mazda and Ford celebrate 25-year partnership.

Introduces Mazda Verisa in Japan.

Changan Ford signs investment agreement in Nanjing starting the partnership between Mazda, Ford and Changan Automobile

Unveils all-new space wagon Mazda5 at 2004 Paris Motor Show.

Transfers all shares in Mazda Car Rental Corporation

Introduces Mazda6 MPS and Mazda5.

Fully redesigns Carol micro-mini

The all-new Premacy / Mazda5 exhibited at the Tokyo Motor Show.

Mazda Hydrogen Rotary RX-8 obtains permission to test on public roads.

Mazda Verisa wins one of the special awards, the 2004-2005 Best Value Award, by the Car of the Year Japan.

Mazda's Three Layer Wet Paint technologies wins the Minister of Environment Award 2003 for Prevention of Global Warming.

Establishes Mazda Motor de Mexico to form official sales network.

Newly develops 2.3L direct injection turbo engine to be mounted on the Mazdaspeed Atenza.

Ujina Plant No.1 fire.

2005 Newly-renovated Mazda Museum opens.

Fully redesigns Mazda Premacy

Mazda recognized by the Ministry of Economy, Trade and Industry for its energy saving efforts for three years in a row.

Hydrogen fuel filling station opens.

Fully redesigned Mazda MX-5 unveiled at the Geneva Motor Show.

Establishes Mazda Motor (Shanghai) Business Management & Consulting Co Itd

Commences an advanced automobile technology research project with the Hiroshima University Graduate School Engineering Research Dept.

Mazda / Ford / Changan Automobile Nanjing engine production company joint venture contract signed.

Operation of Ujina Plant No.1 paint line recommences.

Wins Asahara Prize Science Promotion Award.

Achieves bumper-to-bumper recycling

Gary A. Roe appointed President and CEO of AAI.

Mazda Global Environmental Charter revised and Mazda Environmental Committee strengthened

Mazda Motor (Shanghai) Business Management & Consulting Co., Ltd.

Develops world's first steel-to-aluminum friction spot welding technology.

Increases production of Mazda3 in Japan.

Implements 55-point Action Plan to Prevent Global Warming.

Opens China Engineering Support Center.

Revises Mazda Roadster / MX-5 in Japan.

Establishes sales company, Mazda South East Asia, Ltd., in Thailand.

Fully redesigns Mazda Scrum Wagon and Scrum Van.

Changan Ford Mazda Engine Co., Ltd. facility groundbreaking in Nanjing. Introduces next-generation telematics service Mazda G-BOOK ALPHA.

Mazda MX-5 wins 2005-2006 Japan Car of the Year.

Increases MZR engine production (1.8L to 2.3L) to 705,000 units per year.

Sales company "Mazda Motor Russia, OOO" founded (operations begin in April 2006).

2006 Introduces the Mazda CX-7 crossover SUV for the North American

Mazda and Mitsubishi Corporation establish new energy supply company for Japan operations.

Fully redesigns Mazda MPV.

Donates Tribute Hybrids to Orange County Fire Authority in California.

Mazda MPV production reaches 1 million units.

Establishes a new sales company in Indonesia.

Mazda3 MPS exhibited at the 2006 Geneva International Motor Show.

Global reveal of the Mazda BT-50 at 2006 Bangkok International Motor Show

Global production of the Mazda6 reaches 1 million units.

Expands rollout of advanced customer relations presentation tools. "Visual IT Presentation", to Japanese dealers.

Begins commercial leasing of world's first rotary hydrogen vehicle (RX-8 Hydrogen RE).

Changan Ford Automobile Co., Ltd. is renamed Changan Ford Mazda with Mazda's Investment in Changan Ford.

Introduces "Family of Experts" human resources system.

Operations begin at national sales company in Russia.

Mazda Autozam sales channel in Japan cumulative sales reach 1 million units.

Debuts all-new crossover SUV, CX-9, at New York International Motor Show.

Launches freshened Mazda Spiano.

Delivers two rotary hydrogen vehicles to Hiroshima City and Prefecture government authorities.

Mazda Premacy (Mazda5) wins highest crash safety rating from EU and Japanese New Car Testing Agencies

Wins the Asahara Prize Technology Promotion Award and the Asahara Design Award.

Develops high-strength heat-resistant bioplastic with Hiroshima area partners.

Holds opening ceremony for Mine Proving Ground.

Launches freshened Mazda Axela (Mazda3) in Japan.

Wins first ever Taguchi Award from the Japan Quality Engineering Society.

Establishes new national sales company in Ireland.

Hofu Plant tops 7 million units of production.

The car-carrying vessel, Cougar Ace, becomes stricken at sea.

Launches freshened Mazda Verisa.

Launches 'Roadster Power Retractable Hard Top'.

Mazda reaches one millionth Axela produced in Japan.

Mazda6 marks 3 millionth vehicle produced at AutoAlliance International.

Hofu Plant produces 25 millionth transmission.

Mazda Demio production in Japan hits 1 million units.

Establishes national sales companies in the Czech Republic and Slovakia.

Renews Mazda official websites

Starts production of the CX-9.

MZR engine (1.8L-2.3L) production capacity increased to 756,000 units.

2.3L DISI turbo model of Mazda MPV won the Chairman's Award by the Eco Products Promotion Council.

Reveals Mazda Nagare concept car at the Los Angeles International Auto Show

Introduces Mazda CX-7.

Launches freshened Mazda Carol.

2007 Debuts Mazda Ryuga design concept at 2007 North American International Auto Show.

Releases fully upgraded Mazda Titan.

Mazda Motor Europe annual sales top 300,000 units in 2006.

Launches fully redesigned Familia Van.

Builds 800.000th Roadster / MX-5.

Mazda Hydrogen vehicle takes part in cold weather testing in Hokkaido, Japan.

Ford President and CEO Alan Mulally visits Mazda Headquarters.

Showcases all-new Mazda2 and Hakaze concept car at the Geneva International Motor Show.

Mazda delivers hydrogen rotary engine vehicle to Japan Automobile

Announces new "Mazda Advancement Plan" mid-term business plan.

Sets long-term vision for technology development: "Sustainable Zoom-Zoom

Unveils Mazda Ryuga Concept car at the Shanghai International Motor Show.

Takes over distribution in Belgium and Luxembourg.

Exhibits hydrogen rotary engine technology at National Museum of Emerging Science and Innovation.

Wins three best car awards at Thailand Car of the Year 2007 awards.

Wins the Asahara Prize Technology Promotion Award and the Asahara Design Award.

Announces start of engine production at its joint venture operation in China

Receives certification of the Japanese Government's Kurumin mark based on the law to promote childcare measures that support the development of the next generation.

Celebrates the 40th anniversary of the Rotary Engine vehicle.

Newly develops naturally-aspirated MZR 1.3L Miller cycle engine.

Participates in ITS public road trails in Hiroshima.

Mazda enhances eco-friendly distribution system between Hiroshima and Tokai District.

Fully redesigns Mazda Demio in Japan.

Marks 40 million units of cumulative vehicle production in Japan.

AAT celebrates 1 million units of production.

Achieves mixed production of V6 and in-line four-cylinder engines.

Delivers hydrogen rotary engine vehicle to Japan's MITI.

Fully redesigned Mazda6 debuts at the Frankfurt Motor Show.

Launches freshened Mazda Premacy in Japan.

Develops world's first biofabric made with 100% plant-derived fiber for vehicle interiors

Launches Nanjing vehicle manufacturing plant with Changan Ford Mazda.

Develops world-first catalyst material structure for autos using single nanotechnology

Fully redesigned Mazda6 and Mazda Taiki debut at 2007 Tokyo Motor Show

Announces new AutoAlliance Thailand passenger car plant.

Launches global customer magazine, "Zoom-Zoom."

Changan Ford Mazda Automobile Nanjing Plant commences production of the new Mazda2.

Mazda announces participation in Norwegian National Project, HyNor, by providing hydrogen cars

Mazda Demio wins 2008 RJC Car of the Year Award.

Wins gold medal at 39th WorldSkills competition.

Completes new test courses at Mine Proving Ground.

Mazda Furai Concept debuts at 2008 North American Int'l Auto Show. Mazda2 receives highest safety crash rating from Euro NCAP.

2008 Mazda CX-9 wins 2008 North American Truck of the Year award.

Conducts ITS tests on public roads as part of a Hiroshima prefecture industry-academic-government group

Realizes Japan's first rear vehicle monitoring system.

Fully redesigns Mazda Atenza (Mazda6) in Japan.

Fully redesigns Mazda MPV in Japan.

Receives Japan's first Human Rights Merit Award.

Unveils Mazda2 3-door hatchback at the Geneva International

Motor Show

Starts public road tests of the Mazda ASV advanced safety vehicle.

New Mazda2 wins 2008 World Car of the Year award

Launches the environment management system 'Eco-action 21' among Japanese distributors

Showcases the fully redesigned Mazda6 and Mazda Taiki Concept at the 2008 Beijing Motor Show

Receives Research Award from the Society of Automotive Engineers of Japan for the analysis of the combustion mechanism of particulate matter catalysts for diesel engines.

Commences development of non-food-based bioplastic.

Hofu Plant tops 8 million production units

Launches new Global Visual Identity to express the company's brand identity.

Gains government approval to begin public road tests in Japan for the Mazda Premacy Hydrogen RE Hybrid.

Announces plan to cut vehicle fuel consumption 30% by 2015.

Launches new sales network in Turkey

Establishes Mazda Parts Co., Ltd. in Japan.

Launches new Mazda Biante in Japan.

Starts production at AAI of the fully redesigned Mazda6 for the North American market.

Mazda Museum holds "Hydrogen Rotary Engine Vehicle" and "Nagare Concept Car" summer events

Sponsors Japanese Pro Baseball's 2008 All-Star games.

Provides "green electricity" for Japanese Pro Baseball's 2008 All-Star

Creates support desk for physically challenged employees

Conducts tours on cargo ships of vehicles being loaded and the "Mazda social studies" training tour

Expands measures to improve employee work-life balance.

Premieres Mazda Kazamai concept car at the Moscow International

Develops unique Smart Idling Stop System using direct injection engine.

Develops clean diesel engine with improved output and environmental performance.

Develops plastic molding technology which reduces consumption of plastic resins by 30%

Exhibits special needs vehicle at Int. Home Care & Rehabilitation Exhibition

Commences vehicle transport on Trans-Siberian Railroad.

Fully redesigns Mazda AZ-Wagon in Japan.

Sets up National Sales Company in the Netherlands.

Debuts Mazda Kiyora concept car at the Paris Motor Show.

Mazda hydrogen rotary vehicle undertakes validation trials in Norway

Mazda Museum welcomes 1 millionth visitor after 14 years and 4 months since opening

Builds 2 millionth Mazda3.

Exhibits MX-5 at 'Japan Car' exhibitions in Europe.

Takashi Yamanouchi appointed President and CEO.

Ford changes ownership stake in Mazda to 13.8%

Debuts the fully resigned Mazda3 5-door hatchback at the Los Angeles Auto Show

Displays 25 items at the "TPM-Karakuri Improvement" exhibition in Japan.

Displays the fully redesigned Mazda3 5-door at the Bologna Motor Show.

Showcases eco-tech at the "Eco-Products 2008" exhibition in Japan.

Launches freshened Roadster in Japan.

2009 Launches fully redesigned Mazda3 at the North American Int'l Auto Show.

Cuts precious metal usage 70% in new single-nanocatalyst.

Premieres fully redesigned Mazda3 i-stop, Mazda3 MPS at the

Geneva Motor Show

Develops world-first automated recycling technology for end-of-life vehicle bumpers

Becomes first Japanese automaker to develop a Urea SCR system for cars

Begins commercial leasing of World's first hybrid rotary hydrogen vehicle in Japan.

Launches new Mazda AZ-Wagon i in Japan.

Opens training centers in Beijing, Shanghai and Shenzhen.

Increases capital investment from 25% to 40% in FAW Mazda Motor Sales Co., Ltd. (FMSC).

All-new Mazda Axela (Mazda3) launched in Japan.

Succeeds in developing world's lowest environmental impact water-based paint system "Aqua-tech" and launches it at Ujina Plant No.1 Inaugurates new passenger car plant at AutoAlliance Thailand (AAT).

Sponsors Japanese Pro Baseball's 2009 All-Star games.

Product Names

Product Names

Passenger Cars

Japan market model name	Meaning	Launch year	Origin	Overseas market model name
Demio	Mine (adapted from Spanish)	1996	Coined from the Spanish phrase "de mio", meaning "mine", the name expresses Mazda's wish for owners to enjoy themselves in the Demio with their own style.	Mazda Demio Mazda2
Verisa	True fulfillment (Mazda-coined word)	2004	Combining the Italian word "verita," meaning "truth," with the English word "satisfaction," it depicts an ideal relationship between style and practicality.	_
Axela	Youthful exhilaration and driving pleasure with infinite possibilities (Mazda-coined word)	2003	This name is taken from the English words "accelerate," "accelerator" and "excellent" with "x" representing infinite possibilities.	Mazda3
Atenza	Attention (Mazda-coined word)	2002	This name expresses Mazda's desire for this model to gain strong public attention as it is the first model of Mazda's new generation products under the Zoom-Zoom concept.	Mazda6
RX-8	_	2003	R and X stands for "rotary engine" and "future." The name expresses Mazda's desire to create a new genre of sports cars with the all-new rotary engine, RENESIS.	Mazda RX-8
Roadster	Two-seat open-top vehicle	1989	"Roadster" is a term used for the particular body style and has a similar meaning to "cabriolet," and "convertible."	Mazda MX-5 *1
Premacy	Supreme (Mazda-coined word)	1999	The name is coined from the English word, "supreme." Achieving high-level quality and functionality at the same time, Mazda is confident that the vehicle will earn the trust of consumers and establish a unique presence. The name expresses this confidence.	Mazda Premacy Mazda5
Biante	Surrounding, environment (Mazda-coined word)	2008	Coined from the English word, "ambient," the name expresses Mazda's wish that the vehicle will become an important part of their customers' lives and provide an enjoyable and comfortable in-car experience for all the occupants.	_
MPV	Multi purpose vehicle	1988	The vehicle was named after the acronym of the phrase "multi purpose vehicle", when it was launched in the U.S. market.	Mazda MPV Mazda8
Tribute	Tribute (English)	2000	Combining Mazda's creativity and technological expertise, the Tribute is intended to complement active lifestyles.	Mazda Tribute
CX-7	_	2006	CX refers to Mazda's crossover lineup.	Mazda CX-7
CX-9	_	2007	CX refers to Mazda's crossover lineup.	Mazda CX-9
Carol	Birdsong, joyous song (English)	1962	"Carol" was used for Mazda's micro-mini models until 1970. The name was reinstated after market research showed young females found the name cute, fun and catchy.	_
AZ-Wagon	_	1994	AZ is an acronym of Autozam.	_
AZ-Offroad	_	1998	AZ is an acronym of Autozam.	_

^{*1} Also called "Miata" in North America.

Commercial Vehicles

Japan market model name	Meaning	Launch year	Origin	Overseas market model name
Bongo	Bongo, forest antelope (English)	1966	The name compares Mazda's cab-over one-box van to a majestic and powerful bongo.	Mazda E-Series
Bongo Brawny	Dynamic, energetic (English)	1983	Mazda intended to give a more muscular image to this larger derivation of the Bongo.	Mazda E-Series
Titan / Titan Dash	Titan (English)	1971	Intended to express the strength of Mazda's commercial truck, the name comes from a family of giants in Greek mythology.	Mazda T-Series
BT-50	_	2006	BT is derived from the previous model, "B-series truck." The number "50" means this model is half the size of a one-ton truck.	Mazda BT-50
Familia van	Family (Spanish)	1964	Mazda intended the Familia to become the top family car model during Japan's period of motorization.	_
Scrum	Interlocking shoulders (English)	1989	Inspired by a rugby term, "Scrum" represents Mazda's wish for cooperation and teamwork between Mazda, its customers and the Mazda group companies.	_

Product Line-up

Passenger Cars (Japan / Overseas Market Names)



Demio / Mazda2



Verisa



Axela / Mazda3



Atenza / Mazda6



RX-8 / Mazda RX-8



Roadster / Mazda MX-5



Premacy / Mazda5



Biante



MPV / Mazda8



CX-7 / Mazda CX-7



Carol



AZ-Wagon



Scrum Wagon



AZ-Offroad

Commercial Vehicles (Japan / Overseas Market Names)



Bongo Van / Mazda E-Series Van



Bongo Truck / Mazda E-Series Truck



Bongo Brawny Van / Mazda E-Series Van



Titan Dash / Mazda E-Series Truck



Titan / Mazda T-Series



Familia Van



Scrum Van



Scrum Truck

Vehicles Sold Overseas Only



Mazda BT-50



Mazda CX-9



Mazda Tribute



Mazda2 3-door Hatchback



Mazda2 Sedan











