# MAZDA IN BRIEF 2017

YEAR ENDED MARCH 31, 2017

zoom-zoom

Cornerstone of Mazda's car-making philosophy

We first define our ideal,

then work tirelessly to achieve it.

We never compromise. And we never stop challenging.

We want to make cars the likes of which the world has never seen.

No matter how difficult the problem, no matter how big the obstacle,

we never give up the pursuit of our dream.

We believe an ideal can be achieved only by taking on great challenges.

And this belief defines the way we make cars.

A defiant spirit of challenge.

This is the cornerstone of Mazda's car-making philosophy.

Contents


# It all begins with Driving Celebration

## More than a means of transportation, cars that satisfy the heart and mind.

People have been holding on to one dream since ancient times. They want to travel to distant unknown lands. With time, this overwhelming desire led to the invention of various means of transportation. To horse-drawn carriages, trains, ships, airplanes and, of course, automobiles. In order to go further and quicker. Numerous technical innovations have led to the automobile becoming an intimate part of a great many peoples' lives.

Moreover, persons who were not satisfied merely by the ability to move around selected a destination of their own choosing, discovering many things along the roads they took to pioneer new worlds that provided personal satisfaction. In this manner, the automobile evolved from a simple means of transportation to becoming a presence in our lives that provides contentment to both the heart and mind.

That feeling as the garage door slowly opens to reveal your beloved car. When you open the door and slide right into your car. When you step on the accelerator and feel the pulsing power of the engine. These moments as your excitement slowly rises, these tingling feelings of anticipation are the origin of Mazda's car-making philosophy. We continue to create cars that deliver this celebration of driving because we believe that they can enrich and brighten everyone's lives.


# Inherited DNA

## An unyielding spirit of challenge that spurns conventional wisdom in a quest to discover the essence

There is something deeply ingrained into Mazda's car-making philosophy: An unyielding spirit of challenge, cultivated in Hiroshima. It is the same intrepid spirit that empowered the people of Hiroshima to rebuild after the devastation of the war and drove them to continually take on new challenges in the hope of a brighter future. As a company rooted in the community of Hiroshima, Mazda has undoubtedly inherited this spirit.

One example representative of our constant desire to take on challenges is the development of the rotary engine, known as the "Dream Engine". Although the common feeling at the time was that it was an impossible task, Mazda was not held captive to this so-called common sense, but rather forged on through repeated trial and error until finally becoming the world's first automaker to successfully mass-produce a vehicle with a two-rotor rotary engine in 1967. Moreover, a Mazda vehicle won the Le Mans 24-Hour endurance race in 1991, marking not only the first time a Japanese-made vehicle won but also the first time win for a rotary-engine car. The proof of solid results from Mazda's unyielding spirit to take on any challenge is seen in the development of our SKYACTIV TECHNOLOGY, a revolutionary new-generation technology, the establishment of the KODO—Soul of Motion design philosophy filled with vitality and emotion, and similar efforts.

We dare to take on challenges that others consider to be difficult, or even impossible, and we don't mind doing things differently from others in our quest to discover the essence. Our deeply held belief that new technology can only be created by persistently taking on any challenge is the source of the pride in craftsmanship that imbues all of Mazda's automobile design and manufacturing efforts.

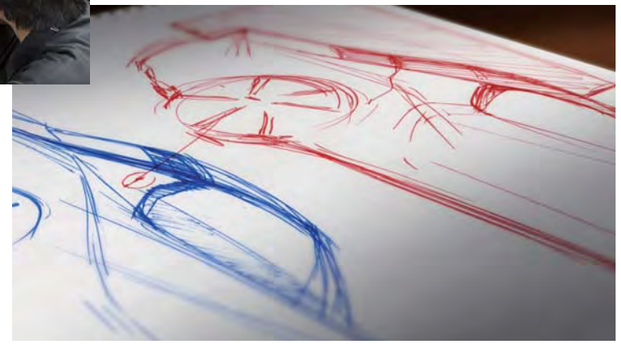
# Now and into the Future

## Zoom-Zoom. Through the past and into the future. Cars that enrich your life.

That joy you felt as a child running fast and free as the wind. The feeling of excitement from watching that sleek-driving car of your dreams. Zoom-Zoom. That is a pleasure that no one tires of experiencing. More than anything, Mazda hopes to provide cars to our customer that purely and simply embody driving pleasure.

Our ideal is to create an emotional tie between the driver and the car by imitating the bond between the rider and their favorite horse. The "oneness between car and driver" gives you a sense of unity, as if the car became a part of you. We want to create attractive vehicles that will take car design to the realm of art and inspire their drivers. Achieving this goal will make Mazda stand out as a brand like no other. Moreover, Mazda maintains a solemn promise with our customers to give maximum consideration to the environment and safety. By creating a long-term vision and continuing to produce cars in harmony with the Earth, society, and people, we are convinced we can build an exciting future for everyone.

This is because our customers share their precious time driving our cars daily. We want to deepen the bonds with our customers and enrich their lives each time they get into and drive our cars. This has been and will continue to remain our philosophy forever. At Mazda, we are devoted to the art and science of vehicle manufacturing without compromising as we constantly and directly take on the challenge of providing our customers across the globe with exciting and satisfying cars.



# Car Lineup

## Passenger vehicles

### Mazda DEMIO
Mazda2

### Mazda AXELA SPORT / SEDAN
Mazda3

### Mazda ATENZA WAGON / SEDAN
Mazda6

### Mazda CX-3

### Mazda CX-5

### Mazda CX-8

### Mazda ROADSTER
MX-5 Miata

### Mazda PREMACY
Mazda5

### Mazda BIANTE

## Vehicles sold outside Japan

### MAZDA2 SEDAN

### CX-4

### CX-9

### BT-50

## Micro-mini vehicles

### Mazda FLAIR

### Mazda FLAIR WAGON

### Mazda SCRUM WAGON

### Mazda CAROL

### Mazda FLAIR CROSSOVER

## Commercial vehicles

### Mazda BONGO VAN

### Mazda BONGO TRUCK

### Mazda FAMILIA VAN

### Mazda TITAN

### Mazda SCRUM VAN

### Mazda SCRUM TRUCK

## Special needs vehicles

### Mazda DEMIO

### Mazda PREMACY

### Mazda BIANTE

### Mazda FLAIR WAGON

### Mazda CX-5

# Vision of Mazda

## Corporate Vision*

**We love cars and want people to enjoy fulfilling lives through cars.**

**We envision cars existing sustainably with the earth and society,**

**and we will continue to tackle challenges with creative ideas.**

1. Brighten people's lives through car ownership.
2. Offer cars that are sustainable with the earth and society to more people.
3. Embrace challenges to seek to master the Doh ("Way" or "Path") of creativity.

*Mazda revised its Corporate Vision in April 2015, with the following objectives, aiming to be recognized as a corporate group gaining sincere trust of its stakeholders.

・Clarify the attributes of the Mazda brand, and make concerted efforts across the Mazda Group to realize the Corporate Vision.

・Promote the Group-wide dialogue process to share, understand and agree the goal of the Corporate Vision through the continuous thorough discussions.

・Closely link the Corporate Vision to our daily business activities.

## The Origin and Meaning of "Mazda"

The Company's name, "Mazda," derives from Ahura Mazda, a god of the earliest civilizations in western Asia. The Company has interpreted Ahura Mazda, the god of wisdom, intelligence, and harmony, as a 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 Company's founder, Jujiro Matsuda.

## Mazda Brand Symbol

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 (Established in June 1997).

## Mazda Corporate Mark

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

Mazda has adopted blue as the corporate color, thinking the color of blue is "expressing the corporate attitude as an automobile manufacturer, fulfilling the social responsibility for the environment and safety, and also evoking a sense of quality and technological competence."

## Mazda Brand Slogan, "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. (Announced in April 2002)

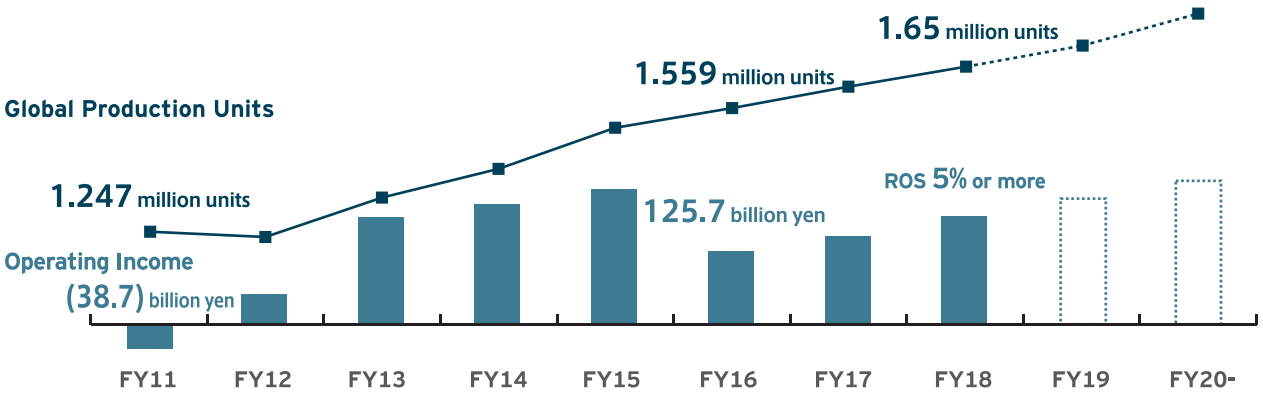
# Structural Reform Stage 2

## Aiming for qualitative growth and brand value improvement

Mazda has been implementing the initiatives of the Structural Reform Plan, which was announced in February 2012, to overcome an adverse external environment and set a steady course for future growth. Business innovation through SKYACTIV has proven successful, with a steady pace of growth in sales and profit since 2012. Nevertheless, we believe there is still room for improvement in each of the key areas. With this in mind, Structural Reform Stage 2, the new medium-term plan that will cover the three-year period beginning with the March 2017 fiscal year, is intended to take the initiatives of the Structural Reform Plan to the next stage, to maintain steady growth in unit sales and achieve "qualitative growth" through improved business efficiency in each of the areas of products, sales, production, and finance, to fully enhance our brand value. Specifically, we will continue to evolve SKYACTIV products and introduce new models to maintain volume growth, while strengthening our business base in areas including brand value, our sales network, and global production efficiency. In addition, we will implement global integrated planning that encompasses development, manufacturing, and sourcing to achieve optimal common architectures, and we will develop and begin introducing even more efficient and higher-performance SKYACTIV GEN2 models. We will also build a firm financial base, which will lead to an improved dividend payout.

| Global Production Units | Operating ROS | Equity Ratio | Dividend payout ratio |
|---|---|---|---|
| 1.65 million units | Over 5% | Over 45% | Over 20% |

| | Structural Reform Plan | Structural Reform Stage 2 | Next plan (tentative) |
|---|---|---|---|
| | Change of business structure by structural reforms | Qualitative growth and brand value improvement | Sustainable growth |
| | FY2012-FY2015 | FY2016-FY2018 | FY2019- |
| Product and R&D | • SKYACTIV GEN1 Introduce 6 new car models | • Introduce 6 new car models and improved models<br>• Develop and introduce SKYACTIV GEN2 and new-generation design | • Start full-scale introduction of SKYACTIV GEN2<br>• Introduce electric vehicles and plug-in hybrids<br>• Introduce the co-pilot concept technology |
| Brand and Sales | • Start right-price sales and volume growth<br>• Brand value improvement | • Start right-price sales and reform the sales frontline<br>• Develop new-generation dealerships and reorganize the dealer network<br>• Improve retention | • Achieve stable volume growth<br>• Significantly improve dealer sales efficiency and profitability<br>• Enhance retention |
| Global Production | • Optimize costs through "Monozukuri (Manufacturing) Innovation"<br>• Enhance the global production system (ASEAN/Mexico/Russia) | • Improve the flexibility of the CX series<br>• Enhance global swing production<br>• Improve production efficiency at overseas facilities | • Expand production capacity by maximizing global production efficiency<br>• Advance global swing production |
| Strengthen financial structure | • Shift to profitable earnings structure even under strong-yen environment<br>• Recover financial base and resume dividends | • Achieve a equity ratio of 45% or more<br>• Achieve a dividend payout ratio of 20% or more | • Strengthen the financial base and ensure surplus reinvestment strength by further improving profitability<br>• Achieve stabilization and steady improvement of dividend payout ratios |




(As of March 31, 2017)

GEN1 = SKYACTIV Generation 1; GEN2 = SKYACTIV Generation 2
Decisions for further growth under the next medium-term plan (from the fiscal year ending March 2020) that will follow Structural Reform Stage 2 will be made during the period covered by Structural Reform Stage 2, based on changes in the business environment.

# Company Profile and Major Data

## Company Profile (As of March 31, 2017)

| | |
|---|---|
| Company name | Mazda Motor Corporation |
| Founded | January 30, 1920 |
| Headquarters | 3-1 Shinchi, Fuchu-cho, Aki-gun, Hiroshima 730-8670 Japan |
| Representative | Masamichi Kogai, Representative Director; President and CEO |
| Main business | Manufacture and sales of passenger cars and commercial vehicles |
| Stock Information | Authorized: 1,200,000,000<br>shares Issued: 599,875,479<br>shares Number of shareholders: 151,191 |
| Capital | ￥258,957,096,762 |
| Employees | Unconsolidated Total: 22,121 (Male: 20,129 Female: 1,992) (including dispatchees)<br>Consolidated: 48,849 |
| Research and development sites | Head Office, Mazda R&D Center (Yokohama), Mazda North American Operations (USA),<br>Mazda Motor Europe (Germany), China Engineering Support Center (China) |
| Production sites | Japan: Hiroshima Plant (Head Office, Ujina), Hofu Plant (Nishinoura, Nakanoseki), Miyoshi Plant<br>Overseas: China, Thailand, Mexico, Vietnam*1, Malaysia*2, Russia*2 |
| Sales companies | Japan: 229<br>Overseas: 141 |
| Principal products | Four-wheeled vehicles, gasoline reciprocating engines, diesel engines, automatic and manual transmissions for vehicles |

*1 Some models are assembled locally (Volume is not disclosed)
*2 Assembly only (Volume is not disclosed)

## Global Production

(Fiscal Year) (Units)

| | | FY2012 ('12.4-'13.3) | FY2013 ('13.4-'14.3) | FY2014 ('14.4-'15.3) | FY2015 ('15.4-'16.3) | FY2016 ('16.4-'17.3) |
|---|---|---|---|---|---|---|
| | Japan | 879,129 | 972,533 | 919,405 | 989,401 | 964,640 |
| | Overseas | 320,885 | 296,763 | 455,659 | 581,798 | 627,168 |
| Global Production | | 1,200,014 | 1,269,296 | 1,375,064 | 1,571,199 | 1,591,808 |

## Global Sales

(Fiscal Year) (Units)

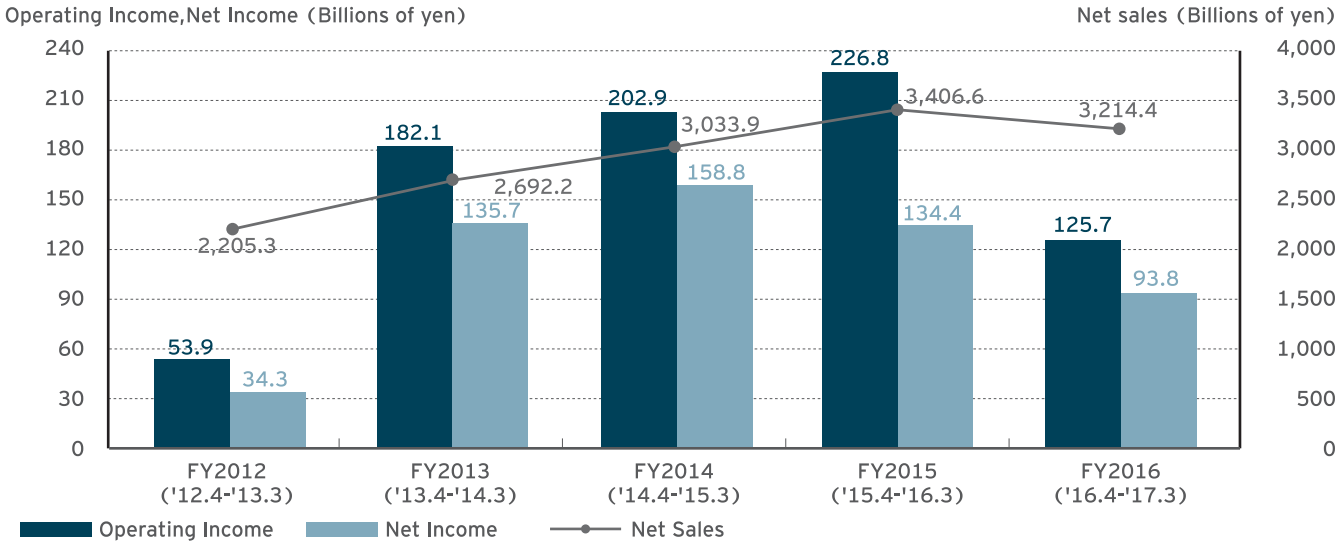
| | | FY2012 ('12.4-'13.3) | FY2013 ('13.4-'14.3) | FY2014 ('14.4-'15.3) | FY2015 ('15.4-'16.3) | FY2016 ('16.4-'17.3) |
|---|---|---|---|---|---|---|
| | Japan | 216,257 | 243,598 | 224,543 | 232,352 | 202,695 |
| | Overseas | 1,018,246 | 1,087,323 | 1,172,746 | 1,301,891 | 1,356,428 |
| Global Sales | | 1,234,503 | 1,330,921 | 1,397,289 | 1,534,243 | 1,559,123 |

## Financial Summary (Consolidated) (As of March 31, 2017)

| ¥ in billions, except for unit amounts | | FY2012 ('12.4-'13.3) | FY2013 ('13.4-'14.3) | FY2014 ('14.4-'15.3) | FY2015 ('15.4-'16.3) | FY2016 ('16.4-'17.3) |
|---|---|---|---|---|---|---|
| | Japan | 588.0 | 655.7 | 617.4 | 660.9 | 587.0 |
| | Overseas | 1,617.3 | 2,036.5 | 2,416.5 | 2,745.7 | 2,627.4 |
| Net sales | | 2,205.3 | 2,692.2 | 3,033.9 | 3,406.6 | 3,214.4 |
| Operating income | | 53.9 | 182.1 | 202.9 | 226.8 | 125.7 |
| Ordinary income | | 33.1 | 140.7 | 212.6 | 223.6 | 139.5 |
| Income before taxes | | 39.1 | 97.4 | 209.3 | 167.0 | 128.4 |
| Net income | | 34.3 | 135.7 | 158.8 | 134.4 | 93.8 |
| Capital investment | | 77.2 | 133.2 | 131.0 | 89.2 | 94.4 |
| Depreciation and amortization | | 60.0 | 57.7 | 68.9 | 79.0 | 82.4 |
| Research and Development cost | | 89.9 | 99.4 | 108.4 | 116.6 | 126.9 |
| Total assets | | 1,978.6 | 2,246.0 | 2,473.3 | 2,548.4 | 2,524.6 |
| Financial debts | | 719.0 | 742.7 | 701.0 | 617.1 | 491.4 |
| Net financial debts | | 274.1 | 263.0 | 171.9 | 48.4 | -35.4 |
| Cash flows | | 8.7 | 16.3 | 108.9 | 154.7 | 97.3 |
| | Japan | 879 | 973 | 919 | 989 | 965 |
| | Overseas | 321 | 296 | 456 | 582 | 627 |
| Production Volume (Thousands of units) | | 1,200 | 1,269 | 1,375 | 1,571 | 1,592 |
| | Japan | 216 | 244 | 225 | 232 | 203 |
| | N.America | 372 | 391 | 425 | 438 | 429 |
| | Europe | 172 | 207 | 229 | 257 | 262 |
| | China | 175 | 196 | 215 | 235 | 292 |
| | Others | 300 | 293 | 303 | 372 | 373 |
| Sales volume (Thousands of units) | | 1,235 | 1,331 | 1,397 | 1,534 | 1,559 |

Note: Cash flows represent net cash flow from operating activities and from investing activities

## Operating Results



# Directors, Audit & Supervisory Board Members and Officers

(As of June 28, 2017)

## Directors, Officers and Auditors

Representative Director and Chairman of the Board
Seita Kanai

Representative Director
Masamichi Kogai

Representative Director
Akira Marumoto

Director
Yuji Nakamine

Director
Nobuhide Inamoto

Director
Kiyotaka Shobuda

Director
Kiyoshi Fujiwara

Director
Mitsuru Ono

Director
Ichiro Sakai

Director
Kazuaki Jono

## Audit & Supervisory Board Members

| Audit & Supervisory Board Member (Full-time) | Audit & Supervisory Board Member |
|---|---|
| Hirofumi Kawamura | Masahide Hirasawa |
| Masahiro Yasuda | Takao Hotta |
| | Kunihiko Tamano |

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

| | | |
|---|---|---|
| * President and CEO | Masamichi Kogai | |
| * Executive Vice President | Akira Marumoto | Assistant to President; Oversight of Operations in the Americas and Administrative Domain |
| * Senior Managing Executive Officer | Yuji Nakamine | Oversight of Operations in Europe, Asia & Oceania, Middle East & Africa and New Emerging Markets |
| | Nobuhide Inamoto | Oversight of Operations in China, Domestic Sales and Fleet Sales |
| | Kiyotaka Shobuda | Oversight of Quality, Brand Enhancement, Purchasing, Production and Business Logistics |
| | Kiyoshi Fujiwara | Oversight of R&D, MDI and Cost Innovation |
| | Mitsuru Ono | Oversight of Financial Services; Assistant to the Officer overseeing Fleet Sales; In charge of Global Corporate Communications |
| Senior Managing Executive Officer | Jeffrey H. Guyton | Assistant to the Officer overseeing Brand Enhancement; President and CEO, Mazda Motor Europe GmbH |
| | Masahiro Moro | Oversight of Marketing Strategy; Assistant to the Officer overseeing Brand Enhancement; President and CEO, Mazda Motor of America, Inc. (Mazda North American Operations) |
| | Akira Koga | Oversight of Corporate Planning Domain; In charge of Global IT Solution and MDI |
| Managing Executive Officer/ Senior Technical Fellow | Mitsuo Hitomi | In charge of Technical Research Center and Integrated Control System Development |
| Managing Executive Officer | Masatoshi Maruyama | In charge of Global Production and Global Business Logistics |
| | Takeshi Fujiga | Assistant to the Officer overseeing Administrative Domain; In charge of Global Human Resources and Safety, Health & Disaster Prevention |
| | Kazuhisa Fujikawa | In charge of Global Purchasing and Cost Innovation |
| | Kazuyuki Fukuhara | In charge of Domestic Sales and Fleet Sales; President, Mazda Chuhan Co., Ltd. |
| | Ikuo Maeda | In charge of Design and Brand Style |
| | Tetsuya Fujimoto | Assistant to the Officer overseeing Corporate Planning Domain; In charge of Financial Services; |
| | Nobuhiko Watabe | In charge of Operations in China; Chairman, Mazda Motor (China) Co., Ltd. |
| | Hiroshi Inoue | In charge of ASEAN Business; General Manager, ASEAN Business Office; President, Mazda South East Asia Ltd. |
| | Yasuhiro Aoyama | Global Sales Coordination; In charge of Brand Enhancement, Global Marketing and Customer Service |
| | Ichiro Hirose | In charge of Powertrain Development, Vehicle Development and Product Planning |
| Executive Officers | Raita Nishiyama | Oversight of Tokyo Office; In charge of Corporate Liaison; Assistant to the Officer in charge of Corporate Planning and Corporate Communications |
| | Hidenori Kawakami | Assistant to the Officer in charge of Global Production; General Manager, Hofu Plant |
| | Makoto Yoshihara | In charge of Global Auditing, CSR, Environment, Secretariat, General & Legal Affairs, Compliance, Risk Management and Mazda Hospital |
| | Takeshi Mukai | In charge of Global Quality; Assistant to the Officer in charge of Cost Innovation |
| | Chiharu Mizutani | President and CEO, Mazda Motor Manufacturing de Mexico, S.A. de C.V. (Mazda de Mexico Vehicle Operation) |
| | Masashi Aihara | In charge of Corporate Planning and Cost Planning |
| | Ryuichi Umeshita | General Manager, Customer Service Div. |
| | Kazuhisa Yoshida | General Manager, Human Resources Office |
| | Hidetoshi Kudo | In charge of R&D Administration and Product Strategy; General Manager, Product Strategy Div. |
| | Hiroyuki Matsumoto | General Manager, Vehicle Development Div. |

# Major Affiliates

## Consolidated Subsidiaries 75 (As of March 31, 2017)

| Company name | Country | Mazda's Share | Business |
|---|---|---|---|
| Mazda Chuhan Co., Ltd. | Japan | 100.0% | Sales of used cars |
| Mazda Motor International Co., Ltd. | Japan | 100.0% | Trading company |
| Mazda Ace Co., Ltd. | Japan | 100.0% | Security/accident prevention, insurance sales, and engineering operations |
| Mazda Logistics Co., Ltd | Japan | 100.0% | Distribution of vehicles and parts |
| Kurashiki Kako Co., Ltd. | Japan | 75.0% | Production and sales of vehicle parts |
| Mazda Engineering & Technology Co., Ltd. | Japan | 100.0% | Commissioned vehicle development and manufacturing special use vehicles |
| Mazda Parts Co., Ltd. | Japan | 100.0% | Sales of parts |
| Hakodate Mazda Co., Ltd. | Japan | 100.0% | Distribution of vehicles and parts |
| Tohoku Mazda Co., Ltd. | Japan | 100.0% | Distribution of vehicles and parts |
| Fukushima Mazda Co., Ltd. | Japan | 100.0% | Distribution of vehicles and parts |
| Kitakanto Mazda Co., Ltd. | Japan | 100.0% | Distribution of vehicles and parts |
| Koushin Mazda Co., Ltd. | Japan | 100.0% | Distribution of vehicles and parts |
| Kanto Mazda Co., Ltd. | Japan | 100.0% | Distribution of vehicles and parts |
| Shizuoka Mazda Co., Ltd. | Japan | 100.0% | Distribution of vehicles and parts |
| Tokai Mazda Sales Co., Ltd. | Japan | 100.0% | Distribution of vehicles and parts |
| Hokuriku Mazda Co., Ltd. | Japan | 100.0% | Distribution of vehicles and parts |
| Keiji Mazda Co., Ltd. | Japan | 100.0% | Distribution of vehicles and parts |
| Kansai Mazda Co., Ltd. | Japan | 100.0% | Distribution of vehicles and parts |
| Nishi Shikoku Mazda Co., Ltd. | Japan | 100.0% | Distribution of vehicles and parts |
| Kyushu Mazda Co., Ltd. | Japan | 100.0% | Distribution of vehicles and parts |
| Minami Kyushu Mazda Co., Ltd. | Japan | 100.0% | Distribution of vehicles and parts |
| Okinawa Mazda Sales Co., Ltd. | Japan | 100.0% | Distribution of vehicles and parts |
| Mazda Motor of America, Inc. | U.S.A. | 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% | Human resource services for Mazda Motor de Mexico |
| Mazda Motor Manufacturing de Mexico, S.A. de C.V. | Mexico | 75.0% | Production and sales of vehicles |
| Mazda Motor Operaciones de Mexico, S.A. de C.V. | Mexico | 75.0% | Human resource services for Mazda Motor Manufacturing de 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 Automobiles France S.A.S. | France | 100.0% | Distribution of vehicles and parts |
| Mazda Motors UK Ltd. | U.K. | 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 Motor Italia S.r.l. | Italy | 100.0% | Distribution of vehicles and parts |
| Mazda Automoviles Espana, S. A. | Spain | 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 |
| Mazda Sales (Thailand) Co., Ltd. | Thailand | 96.1% | Distribution of vehicles and parts |
| Mazda Powertrain Manufacturing (Thailand) Co., Ltd. | Thailand | 100.0% | Production and sales of vehicle parts |
| Mazda Malaysia Sdn. Bhd. | Malaysia | 70.0% | Production (consignment) and sales of vehicles |
| Mazda Motor (China) Co., Ltd. | China | 100.0% | Overall management of business in China |
| Mazda Southern Africa (Pty) Ltd. | Southern Africa | 70.0% | Distribution of vehicles and parts |
| Mazda Motor Taiwan Co., Ltd. | Taiwan | 100.0% | Distribution of vehicles and parts |
| MAZDA DE COLOMBIA S.A.S | Colombia | 100.0% | Distribution of vehicles and parts |
| Others (27) | — | — | — |

## Equity Method Applied Companies 20 (As of March 31, 2017)

| Company name | Country | Mazda's Share | Business |
|---|---|---|---|
| Toyo Advanced Technologies Co., Ltd. | Japan | 50.0% | Production and sales of machine tools |
| Japan Climate Systems Corporation | Japan | 33.3% | Production and sales of vehicle parts |
| Yoshiwa Kogyo Co., Ltd. | Japan | 33.3% | Production and sales of vehicle parts |
| Sanfrecce Hiroshima FC. | Japan | 17.1% | Professional soccer team |
| Mazda Processing Chugoku Co., Ltd. | Japan | 29.0% | Attachment of vehicle accessories |
| SMM Auto Finance, Inc. | Japan | 49.0% | Automotive retail finance |
| MCM Energy Service Co., Ltd. | Japan | 40.0% | Steam and electricity supply |
| Mazda Parts Sales Hiroshima Co., Ltd. | Japan | 33.3% | Sales of parts |
| MAZDA SOLLERS Manufacturing Rus LLC | Russia | 50.0% | Production and sales of vehicles |
| AutoAlliance (Thailand) Co., Ltd. | Thailand | 50.0% | Production and sales of vehicles |
| Changan Mazda Automobile Co., Ltd. Sales Branch Office (CMAS) | China | 50.0% | Production and sales of vehicles |
| Changan Ford Mazda Engines Co., Ltd. | China | 25.0% | Production and sales of vehicle parts |
| FAW Mazda Motor Sales Co., Ltd. | China | 40.0% | Distribution of vehicles and parts |
| Others (7) | — | — | — |

# Research & Development Activities by Region


Mazda Headquarters

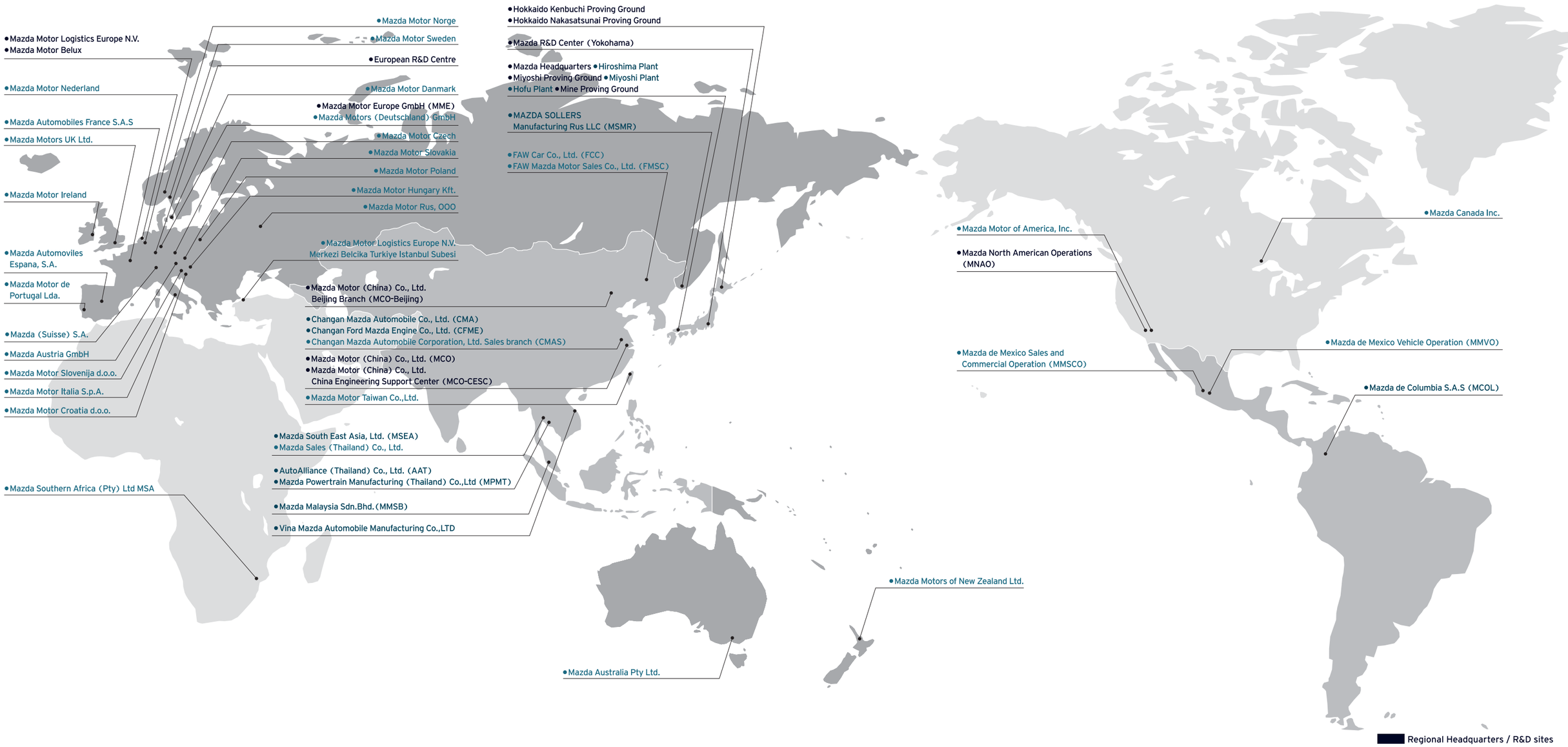

Hiroshima Plant


Hofu Plant（Nishinoura）

Changan Mazda Automobile Co., Ltd.（CMA）


AutoAlliance（Thailand）Co., Ltd.（AAT）


Mazda de Mexico Vehicle Operation（MMVO）




**Global unit sales**
**1,559,123**

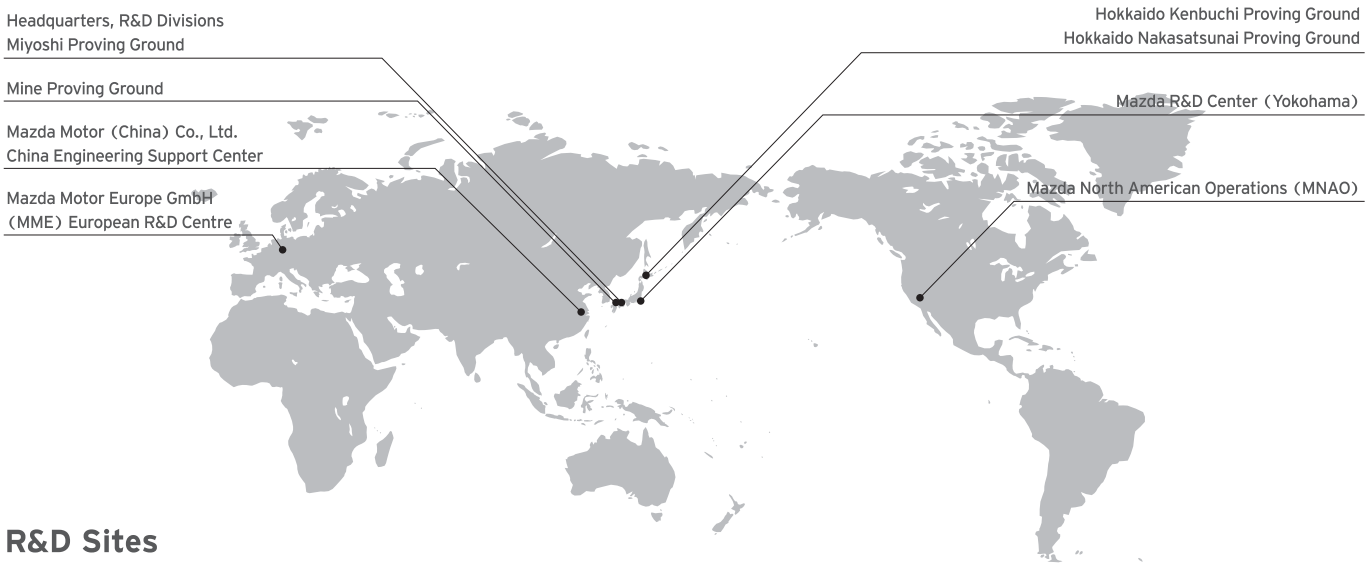
**Global Sales companies**
**370**

**Employees**
**48,849**

**Operating income**
**125.7 billion yen**

**Net income**
**93.8 billion yen**

# 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<br>・Design development<br>・Product development<br>・Advanced research for significant new technology |
| | Mazda R&D Center (Yokohama) | Yokohama | ・Product and engineering planning<br>・Advanced research for significant new technology |
| U.S.A. | Mazda North American Operations (MNAO)*1 | Irvine, CA<br>Flat Rock, Michigan | ・Technology and market trend studies in the North American market<br>・Design development for the North American market<br>・Evaluation of product conformity with North American market standards |
| Europe | Mazda Motor Europe GmbH (MME) European R&D Centre | Oberursel, State of Hessen, Germany | ・Technology and market trend studies in the European market<br>・Design development for the European market<br>・Evaluation of product conformity with 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. and Mazda Motor de Mexico S. de R. L. de C. V.

## Comprehensive Vehicle Proving Grounds

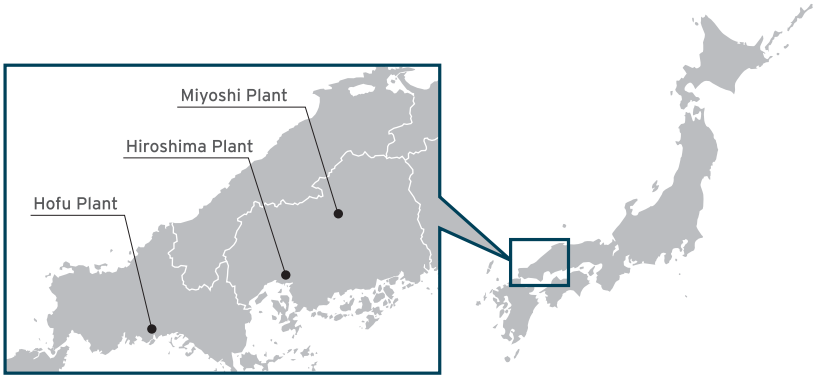
| Name | Location | Start of operations | Land Area | Activities |
|---|---|---|---|---|
| Miyoshi Proving Ground | Hiroshima, Japan | June 1965 | 1,702,000m$^2$ | Mazda's main proving ground: used to develop basic vehicle functionality for driving, cornering, and stopping. Also, contributes to comfortable and safe vehicle engineering by providing test areas for stability tests, crash tests, and durability tests. |
| Mine Proving Ground | Yamaguchi, Japan | May 2006 | 753,000m$^2$ | 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 | 4,700,000m$^2$ | 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 | 260,000m$^2$ | 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／Japan

- Mazda became a vehicle manufacturer in 1931, when it began producing three-wheeled trucks. Mazda moved into passenger vehicle production in 1960 with the launch of the Mazda R360 Coupe micro-mini.
- Mazda has manufacturing facilities in Hiroshima and Yamaguchi in Western Japan. Both feature unique flexible, high-quality and synchronized production lines.




## Production in Japan

### Production Sites

| Location | Plant Name | District | | Products | Capacity | Start of Operations | Land Area |
|---|---|---|---|---|---|---|---|
| Fuchu-cho, Aki-gun, Hiroshima | Hiroshima Plant | Head Office | | Gasoline reciprocating engines, manual transmissions | | March 1931 | 551,000㎡ |
| | | Ujina district | Ujina Plant No.1 (U1) | CX-3, CX-5, CX-9*1, Roadster, Premacy, Biante, Bongo, and sports cars for Fiat Chrysler Automobiles | 569,000 units/year | November 1966 | 1,685,000㎡ |
| | | | Ujina Plant No.2 (U2) | Mazda5, Mazda CX-5 | | December 1972 | |
| | | | | Gasoline reciprocating engines, diesel engines | | December 1964 | |
| Miyoshi, Hiroshima | Miyoshi Plant | | | Gasoline reciprocating engines | | May 1974 | 1,702,000㎡ |
| Hofu, Yamaguchi | Hofu Plant | Nishinoura | Hofu Plant No.1 (H1) | Mazda3, Mazda2, Mazda CX-3 | 416,000 units/year | September 1982 | 792,000㎡ |
| | | | Hofu Plant No.2 (H2)*2 | Mazda6 | | February 1992 | |
| | | Nakanoseki district | | Automatic transmissions, manual transmissions | | December 1981 | 537,000㎡ |

| | | |
|---|---|---|
| Press Kogyo Co., Ltd. | Onomichi Plant | Mazda E-Series (Bongo Truck) |

Note: Head Office district includes the surrounding area (Fuchizaki district). Miyoshi Plant land area encompasses the vehicle proving grounds and the engine plant.
*1 For export only.
*2 Single shift operation

**Domestic production in FY2016**
**964,640 units**

**Passenger vehicle production in FY2016**
**954,501 units**

**Commercial vehicle production in FY2016**
**10,139 units**

### Production Volume by Model

(As of March 31, 2017) (Units)

| Model | FY2012 ('12.4-'13.3) | FY2013 ('13.4-'14.3) | FY2014 ('14.4-'15.3) | FY2015 ('15.4-'16.3) | FY2016 ('16.4-'17.3) |
|---|---|---|---|---|---|
| Passenger vehicles | | | | | |
| Demio (Mazda2) | 124,287 | 104,195 | 100,347 | 69,694 | 52,258 |
| Axela (Mazda3) | 291,181 | 291,414 | 232,567 | 215,140 | 206,253 |
| Premacy (Mazda5) | 57,585 | 48,459 | 37,211 | 14,424 | 11,104 |
| Atenza (Mazda6) | 88,017 | 143,162 | 143,610 | 139,163 | 122,231 |
| MPV (Mazda8) | 2,524 | 1,615 | 788 | 631 | 1 |
| Mazda CX-3 | — | — | 16,504 | 142,800 | 116,117 |
| Mazda CX-5 | 226,606 | 308,720 | 316,288 | 321,389 | 324,085 |
| Mazda CX-7 | 3,081 | 500 | — | — | — |
| Mazda CX-9 | 40,652 | 31,921 | 37,893 | 22,378 | 54,725 |
| Mazda Roadster (MX-5/Miata) | 15,133 | 10,778 | 10,008 | 44,239 | 63,874 |
| Mazda RX-8 | 1,224 | — | — | — | — |
| Mazda Verisa | 4,710 | 3,548 | 1,248 | 663 | — |
| Mazda Biante | 8,626 | 11,898 | 7,148 | 4,656 | 3,853 |
| Passenger vehicles total | 863,626 | 956,210 | 903,612 | 975,177 | 954,501 |
| Commercial vehicles | | | | | |
| Mazda E-Series (Bongo Van/Truck) | 15,503 | 16,323 | 15,793 | 14,224 | 10,139 |
| Commercial vehicles total | 15,503 | 16,323 | 15,793 | 14,224 | 10,139 |
| Total | 879,129 | 972,533 | 919,405 | 989,401 | 964,640 |
| Breakdown | | | | | |
| Rotary engine vehicles | 1,224 | — | — | — | — |
| Diesel engine vehicles | 95,852 | 135,464 | 161,714 | 192,677 | 142,988 |

# Activities by Region / Japan

## Sales in Japan

### Dealerships and outlets

(As of March 31, 2017)

| Dealerships | Outlets |
|---|---|
| 229 | 992 |

**Total vehicle sales in FY2016**

**202,695 units**

**Passenger vehicle sales in FY2016**

**178,449 units**

**Commercial vehicle sales in FY2016**

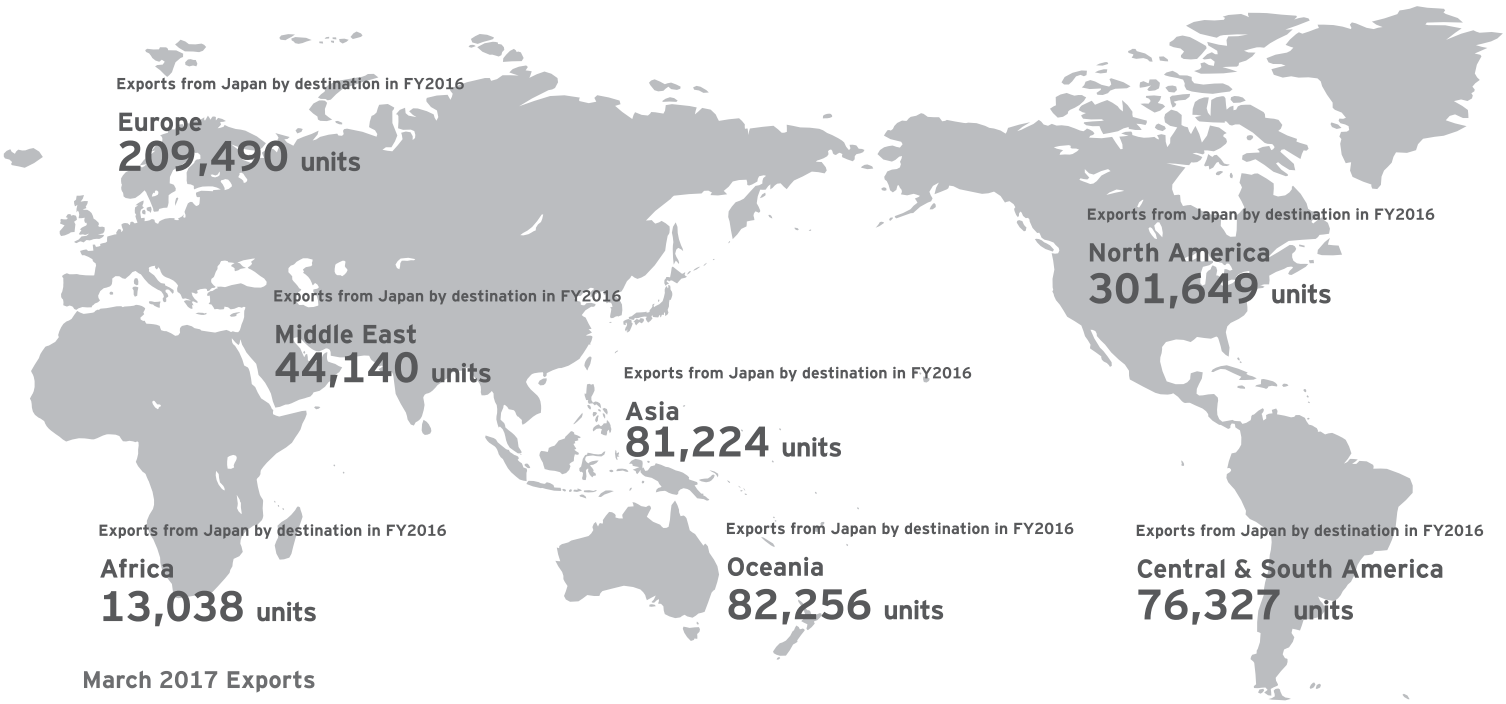
**24,246 units**

### Sales by Model

(As of March 31, 2017) (Units)

| Model | FY2012 ('12.4-'13.3) | FY2013 ('13.4-'14.3) | FY2014 ('14.4-'15.3) | FY2015 ('15.4-'16.3) | FY2016 ('16.4-'17.3) |
|---|---|---|---|---|---|
| Passenger vehicles | | | | | |
| Demio | 52,691 | 40,800 | 62,920 | 66,176 | 53,318 |
| Axela | 14,040 | 31,827 | 33,217 | 23,486 | 28,745 |
| Premacy | 14,389 | 17,540 | 8,802 | 6,527 | 5,465 |
| Atenza | 11,149 | 20,417 | 11,502 | 10,407 | 9,206 |
| MPV | 2,259 | 1,203 | 480 | 467 | 25 |
| CX-3 | — | — | 7,992 | 30,479 | 16,205 |
| CX-5 | 40,762 | 39,073 | 27,497 | 26,545 | 27,167 |
| CX-7 | 19 | — | — | — | — |
| Roadster | 888 | 722 | 462 | 10,446 | 7,219 |
| RX-8 | 1,241 | 42 | 2 | 1 | — |
| Verisa | 5,134 | 3,979 | 1,446 | 682 | — |
| Biante | 7,111 | 9,355 | 4,165 | 2,893 | 2,733 |
| Registered vehicles-total | 149,683 | 164,958 | 158,485 | 178,120 | 150,083 |
| Carol | 9,592 | 9,625 | 8,277 | 7,104 | 6,784 |
| AZ-Wagon/Flair | 23,191 | 19,146 | 11,439 | 8,138 | 7,476 |
| AZ-Offroad | 394 | 373 | 2 | — | — |
| Flair Crossover | — | 2,394 | 10,314 | 6,435 | 5,027 |
| Scrum Wagon | 2,144 | 1,641 | 1,131 | 1,601 | 1,557 |
| Flair Wagon | 5,829 | 17,974 | 11,212 | 8,040 | 7,522 |
| Micro-mini total | 41,150 | 51,153 | 42,375 | 31,318 | 28,366 |
| Passenger vehicles-total | 190,833 | 216,111 | 200,860 | 209,438 | 178,449 |
| Commercial vehicles | | | | | |
| Familia Van | 2,529 | 2,232 | 2,195 | 1,966 | 1,913 |
| Bongo Series | 9,887 | 10,560 | 9,377 | 9,040 | 10,379 |
| Titan/Titan Dash | 2,233 | 2,597 | 2,389 | 2,268 | 2,028 |
| Registered vehicles total | 14,649 | 15,389 | 13,961 | 13,274 | 14,320 |
| Scrum Van/Truck | 10,775 | 12,098 | 9,721 | 9,640 | 9,926 |
| Micro-mini total | 10,775 | 12,098 | 9,721 | 9,640 | 9,926 |
| Commercial vehicles-total | 25,424 | 27,487 | 23,682 | 22,914 | 24,246 |
| Total | 216,257 | 243,598 | 224,542 | 232,352 | 202,695 |

# Exports




March 2017 Exports

**808,124 units**

## Exports from Japan by Destination

(As of March 31, 2017) (Units)

| Region | FY2012 ('12.4-'13.3) | FY2013 ('13.4-'14.3) | FY2014 ('14.4-'15.3) | FY2015 ('15.4-'16.3) | FY2016 ('16.4-'17.3) |
|---|---|---|---|---|---|
| North America | 342,833 | 345,138 | 296,023 | 312,981 | 301,649 |
| Europe | 165,874 | 203,144 | 200,036 | 200,458 | 209,490 |
| Oceania | 97,586 | 97,871 | 86,801 | 91,221 | 82,256 |
| Middle East | 21,228 | 34,541 | 50,438 | 53,344 | 44,140 |
| Asia | 31,958 | 44,116 | 50,034 | 63,887 | 81,224 |
| Africa | 4,429 | 4,711 | 8,165 | 10,798 | 13,038 |
| Central & South America | 38,700 | 61,279 | 46,372 | 54,487 | 76,327 |
| Total | 702,608 | 790,800 | 737,869 | 787,176 | 808,124 |

## Exports by Model

(As of March 31, 2017) (Units)

| Model | FY2012 ('12.4-'13.3) | FY2013 ('13.4-'14.3) | FY2014 ('14.4-'15.3) | FY2015 ('15.4-'16.3) | FY2016 ('16.4-'17.3) |
|---|---|---|---|---|---|
| Demio (Mazda2) | 70,952 | 66,123 | 38,139 | 914 | 215 |
| Axela (Mazda3) | 280,067 | 259,646 | 199,302 | 191,628 | 176,494 |
| Premacy (Mazda5) | 39,915 | 29,113 | 28,154 | 5,469 | 2,780 |
| Atenza (Mazda6) | 66,816 | 120,515 | 128,713 | 128,401 | 114,455 |
| MPV (Mazda8) | 867 | 464 | 315 | 140 | — |
| Mazda CX-3 | — | — | 6,277 | 108,229 | 103,253 |
| Mazda CX-5 | 183,533 | 269,737 | 286,007 | 294,097 | 298,830 |
| Mazda CX-7 | 3,132 | 580 | — | — | — |
| Mazda CX-9 | 40,640 | 31,795 | 37,766 | 23,051 | 54,092 |
| Mazda Roadster (MX-5*2/Miata) | 14,234 | 10,134 | 9,690 | 32,135 | 55,660 |
| Mazda RX-8 | 19 | — | — | — | — |
| Mazda Biante | 2,433 | 2,693 | 3,506 | 3,112 | 2,345 |
| Total | 702,608 | 790,800 | 737,869 | 787,176 | 808,124 |

Note: Figures exclude parts for overseas production (KD set)
*2 The sub-name "Miata" is appended for the North American market.

# Activities by Region／North America


- Mazda began selling vehicles in North America with the establishment of affiliate companies in Canada in 1968, and in the USA in 1971.
- In January 2014, operations began at Mazda's production facility in Mexico, a joint venture between Mazda and Sumitomo Corporation.

## Regional Headquarters

(As of March 31, 2017)

| Country/ region | Company name | Location | Established | Number of employees | Primary business | Investment ratio |
|---|---|---|---|---|---|---|
| U.S.A. | ❶ Mazda North American Operations (MNAO)* | Irvine, CA | October 1997 | – | Importer and distributor of Mazda vehicles, parts and accessories. Technical trend surveys and research, design development, evaluation testing and vehicle certification for the North American market. | – |

*Mazda North American Operations (MNAO) is a generic organizational name which comprises Mazda Motor of America, Inc. and Mazda Motor de Mexico S. de R. L. de C. V.

## Production Facilities

(As of March 31, 2017)

| Country/ region | Company name | Location | Start of Mazda production | Number of employees | Primary products | Investment ratio |
|---|---|---|---|---|---|---|
| Mexico | ❷ Mazda de Mexico Vehicle Operation (MMVO)* | Salamanca, Guanajuato | January 2014 | 5,200 | Mazda2, Mazda3, small vehicles for Toyota | Mazda 75% Sumitomo 25% |

*Trade name of Mazda Motor Manufacturing de Mexico, S.A. de C.V. (MMMdM) and Mazda Motor Operaciones de Mexico, S.A. de C.V (MMOdM) collectively.

## Distributors

(As of March 31, 2017)

| Country/ region | Company name | Location | Established | Number of employees | Investment ratio |
|---|---|---|---|---|---|
| U.S.A. | Mazda Motor of America, Inc. | Irvine, CA | February 1971 | 405 | Mazda 100% |
| Canada | Mazda Canada Inc. | Richmond Hill, Ontario | July 1968 | 174 | Mazda 100% |
| Mexico | Mazda de Mexico Sales and Commercial Operation* | Centro de la Ciudad Santa Fe, Mexico City | December 2004 | 65 | Mazda 100% |

*Trade name of Mazda Motor de Mexico, S. de R.L. de C.V. and Mazda Servicios de Mexico, S. de R.L. de C.V.collectively.

Vehicle production in FY2016

# 195,148 units

Sales in FY2016

# 426,972 units

| Vehicle production in FY2016 | |
|---|---|
| Mexico | 195,148 units |

(As of March 31, 2017)

| Sales in FY2016 | |
|---|---|
| U.S.A. | 302,201 units |
| Canada | 71,323 units |
| Mexico | 53,448 units |

(As of March 31, 2017)


Mazda de Mexico Vehicle Operation (MMVO)

Mazda North American Operations (MNAO)

## Mazda Vehicle Production

(As of March 31, 2017) (Units)

| Country/ region | Plant | FY2012 ('12.4-'13.3) | FY2013 ('13.4-'14.3) | FY2014 ('14.4-'15.3) | FY2015 ('15.4-'16.3) | FY2016 ('16.4-'17.3) |
|---|---|---|---|---|---|---|
| U.S.A. | AutoAlliance International, Inc. | 19,101 | — | — | — | — |
| | Total | 19,101 | — | — | — | — |
| Mexico | MMVO | 0 | 10,007 | 140,089 | 213,088 | 195,148 |
| | Grand Total | 19,101 | 10,007 | 140,089 | 213,088 | 195,148 |

Note: Indicates volume of vehicles produced under the Mazda brand name

## Mazda Sales

(As of March 31, 2017) (Units)

| | FY2012 ('12.4-'13.3) | FY2013 ('13.4-'14.3) | FY2014 ('14.4-'15.3) | FY2015 ('15.4-'16.3) | FY2016 ('16.4-'17.3) |
|---|---|---|---|---|---|
| U.S.A. | 273,307 | 283,721 | 305,788 | 305,783 | 302,201 |
| Canada | 72,136 | 69,685 | 71,582 | 71,032 | 71,323 |
| Mexico | 25,283 | 34,759 | 45,366 | 58,917 | 53,448 |
| Total | 370,726 | 388,165 | 422,736 | 435,732 | 426,972 |

## Number of Distributors and Dealerships

(As of March 31, 2017)

| | Number of markets | Distributors | Dealerships |
|---|---|---|---|
| U.S.A. | 1 | 1 | 606 |
| Canada | 1 | 1 | 165 |
| Mexico | 1 | 1 | 55 |
| Total | 3 | 3 | 826 |

## Product lineup in major markets

| | U.S.A. | Canada | Mexico |
|---|---|---|---|
| Mazda2 | | | ● |
| Mazda3 | ● | ● | ● |
| Mazda5 | | ● | |
| Mazda6 | ● | ● | ● |
| CX-3 | ● | ● | ● |
| CX-5 | ● | ● | ● |
| CX-9 | ● | ● | ● |
| MX-5 Miata | ● | ● | ● |

# Activities by Region / Europe


● Sales of Mazda vehicles began in Europe in 1967. An affiliate company was established in Germany in 1972.

● Mazda re-established its sales network in key European markets at the beginning of the new millennium. The company took direct control of distribution in each country, enabling a consistent strategic approach to efficient sales and marketing activities.


## Regional Headquarters

(As of March 31, 2017)

| Country/ region | Company name | Location | Established | Number of employees | Primary business | Investment ratio |
|---|---|---|---|---|---|---|
| Germany | 1 Mazda Motor Europe GmbH (MME) | Leverkusen | March 1998 | 311 | Operations | Mazda Motor Logistics Europe N.V. 100% |
| | 2 (European R&D Centre) | Oberursel | December 1987 | | R&D | |
| Belgium | 3 Mazda Motor Logistics Europe N.V. (Vehicles and Parts Distribution Center) | Willebroek | August 1998 | 351 | Office Logistics Sales | Mazda 100% |

## Production Facilities

(As of March 31, 2017)

| Country/ region | Company name | Location | Start of Mazda production | Number of employees | Primary products | Investment ratio |
|---|---|---|---|---|---|---|
| Russia * | 4 MAZDA SOLLERS Manufacturing Rus (MSMR) | Vladivostok, Primorsky Region | October 2012 | 427 | CX-5, Mazda6 | Mazda 50%<br>Sollers 50% |

*1 Some models are assembled locally (The production volume of the locally assembled models is not disclosed)

*2 Assembly only (Volume is not disclosed)

## Distributors

(As of March 31, 2017)

| Country/ region | Company name | Location | Established | Number of employees | Investment ratio |
|---|---|---|---|---|---|
| Germany | Mazda Motors (Deutschland) GmbH | Leverkusen | November 1972 | 149 | Mazda 75%<br>Mazda Motor Logistics Europe N.V. 25% |
| Austria | Mazda Austria GmbH | Klagenfurt | July 1981 | 112 | Mazda 75%<br>Mazda Motor Logistics Europe N.V. 25% |
| Portugal | Mazda Motor de Portugal Lda. | Lisbon | February 1995 | 15 | Mazda 75%<br>Mazda Motor Logistics Europe N.V. 25% |
| Italy | Mazda Motor Italia S.p.A. | Rome | December 1999 | 50 | Mazda 75%<br>Mazda Motor Logistics Europe N.V. 25% |
| Spain | Mazda Automoviles Espana, S.A. | Madrid | February 2000 | 52 | Mazda 75%<br>Mazda Motor Logistics Europe N.V. 25% |
| France | Mazda Automobiles France S.A.S | Saint Germain en Laye Cedex | February 2001 | 49 | Mazda 75%<br>Mazda Motor Logistics Europe N.V. 25% |
| Switzerland | Mazda (Suisse) S.A. | Petit-Lancy | February 2001 | 46 | Mazda 75%<br>Mazda Motor Logistics Europe N.V. 25% |

## Distributors

(As of March 31, 2017)

| Country/ region | Company name | Location | Established | Number of employees | Investment ratio |
|---|---|---|---|---|---|
| U.K. | Mazda Motors UK Ltd. | Dartford, Kent | May 2001 | 126 | Mazda 75%<br>Mazda Motor Logistics Europe N.V. 25% |
| Denmark | Mazda Motor Denmark | Rodovre | April 2003 | 20 | Mazda Motor Logistics Europe N.V. Branch |
| Norway | Mazda Motor Norge | Kolbotn | April 2004 | 18 | Mazda Motor Logistics Europe N.V. Branch |
| Sweden | Mazda Motor Sweden | Kungsbacka | April 2004 | 16 | Mazda Motor Logistics Europe N.V. Branch |
| Russia | Mazda Motor Rus, OOO | Moscow | December 2005 | 83 | Mazda 100% |
| Ireland | Mazda Motor Ireland | Dublin | July 2006 | 12 | Mazda Motor Logistics Europe N.V. Branch |
| Czech Republic | Mazda Motor Czech | Prague | October 2006 | 15 | Mazda Motor Logistics Europe N.V. Branch |
| Slovakia | Mazda Motor Slovakia | Bratislava | October 2006 | 5 | Mazda Motor Logistics Europe N.V. Branch |
| Belgium/ Luxemburg | Mazda Motor Belux | Willebroek | April 2007 | 36 | Mazda Motor Logistics Europe N.V. Branch |
| Hungary | Mazda Motor Hungary Kft | Budapest | April 2008 | 11 | Mazda Motor Logistics Europe N.V. 100% |
| Croatia | Mazda Motor Croatia d.o.o. | Zagreb | April 2008 | 11 | Mazda Motor Logistics Europe N.V. 100% |
| Slovenia | Mazda Motor Slovenija d.o.o. | Ljubljana | April 2008 | 8 | Mazda Motor Logistics Europe N.V. 100% |
| Poland | Mazda Motor Poland Co., Ltd. | Warsaw | May 2008 | 27 | Mazda Motor Logistics Europe N.V. Branch |
| Turkey | Mazda Motor Logistics Europe N.V. Merkezi Belcika Turkiye Istanbul Subesi | Istanbul | June 2008 | 10 | Mazda Motor Logistics Europe N.V. Branch |
| Netherlands | Mazda Motor Nederland | Waddinxveen | October 2008 | 31 | Mazda Motor Logistics Europe N.V. Branch |

### Sales in FY2016

**261,664 units**

### Sales in FY2016

| | | | |
|---|---|---|---|
| Germany | 62,994 units | U.K. | 44,552 units |
| Russia | 22,235 units | Others | 131,883 units |

(As of March 31, 2017)

## Mazda Sales

(As of March 31, 2017) (Units)

| | FY2012 ('12.4-'13.3) | FY2013 ('13.4-'14.3) | FY2014 ('14.4-'15.3) | FY2015 ('15.4-'16.3) | FY2016 ('16.4-'17.3) |
|---|---|---|---|---|---|
| Europe | 171,540 | 206,724 | 229,133 | 256,629 | 261,664 |

Mazda Motor Europe GmbH (MME)

## Number of Distributors and Dealerships

(As of March 31, 2017)

| | Number of markets | Distributors | Dealerships |
|---|---|---|---|
| Europe | 41 | 30 | 1,729 |

## Product lineup in major markets

| | Germany | Russia | U.K. |
|---|---|---|---|
| Mazda2 | ● | | ● |
| Mazda3 | ● | ● | ● |
| Mazda6 | ● | ● | ● |
| CX-3 | ● | | ● |
| CX-5 | ● | ● | ● |
| CX-9 | | ● | |
| MX-5 | ● | | ● |

# Activities by Region / China


- Mazda officially entered the Chinese market in 2001 and established a local affiliate company in 2005 to implement a unified brand strategy over two sales channels, FAW Mazda and Changan Mazda.
- In April 2014, production of Mazda6 ATENZA and Mazda3 AXELA began at the Changchun Plant and Nanjing Plant respectively.

## Regional Headquarters

(As of March 31, 2017)

| Country/ region | Company name | Location | Established | Number of employees | Primary business | Investment ratio |
|---|---|---|---|---|---|---|
| China | 1 Mazda Motor (China) Co., Ltd. (MCO) | Pudong New District, Shanghai | January 2005 | 112 | Overall management of business in China | Mazda 100% |
| | 2 Mazda Motor (China) Co., Ltd. Beijing Branch (MCO-Beijing) | Chaoyang District, Beijing | November 2007 | | Branch Office of MCO | – |
| | 1 Mazda Motor (China) Co., Ltd. China Engineering Support Center (MCO-CESC) | Jiading District, Shanghai | August 2005 | | Branch Office of MCO/ Workshops, market research and technology studies for the Chinese market, as well as technical support in the region | – |

## Production Facilities

(As of March 31, 2017)

| Country/ region | Company name | Location | Start of Mazda production | Number of employees | Primary products | Investment ratio |
|---|---|---|---|---|---|---|
| China | 3 FAW Car Co., Ltd. (FCC) | Changchun, Jilin Province | March 2003 | — | Mazda6, CX-4 | Local 100% |
| | 4 Changan Mazda Automobile Co., Ltd. (CMA) | Nanjing | October 2007 | 3,967 | Mazda3, CX-5 | Changan Automobile 50%<br>Mazda 50% |
| | 4 Changan Ford Mazda Engines Co., Ltd. (CFME) | Nanjing | April 2007 (Established in September 2005) | 1,768 | Engines for vehicles | Changan Automobile 50%<br>Mazda 25%<br>Ford 25% |

## Distributors

(As of March 31, 2017)

| Country/ region | Company name | Location | Established | Number of employees | Outlets | Investment ratio |
|---|---|---|---|---|---|---|
| China | FAW Mazda Motor Sales Co., Ltd. (FMSC) | Changchun, Jilin Province | March 2005 | 332 | 219 | FAW Car 56%<br>Mazda 40%<br>FAW Group 4% |
| | Changan Mazda Automobile Corporation, Ltd. Sales branch (CMAS) | Nanjing | April 2007 | 273 | 241 | Sales department of CMA |

Vehicle production in FY2016

# 292,181 units

Sales in FY2016

# 291,685 units

Mazda3 (Axela)

Mazda CX-4

## Mazda Vehicle Production

(As of March 31, 2017) (Units)

| Country/ region | Plant | FY2012 ('12.4-'13.3) | FY2013 ('13.4-'14.3) | FY2014 ('14.4-'15.3) | FY2015 ('15.4-'16.3) | FY2016 ('16.4-'17.3) |
|---|---|---|---|---|---|---|
| China | FCC | 100,371 | 118,435 | 97,469 | 73,357 | 102,821 |
| | CMA | 57,563 | 72,120 | 117,793 | 161,464 | 189,360 |
| Total | | 157,934 | 190,555 | 215,262 | 234,821 | 292,181 |

Note: Indicates volume of vehicles produced under the Mazda brand name

## Mazda Sales

(As of March 31, 2017) (Units)

| | FY2012 ('12.4-'13.3) | FY2013 ('13.4-'14.3) | FY2014 ('14.4-'15.3) | FY2015 ('15.4-'16.3) | FY2016 ('16.4-'17.3) |
|---|---|---|---|---|---|
| China | 174,687 | 196,483 | 214,628 | 235,024 | 291,685 |

## Number of Distributors and Dealerships

(As of March 31, 2017)

| | Number of markets | Distributors | Dealerships |
|---|---|---|---|
| China | 1 | 2 | 460 |

## Product lineup

| | China |
|---|---|
| Mazda3 | ● |
| Mazda6 | ● |
| CX-4 | ● |
| CX-5 | ● |

# Activities by Region / Asia, Oceania


- Mazda began sales in Australia when it established an affiliate company in the country in 1967. It was the company's first overseas office.
- In Thailand Mazda began producing pickup trucks in 1998 at a production facility jointly owned by Ford. Production was later expanded to include the Mazda2, Mazda3 and CX-3.
- Mazda's new transmission plant has started the operation in January 2015.

## Regional Headquarters

(As of March 31, 2017)

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

## Production Facilities

(As of March 31, 2017)

| Country/ region | Company name | Location | Start of Mazda production | Number of employees | Primary products | Investment ratio |
|---|---|---|---|---|---|---|
| Thailand | ❷ AutoAlliance (Thailand) Co., Ltd. (AAT) | Rayong Province | May 1998*2 (Established in November 1995) | 7,188 | Mazda2, Mazda3, CX-3, BT-50 | Mazda 50%<br>Ford 50% |
| | ❷ Mazda Powertrain Manufacturing (Thailand) Co., Ltd. (MPMT) | Chonburi Province | January 2015 | 789 | Transmission and engines for vehicles | Mazda 100% |
| Vietnam*1 | ❸ Vina Mazda Automobile Manufacturing Co.,LTD | Nui Thanh district, Quang Nam province | October 2011 | — | Mazda2, Mazda3, Mazda6, CX-5 | Local 100% |
| Malaysia*2 | ❹ Mazda Malaysia Sdn. Bhd. (MMSB) | Shah Alam, Selangor | Established in September 2012*3 | 92 | Mazda3, CX-5 | Mazda 70%<br>Local 30% |

*1 Some models are assembled locally (The production volume of the locally assembled models is not disclosed)
*2 Assembly only (Volume is not disclosed)

## Distributors

(As of March 31, 2017)

| Country/ region | Company name | Location | Established | Number of employees | Investment ratio |
|---|---|---|---|---|---|
| Australia | Mazda Australia Pty. Ltd. | Mount Waverley, Victoria | April 1967 | 279 | Mazda 100% |
| New Zealand | Mazda Motors of New Zealand Ltd. | Mt Wellington, Auckland | June 1972 | 43 | Mazda 100% |
| Thailand | Mazda Sales (Thailand) Co., Ltd. | Bangkok | June 1990 | 184 | Mazda 96.1%<br>KKS 3.9% |
| Taiwan | Mazda Motor Taiwan Co., Ltd. | Taipei | December 2013 | 58 | Mazda 100% |

Vehicle production in FY2016

# 139,839 units

Sales in FY2016

# 260,174 units

| Vehicle production in FY2016 | |
|---|---|
| Thailand | 134,770 units |
| Vietnam | 4,831 units |
| Taiwan | 238 units |

(As of March 31, 2017)

| Sales (Asia except China) in FY2016 | |
|---|---|
| Thailand | 43,195 units |
| Taiwan | 22,997 units |
| Vietnam | 32,670 units |
| Others | 30,065 units |

(As of March 31, 2017)

| Sales (Oceania) in FY2016 | |
|---|---|
| Australia | 118,230 units |
| New Zealand | 11,429 units |
| Others | 1,588 units |

(As of March 31, 2017)

Mazda Powertrain Manufacturing (Thailand) Co., Ltd.

Mazda2 (Demio)

## Mazda Vehicle Production

(As of March 31, 2017) (Units)

| Country/ region | Company name | FY2012 ('12.4-'13.3) | FY2013 ('13.4-'14.3) | FY2014 ('14.4-'15.3) | FY2015 ('15.4-'16.3) | FY2016 ('16.4-'17.3) |
|---|---|---|---|---|---|---|
| Taiwan | FLH | 4,348 | 6,089 | 5,454 | 2,234 | 238 |
| Thailand | AAT | 120,746 | 77,351 | 84,540 | 126,378 | 134,770 |
| Vietnam | Vina Mazda | 173 | 720 | 800 | 2,676 | 4,831 |

Note: Indicates volume of vehicles produced under the Mazda brand name

## Mazda Sales

(As of March 31, 2017) (Units)

| | FY2012 ('12.4-'13.3) | FY2013 ('13.4-'14.3) | FY2014 ('14.4-'15.3) | FY2015 ('15.4-'16.3) | FY2016 ('16.4-'17.3) |
|---|---|---|---|---|---|
| Asia*5 | 114,982 | 90,099 | 93,237 | 123,895 | 128,927 |
| Oceania | 111,282 | 112,608 | 111,650 | 128,188 | 131,247 |

*5 Figures include Taiwan, do not China

## Number of Distributors and Dealerships

(As of March 31, 2017)

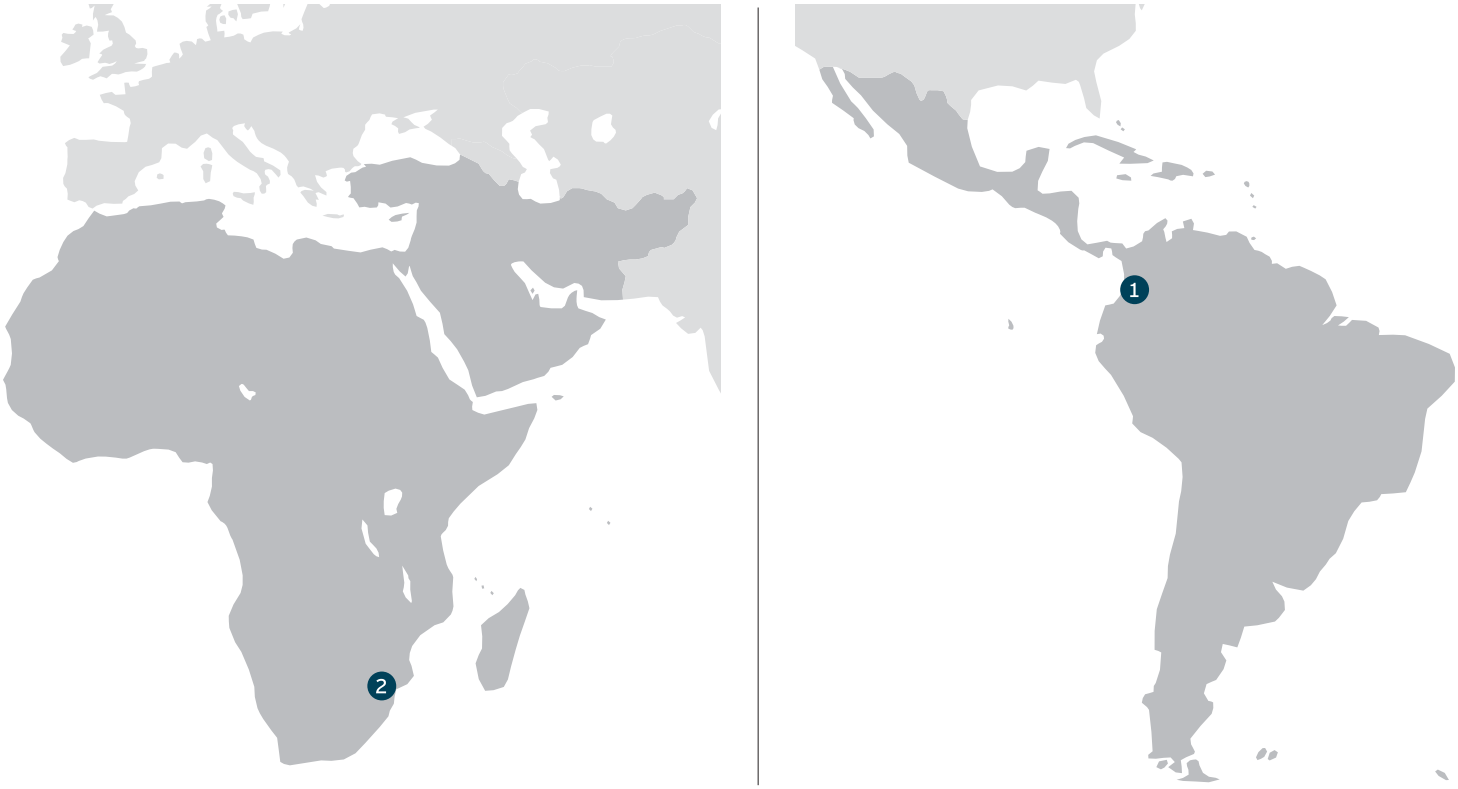
| | Number of markets | Distributors | Dealerships |
|---|---|---|---|
| Asia*6 | 17 | 17 | 376 |
| Oceania | 14 | 14 | 181 |

*6 Figures include Taiwan, do not China

## Product lineup in major markets

| | Asia | | | Oceania | |
|---|---|---|---|---|---|
| | Thailand | Vietnam | Taiwan | Australia | New Zealand |
| Mazda2 | ● | ● | ● | ● | ● |
| Mazda3 | ● | ● | ● | ● | ● |
| Mazda5 | | | ● | | |
| Mazda6 | | ● | ● | ● | ● |
| CX-3 | ● | | | ● | ● |
| CX-5 | ● | ● | ● | ● | ● |
| CX-9 | ● | | | ● | ● |
| MX-5 | ● | | | ● | ● |
| BT-50 | ● | ● | | ● | ● |

# Activities by Region / Caribbean, Central and South America, Middle East, Africa




## Distributors

(As of March 31, 2017)

| Country/ region | Company name | Location | Established | Number of employees | Investment ratio |
|---|---|---|---|---|---|
| 1 Colombia | MAZDA DE COLOMBIA S.A.S (MCOL) | Bogotá | May 2014 | 59 | Mazda 100% |
| 2 South Africa | Mazda Southern Africa (Pty) Ltd. (MSA) | Midland | July 2013 | 42 | Mazda 70%<br>ITOCHU Corporation 30% |

Head Office of Mazda Southern Africa

A new-generation dealership in downtown Bogotá, the capital of Colombia

Sales in FY2016

# 115,933 units

| Sales (Caribbean, Central and South America) in FY2016 | |
|---|---|
| Colombia | 19,383 units |
| Chile | 12,910 units |
| Others | 17,398 units |

(As of March 31, 2017)

| Sales (Middle East) in FY2016 | |
|---|---|
| Saudi Arabia | 21,963 units |
| Israel | 13,015 units |
| Others | 13,657 units |

(As of March 31, 2017)

| Sales (Africa) in FY2016 | |
|---|---|
| South Africa | 12,214 units |
| Others | 5,393 units |

(As of March 31, 2017)

## Mazda Vehicle Production

(As of March 31, 2017) (Units)

| Country/ region | Plant | FY2012 ('12.4-'13.3) | FY2013 ('13.4-'14.3) | FY2014 ('14.4-'15.3) | FY2015 ('15.4-'16.3) | FY2016 ('16.4-'17.3) |
|---|---|---|---|---|---|---|
| South Africa | FMCSA | 3,098 | 3,154 | 2,283 | 932 | — |
| Zimbabwe | WMMI | 246 | 1 | — | — | — |
| Colombia | CCA | 3,905 | 2,044 | 351 | — | — |
| Ecuador | MARESA | 11,334 | 6,842 | 6,879 | 1,684 | — |

Note: Indicates volume of vehicles produced under the Mazda brand name

## Mazda Sales

(As of March 31, 2017) (Units)

| | FY2012 ('12.4-'13.3) | FY2013 ('13.4-'14.3) | FY2014 ('14.4-'15.3) | FY2015 ('15.4-'16.3) | FY2016 ('16.4-'17.3) |
|---|---|---|---|---|---|
| Caribbean, Central and South America* | 35,313 | 42,344 | 44,922 | 48,744 | 49,691 |
| Middle East | 29,852 | 39,408 | 44,690 | 54,742 | 48,635 |
| Africa | 9,824 | 11,494 | 11,750 | 18,935 | 17,607 |

* Excluding Mexico

## Number of Distributors and Dealerships

(As of March 31, 2017)

| | Number of markets | Distributors | Dealerships |
|---|---|---|---|
| Caribbean, Central and South America* | 37 | 36 | 250 |
| Middle East | 13 | 13 | 208 |
| Africa | 39 | 26 | 161 |

* Excluding Mexico

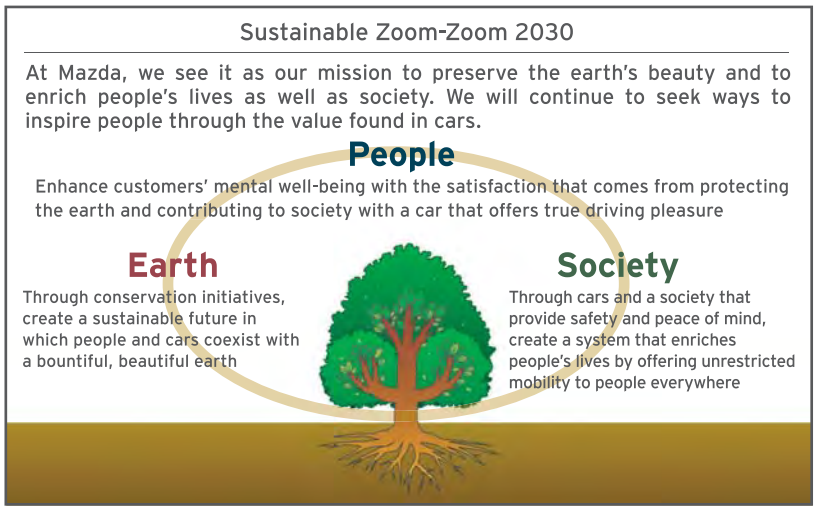
## Product lineup in major markets

| | Caribbean, Central and South America | | Middle East | | Africa |
|---|---|---|---|---|---|
| | Colombia | Chile | Saudi Arabia | Israel | South Africa |
| Mazda2 | ● | ● | | ● | ● |
| Mazda3 | ● | ● | ● | ● | ● |
| Mazda5 | | ● | | | |
| Mazda6 | ● | ● | ● | ● | |
| CX-3 | ● | ● | | ● | ● |
| CX-5 | ● | ● | ● | ● | ● |
| CX-9 | ● | ● | ● | | |
| MX-5 | ● | ● | | ● | ● |
| BT-50 | ● | ● | ● | | ● |

# Environment, Safety and Design

## Sustainable Zoom-Zoom 2030

Under the original "Sustainable Zoom-Zoom" vision announced in 2007, Mazda strove to offer both driving pleasure and outstanding environmental and safety performance. In light of the rapid changes taking place in the automotive industry, this new vision takes a longer-term perspective and sets out how Mazda will use driving pleasure, the fundamental appeal of the automobile, to help solve issues facing people, the earth and society.



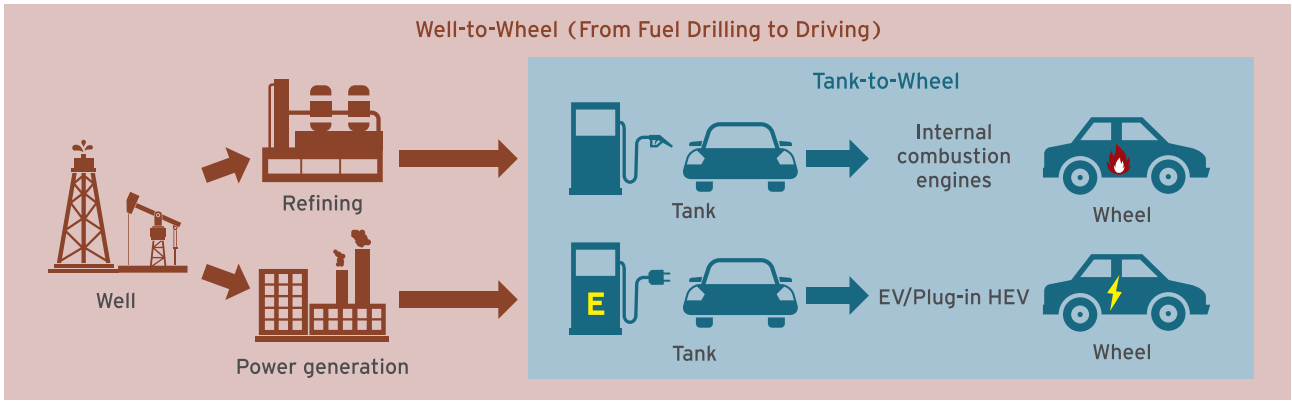

### ■ Earth

Through conservation initiatives, create a sustainable future in which people and cars coexist with a bountiful, beautiful earth

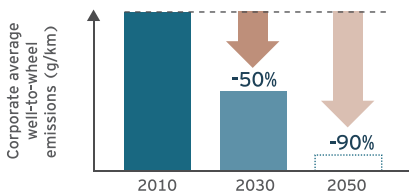
<Mazda's approach>

- Expand measures for carbon dioxide reduction from a "well-to-wheel" perspective, considering emissions over the vehicle's entire life cycle
- Aim to reduce corporate average "well-to-wheel" carbon dioxide emissions to 50 percent of 2010 levels by 2030, with a view to achieving a 90-percent cut by 2050
- We believe this will require a "multisolution" approach that allows us to tailor powertrain lineups in light of each region's needs, energy circumstances and power generation methods
- Make the internal combustion engine, which is forecast to help power the majority of cars worldwide for many years to come, central to our efforts to reduce carbon dioxide emissions
- Continue our policy of maximizing the effectiveness of efficiency improvements and measures for cleaner emissions under real-world conditions
- In line with this policy, continue efforts to perfect the internal combustion engine, which will help power the majority of cars worldwide for many years to come and can therefore make the greatest contribution to reducing carbon dioxide emissions, and combine the results with effective electrification technologies
- From 2019, start introducing electric vehicles and other electric drive technologies in regions that use a high ratio of clean energy for power generation or restrict certain vehicles to reduce air pollution

We are seeking to reduce the well-to-wheel $CO_2$ emissions in order to reduce the $CO_2$ emissions through the entire life cycle of our cars.




Aim to reduce corporate average well-to-wheel $CO_2$ emissions to 50% of 2010 levels by 2030




### What is Well-to-Wheel?

**From fuel extraction through to driving**

We see it as our mission to preserve the earth's beauty and to enrich people's lives as well as society. In order to achieve this and truly reduce greenhouse gases, we must work to reduce carbon dioxide emissions throughout the entire lifecycle of the vehicle. In addition to current "tank-to-wheel" evaluations that measure emissions while driving, Mazda will work to reduce carbon dioxide emissions from a "well-to-wheel" perspective that also accounts for energy source extraction, manufacturing and shipping.

## ■ Society

Through cars and a society that provide safety and peace of mind, create a system that enriches people's lives by offering unrestricted mobility to people everywhere

<Mazda's approach>

- Develop more advanced safety technologies under the Mazda Proactive Safety philosophy, working toward the goal of eliminating traffic accidents
- Further enhance safety fundamentals, such as correct driving position, pedal layout and good visibility, and standardize them across all models
- Promote further standardization of i-ACTIVSENSE advanced safety features, which help drivers recognize and assess potential hazards; in addition to Japan, where they are already becoming standard, gradually make these technologies standard in other markets starting in 2018
- Begin testing of autonomous driving technologies currently being developed in line with Mazda's human-centered Mazda Co-Pilot Concept in 2020, aiming to make the system standard on all models by 2025
- Using connectivity technologies, create a new business model that enables car owners to support the needs of people in depopulated areas and those who have difficulty getting around

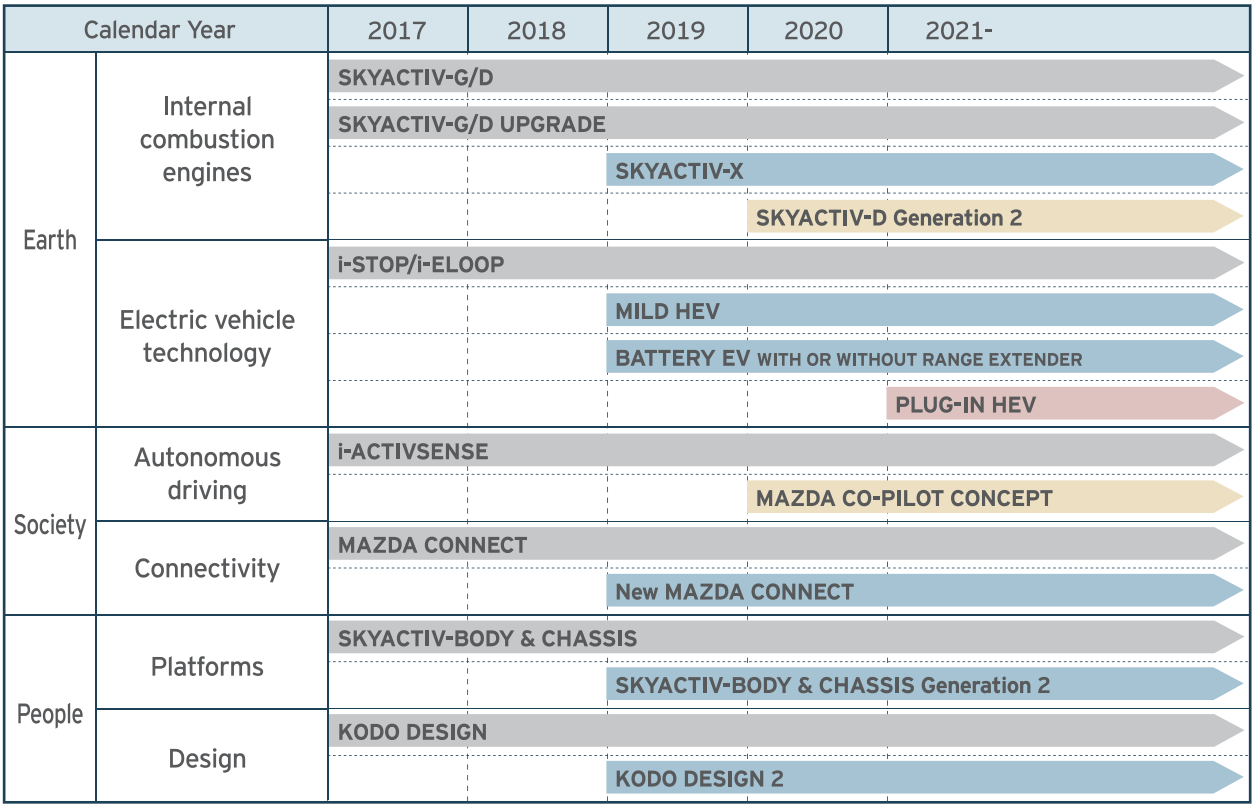
## ■ People

Enhance customers' mental well-being with the satisfaction that comes from protecting the earth and contributing to society with a car that offers true driving pleasure

<Mazda's approach>

- Pursue an enhanced *Jinba-ittai* driving feel that will unlock people's potential and revitalize them mentally and physically
- Based on the philosophy of "breathing life into the car," further develop KODO design to raise vehicle design to the level of art that enriches the emotional lives of all who see it

### Introduction Plan for Next-Generation Technologies

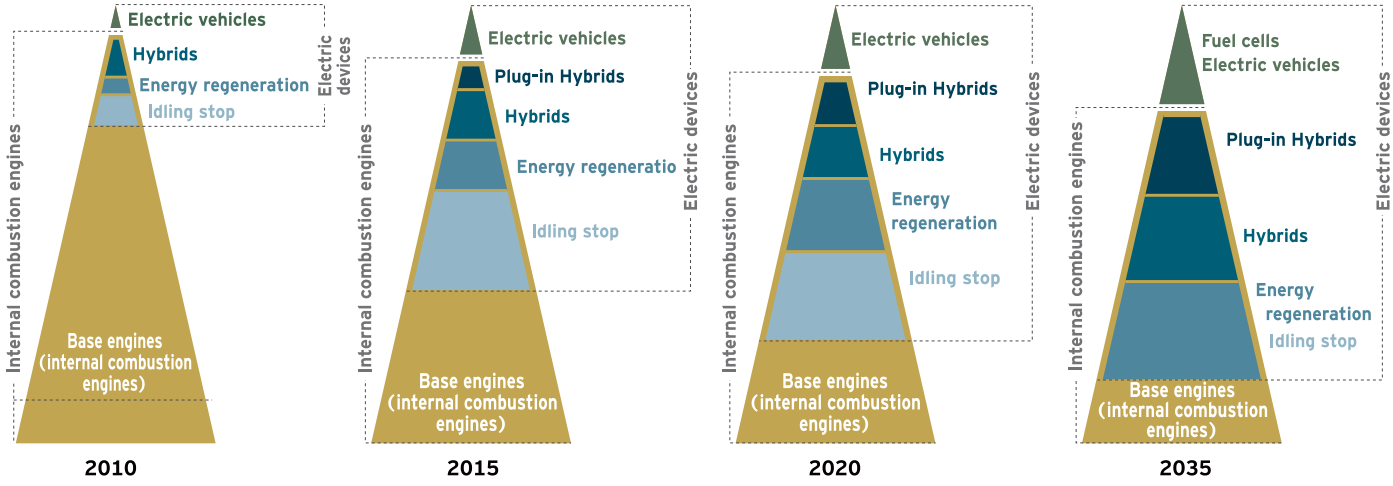


## Building Block Strategy

In addition to dramatically improving our base technologies that provide the basic capabilities of a car (such as the engine, transmission, body and chassis), Mazda has been implementing a Building Block Strategy that introduces electric devices such as brake energy regeneration and hybrid systems in a phased manner. This approach to reducing total $CO_2$ emissions does not rely heavily on a small proportion of specific eco-friendly models but rather, Mazda aims to provide all customers with driving pleasure as well as outstanding environmental and safety performance as a means to achieve such reductions.
SKYACTIV TECHNOLOGY, Mazda's revolutionary base technology, improves the efficiency of the powertrain (engine, transmission and other parts that provide the basic capabilities of a car), reduces the weight of the vehicle body, and radically improves aerodynamic and similar characteristics while also combining base and electric device technologies as based on the Building Block Strategy.

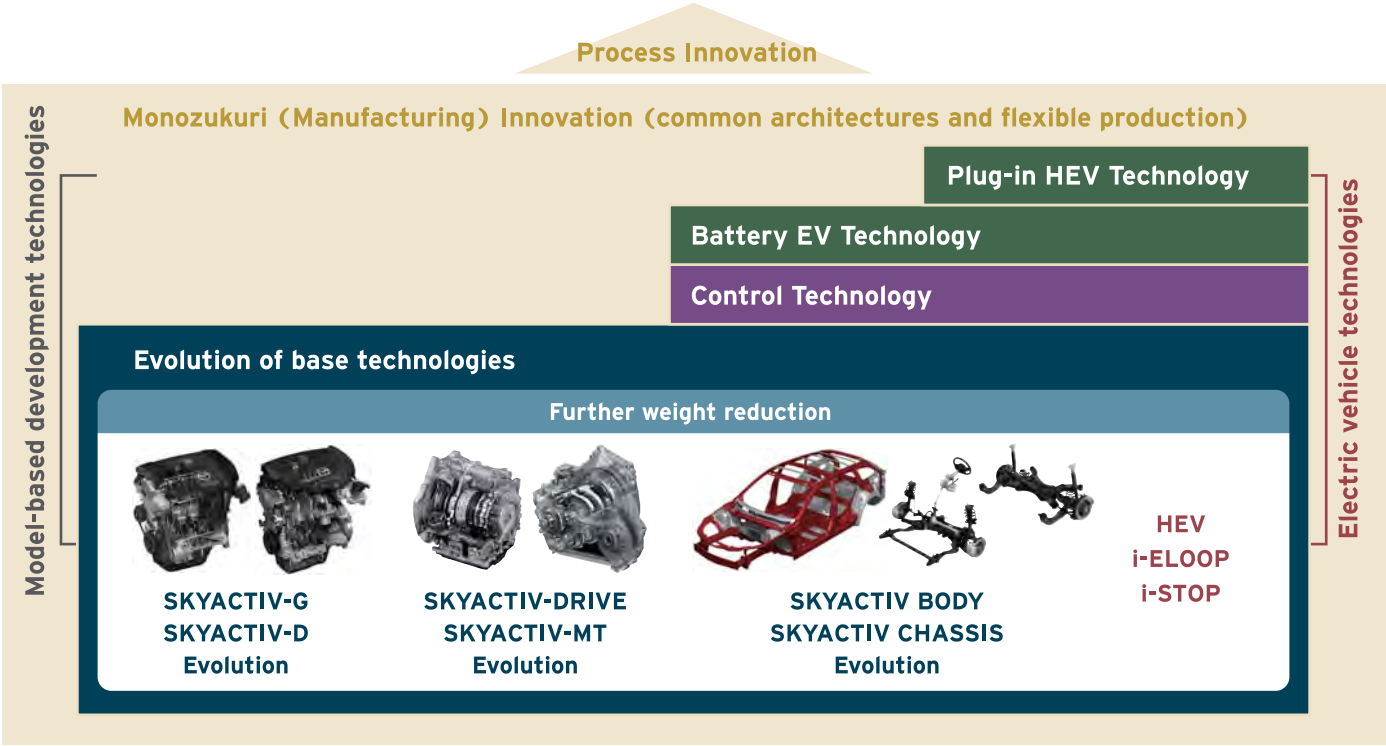
### Anticipated Expansion in Adoption of Environmental Technologies (Through 2035)

- Graphic representation of global market share of powertrain technologies -




### Building Block Strategy

**Providing top-notch products that reflect Mazda's spirit to various markets by putting the right people in the right positions**



# SKYACTIV TECHNOLOGY

SKYACTIV TECHNOLOGY is an umbrella term for Mazda's innovative new-generation technologies developed under the company's long-term vision for technology development, "Sustainable Zoom-Zoom" announced in 2007. The name reflects Mazda's desire to provide both driving pleasure and outstanding environmental and safety performance in its vehicles. All technologies developed in line with the Building Block Strategy fall under the umbrella of SKYACTIV TECHNOLOGY.

In 2019, we are going to start deploying our next-generation technologies including SKYACTIV-X based on the "Sustainable Zoom-Zoom 2030" vision.

## Engines

### SKYACTIV-G

Mazda's new-generation, highly efficient direct-injection gasoline engine has achieved the world's highest compression ratio (14.0), and also provides a 15% improvement in fuel economy, and in middle and low-speed torque.*1

*1 Mazda data as of November 2012 Compression ratio values, and fuel economy and torque improvement rates may vary depending on specifications and similar factors.

### SKYACTIV-D

Mazda's new-generation, highly efficient clean diesel engine has achieved the world's lowest compression ratio (14.0)*1

*1 Mazda data as of November 2012 Compression ratio values, and fuel economy and torque improvement rates may vary depending on specifications and similar factors.

## Transmissions

### SKYACTIV-DRIVE

Mazda's new-generation, highly efficient automatic transmission combines the best characteristics of all our transmissions.

### SKYACTIV-MT

Mazda's new-generation manual transmission is significantly smaller and lighter, and features a light and crisp shift feel.

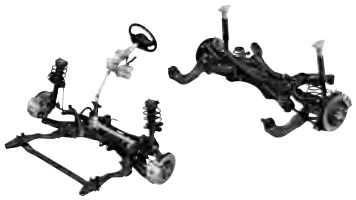
## Platforms

### SKYACTIV BODY

A high-rigidity, lightweight body, that delivers driving pleasure and the highest levels of crash safety performance.

### SKYACTIV CHASSIS

Pursuing the 'oneness between car and driver' achieved in the MX-5, this lightweight chassis has improved comfort and security, while at the same time delivering Mazda's hallmark fun-to-drive feel.

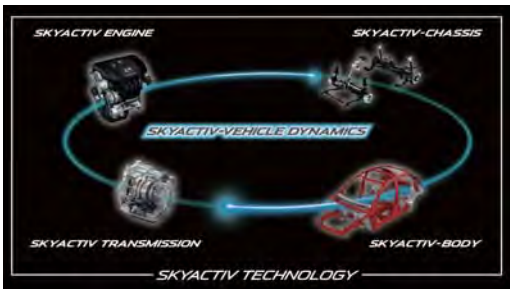


## SKYACTIV-VEHICLE DYNAMICS

The first stage of SKYACTIV-VEHICLE DYNAMICS, Mazda's new-generation vehicle motion control technology, was the development of G-Vectoring Control (GVC).

GVC implements the novel idea of "using the engine to improve chassis performance" and is based on a human-centered development philosophy. It is the world's first* control system to vary engine torque in response to driver steering inputs in order to provide integrated control of lateral and longitudinal acceleration forces (G), and optimize the vertical load on each wheel for smooth and efficient vehicle motion.

* Mazda data of mass-produced vehicles as of June 2016




## i-ELOOP

Mazda's unique brake energy regeneration system uses a capacitor to store electricity. Capacitors can quickly store and release large volumes of electricity and show little deterioration, even with repeated use. These characteristics allow i-ELOOP to efficiently convert kinetic energy into electricity when the vehicle slows down. This electricity is then used to power the car's electrical components. In practical driving situations where vehicles accelerate and decelerate frequently, the system significantly improves fuel economy.

## SKYACTIV-HYBRID

This system improves the overall energy efficiency of the vehicle by providing electric motor assistance when the engine is working at low RPM and low load. Further efficiency improvement (improved fuel economy) is realized by combining the system with i-ELOOP and Mazda's i-stop idling stop technology. SKYACTIV-HYBRID was incorporated in the all-new Mazda3 (Axela) launched in Japan in November 2013. The model realizes outstanding fuel economy without sacrificing the excitement of Mazda's trademark fun-to-drive feel. The car boasts Mazda's characteristic fun-to-drive feel and the irresistible charm of "KODO - Soul of Motion" design, while also preserving the safety features that trust and assist the driver.

# Environment, Safety and Design

## KODO - Soul of Motion design theme

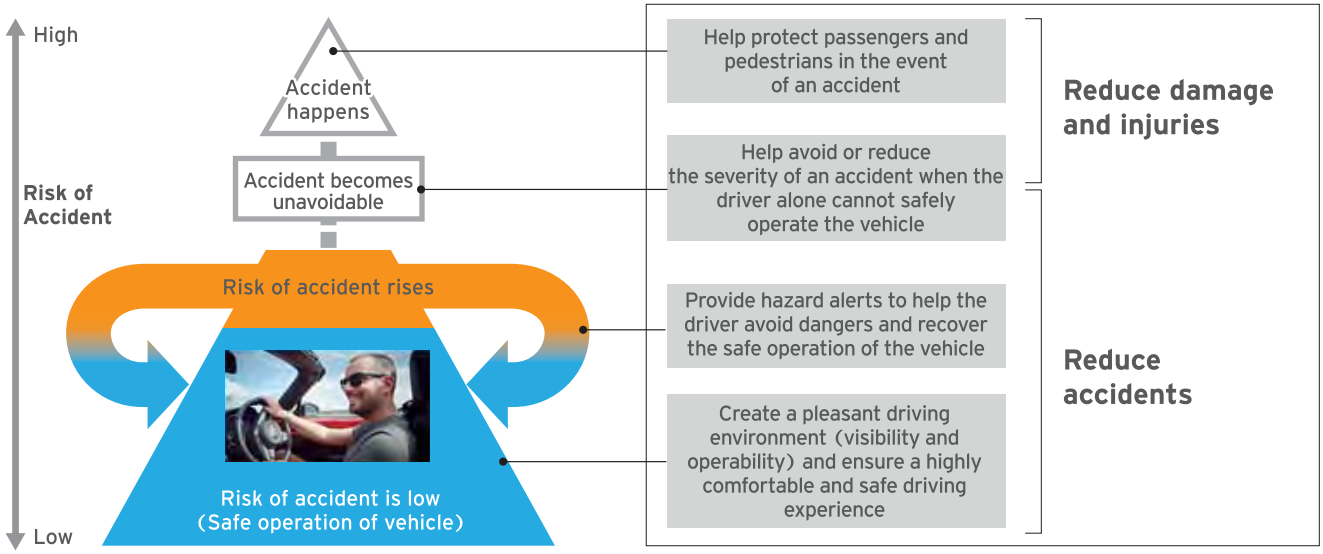
Over the years Mazda has often explored the idea of 'motion' to inspire its unique vehicle designs. The latest rendition of Mazda Design expresses the power and beauty seen in the instantaneous movement of animals. This split-second movement is the ultimate form of motion, filled with vitality and emotion; it is the essence of Mazda's new design language KODO – Soul of Motion. Through this KODO design theme, Mazda is seeking deeper expressions of motion.

From left to right Mazda2, CX-3, CX-5, MX-5, Mazda6, Mazda3

## MAZDA PROACTIVE SAFETY

Mazda's safety philosophy, which guides the research and development of safety technologies, is based on understanding, respecting and trusting the driver.

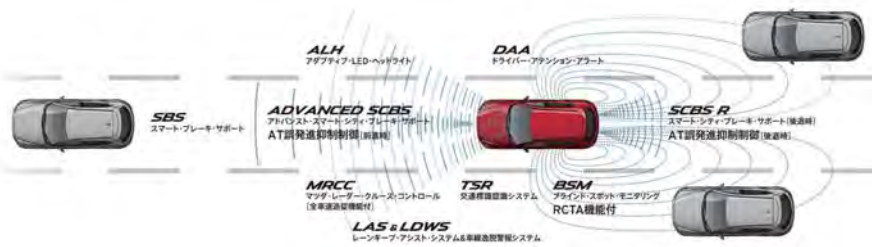
To drive safely it is essential to recognize potential hazards, exercise good judgment and operate the vehicle in an appropriate fashion. Mazda aims to support these essential functions so drivers can drive safely and with peace of mind, despite changing driving conditions. But drivers are human beings, and human beings make mistakes, so Mazda offers an increasing range of technologies which help to prevent and reduce the damage resulting from a collision.




**Customer Usage Conditions** | **Safety Performance Provided by Mazda**

### i-ACTIVSENSE

Mazda's concept of safety technology is "Provide support for the driver". i-ACTIVSENSE is an umbrella term covering a series of advanced safety technologies that make use of detection devices such as milliwave radars and cameras. They includes active safety technologies that support safe driving by helping the driver to recognize potential hazards, and pre-crash safety technologies which helps to avert collisions or reduce their severity in situations where they cannot be avoided.




**Active Safety Technologies** (Prevent accidents)

- Advanced Blind Spot Monitoring (ABSM)
- Rear Cross Traffic Alert (RCTA)
- Driver Attention Alert (DAA)
- Traffic Sign Recognition System (TSR)
- Adaptive Front-lighting System (AFS)
- High-Beam Control (HBC)
- Adaptive LED Headlights (ALH)
- Forward Obstruction Warning (FOW)
- Lane Departure Warning System (LDWS)
- Lane Keep Assist System (LAS)
- Mazda Radar Cruise Control (MRCC)

**Pre-crash Safety Technologies** (Reduce risk of accidents)

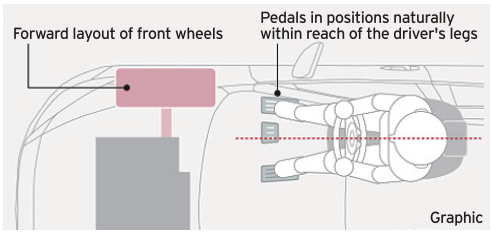
- Smart Brake Support (SBS)
- Smart City Brake Support (SCBS) Forward/Reverse
- Advanced Smart City Brake Support (ADVANCED SCBS)
- Acceleration Control for Automatic Transmission Forward/Reverse

# Providing a Good Driving Environment

Mazda provides support for safe driving with a good driving environment and excellent operating stability.

## Realizing the Ideal Driving Position

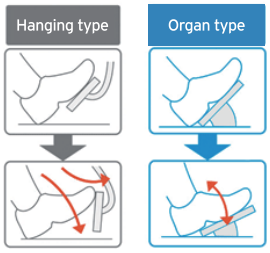
We believe that the layout of a human-centered car should place controls such as the accelerator and brake pedals, and steering wheel in natural locations to make for easier operation in order to make driving more fun and improve safety. The driving position itself is integrated into the car design process by Mazda's ideal driving fundamental of "Jinba-ittai", a sense of connectedness between car and driver, and by adopting a human-centered design philosophy.
The accelerator and brake pedals are laid out in positions where the driver's legs naturally reach while maintaining the ideal driving position. In order to achieve this, we moved the front-wheel house of Mazda vehicles after the CX-5 slightly forward, changing the design of the cars to suit their human drivers. We also determined the horizontal and vertical adjustment ranges of seats and the steering wheel so that the optimal driving position for the majority of persons can be maintained regardless of differences in physique and eye-line zone.




Forward layout of the front wheels provides ideal pedal positions

## Adoption of Organ-Style Accelerator Pedal

The organ-type accelerator pedal provides a pedal trajectory that is the same as that of the foot pressing it. This prevents the heel from slipping when it is contacting the floor while pressing the pedal down, and achieves easy control of the accelerator pedal.
Additionally, the accelerator pedal is located at the position where the foot is naturally placed when sitting in the driver's seat in order to reduce fatigue when driving and prevent erroneous pressing of the pedal in an emergency.




## Heads-Up Cockpit

Mazda has developed a human-machine interface (HMI) to minimize line-of-sight adjustment and posture changes in order to help drivers maintain a stable driving position and concentrate on driving safely, even while dealing with a wide variety of information.

- Simple cockpit laid out in zones for each type of information
- A seven-inch center display is located on the dashboard to allow for checking without lowering the line of sight. ❶
- Commander Control provides operation by feel without having to check visually. ❷
- The Active Driving Display provides a virtual image in front of the meter hood that shows speed, navigation route guidance and similar information. ❸
- It also features voice recognition to control functions by speaking.

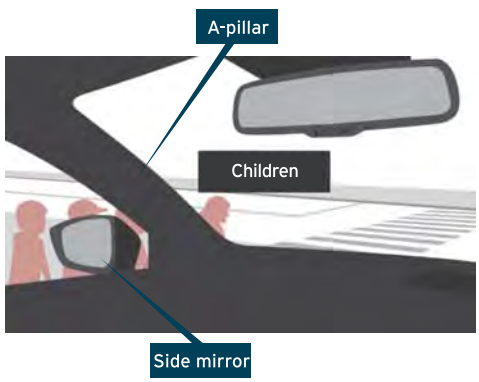

❶Center Display

❷Commander Control


❸Active Driving Display

## Improved Forward Visibility

The key point is that we can perceive an object as long as it is sufficiently visible even if it is partially hidden. Also, there is a discrepancy between the images that we see with our left or right eye respectively, and the image information is transmitted to our brain which perceives it as a synthesized image. We took into account these human characteristics and increased the gap between the A pillar and the side mirror, adjusted the height of the side mirror, and introduced other modifications in order to ensure that children are always partially visible to the driver's left or right eye. A safe level of visibility is to ensure that children are never completely hidden from the driver's view.



# History

# 1920 – 1950

## Corporate

| | | |
|---|---|---|
| 1920 | January | Toyo Cork Kogyo Co. Ltd. is founded in Hiroshima, Japan. Shinpachi Kaizuka becomes president |
| 1921 | March | Jujiro Matsuda becomes president |
| 1927 | September | Company becomes Toyo Kogyo Co., Ltd. |
| 1929 | April | Begins manufacturing Toyo machine tools |
| 1931 | October | Starts 3-wheeled truck Mazda-go production |
| 1932 | — | Starts export of 3-wheeled trucks to Dalian, Mukden, Tsingtao, China |
| 1935 | October | Begins production of rock drills and gauge blocks |
| 1945 | August | Loans part of headquarters' building to Hiroshima prefecture and all functions of the prefecture office are transferred there (until July '46) |
| 1949 | August | Restarts 3-wheeled truck exports (India) |
| 1951 | December | Tsuneji Matsuda becomes president |

## Product

| | | |
|---|---|---|
| 1931 | October | Starts sales of Mazda's first automobile, the 3-wheeled truck, Mazda-go |
| 1950 | June | Introduces first small 4-wheeled truck, Mazda CA |
| 1958 | April | Introduces small 4-wheeled truck Romper (later known as D-series (Mazda Kraft), E-series (Titan)) |

President Jujiro Matsuda

Three-wheeled truck

Machine tools

Rock drill

Romper

Miyoshi Proving Ground upon its completion

# 1960

## Corporate

| | | |
|---|---|---|
| 1961 | July | Enters into technical cooperation with NSU/ Wankel on rotary engines |
| 1962 | January | Begins local assembly in South Korea |
| 1963 | March | Cumulative production reaches 1 million vehicles |
| | June | Begins local assembly in South Africa |
| 1965 | January | Technical cooperation begins with Perkins Services N.V. (U.K.) on diesel engines |
| | May | Completes Miyoshi Proving Ground |
| 1966 | November | Completes new passenger car plant (Ujina) in Hiroshima |
| 1967 | March | Full-scale exports to the European market starts |
| | April | Establishes sales company in Australia |
| 1968 | July | Establishes sales company in Canada |
| 1969 | April | Begins full-scale exports of rotary engine vehicles |

## Product

| | | |
|---|---|---|
| 1960 | May | Introduces Mazda R360 Coupe, first 2-door passenger car for the company |
| 1961 | February | Introduces 4-wheeled light truck B360 (later known as Porter) |
| | August | Introduces Mazda B-series 1500 compact pickup (later renamed Proceed) |
| 1962 | February | Introduces Mazda Carol 600, first 4-door passenger car for the company |
| 1963 | October | Introduces Familia 800 Van |
| 1964 | October | Introduces Familia Sedan |
| 1965 | May | Introduces Light bus (later known as Parkway) |
| 1966 | May | Introduces Mazda Bongo |
| | August | Introduces Mazda Luce |
| 1967 | May | Introduces Mazda Cosmo Sport (110S), first rotary engine vehicle for the company |
| 1969 | April | Introduces 4-wheeled light truck, Porter Cab |
| | October | Introduces mid-size truck, Boxer |

Carol

# 1970

## Corporate

| | | |
|---|---|---|
| 1970 | April | Exports to the U.S. begin |
| | November | Kouhei Matsuda becomes president |
| 1971 | February | Establishes Mazda Motor of America (MMA) |
| 1972 | October | Completes Mazda Training Center in Taibi |
| | December | Cumulative production reaches 5 million units |
| 1974 | April | Completes Miyoshi diesel engine plant |
| 1975 | January | Begins local production in Thailand |
| 1977 | December | Yoshiki Yamasaki becomes president |
| 1978 | November | Cumulative production reaches 1 million units for rotary-engine cars |
| 1979 | June | Cumulative production reaches 10 million units |
| | November | Enters into a capital tie-up with Ford Motor Company |

## Product

| | | |
|---|---|---|
| 1970 | May | Introduces Mazda Capella (RX-2) |
| 1971 | September | Introduces the Grand Familia |
| | | Introduces Mazda Savanna (RX-3) |
| 1972 | June | Introduces micro-mini, Shante |
| 1975 | March | Introduces Road Pacer |
| | October | Introduces Mazda Cosmo |
| 1978 | March | Introduces Mazda Savanna RX-7 (RX-7) |

R360 Coupe

Cosmo Sport (110S)


1st generation Savanna RX-7 (RX-7)

Eunos Roadster (MX-5)

# 1980

## Corporate

| | | |
|---|---|---|
| 1981 | December | Starts operations at Hofu transmission plant (Nakanoseki area)<br>Establishes Autorama (begins to supply products from October 1982) |
| 1982 | September | Production begins at the Hofu Plant (Nishinoura district) |
| 1983 | April | Begins local production in Colombia (establishes CCA) |
| 1984 | May | Company is renamed Mazda Motor Corporation |
| | October | Establishes the Mazda Foundation |
| | November | Kenichi Yamamoto becomes president |
| 1985 | January | Establishes Mazda Motor Manufacturing (USA) Corporation (MMUC), later called AutoAlliance International (AAI) |
| | March | Establishes Mazda Motor Corporation Beijing Representative Office |
| 1986 | April | Cumulative production of Mazda rotary-engine vehicles reaches 1.5 million units |
| | December | Mazda R&D Center in Ann Arbor is completed |
| 1987 | April | Cumulative production reaches 20 million units in Japan |
| | June | Mazda opens a new research center in Yokohama, Japan |
| | December | Norimasa Furuta becomes president<br>Reaches an OEM agreement for micro-mini vehicles with Suzuki Motors Co., Ltd. |
| 1988 | May | Completes the Mazda Research and Development Center in Irvine, CA. (U.S.) |
| 1989 | April | Establishes Mazda Eunos and Mazda Autozam dealership channels |
| | June | Tokyo Branch renamed Tokyo Head Office |

## Product

| | | |
|---|---|---|
| 1980 | December | 5th generation Mazda Familia (GLC/323) wins Japan Car of the Year |
| 1982 | December | 4th Generation Capella (Telstar) wins Japan Car of the Year award |
| 1983 | June | Introduces Mazda Bongo Brawny van and wagon series (E-series) |
| 1986 | February | Introduces Festiva |
| 1987 | January | Introduces Mazda Etude |
| 1988 | October | Introduces Persona |
| 1989 | June | Introduces Mazda Scrum (Suzuki OEM) |
| | September | Introduces Eunos Roadster (MX-5) |
| | November | Introduces Eunos 100 and Eunos 300 |


5th generation Familia (GLC/323)

# History

# 1990

## Corporate

| | | |
|---|---|---|
| 1990 | May | Completes the European R&D Representative Office (MRE) in Germany |
| | December | Cumulative production reaches 25 million units |
| 1991 | June | Mazda 787B No.55 wins the Le Mans 24-Hour endurance race, claiming the first victory for a Japanese automobile and the rotary engine |
| | November | Establishes Anfini sales channel (formerly Mazda Auto) in Japan |
| | December | Yoshihiro Wada becomes president |

## Product

| | | |
|---|---|---|
| 1990 | January | Introduces Mazda MPV |
| | April | Introduces Eunos Cosmo |
| | September | Introduces Autozam Revue (121) |
| 1991 | May | Introduces Mazda Sentia (929) |
| | June | Introduces Eunos Presso and Autozam AZ-3 |
| | October | HR-X hydrogen rotary engine concept car is shown at the Tokyo Motor Show<br>Introduces Mazda Cronos |
| | November | Introduces Anfini MS-6 and Anfini MS-9 |

Mazda 787B during the 59th Le Mans 24-Hour endurance race


1st generation MPV

Eunos Cosmo


Eunos 800

## Corporate

| | | |
|---|---|---|
| 1992 | February | Full-scale production starts in Hofu Plant No.2 |
| | April | The 'Mazda Global Environmental Charter' is adopted |
| | September | Starts local production in China |
| 1993 | March | Formulates Environment-Related Activity Promotion Plan (Mazda Environmental Voluntary Plan) |
| | May | Cumulative production at AAI in the US reaches 1 million units |
| 1994 | November | Mazda acquires the ISO 9002 certificate, first among Japanese auto makers |

## Product

| | | |
|---|---|---|
| 1992 | January | Introduces Mazda MX-6 to the Japanese market |
| | February | Introduces Eunos 500 (Xedos 6) |
| | March | Introduces Anfini MS-8 |
| | May | Introduces Autozam Clef |
| | October | Introduces Autozam AZ-1 |
| | November | Develops a passenger car with a natural gas engine |
| 1993 | January | Electric-powered vehicles based on the Mazda MX-5 are developed<br>Develops Miller-cycle engine |
| | April | Introduces Mazda Lantis (323F) |
| | September | Introduces Eunos 800 (Xedos 6) |
| | October | Mazda develops a compressed natural gas-powered truck (Titan base) |
| 1994 | February | Introduces Mazda AZ-Wagon (Suzuki OEM) |
| | September | Introduces Mazda Familia Van (Nissan OEM) |

# 1995

## Corporate

**1995** **April** Cumulative production in Japan reaches 30 million units
**November** Establishes AutoAlliance (Thailand) Co., Ltd. (AAT)
(Actual operations start in February 1996)
**1996** **April** Anfini dealerships renamed Mazda Anfini
Eunos dealerships integrated into Mazda Anfini or Mazda dealerships
**June** Mazda acquires ISO 9001 certification, the highest attainable quality mark in the ISO 9000 series, first among Japanese automakers
Henry D.G. Wallace becomes president
**1997** **June** Inaugurates its new brand symbol, the Mazda M
**October** North American operations are streamlined (MNAO commences operations)
**November** James E. Miller is appointed president
**December** Establishes Ethics Committee

## Product

**1995** **February** Introduces Mazda Proceed Levante
**June** Introduces Mazda Bongo Friendee
**1996** **August** Introduces Mazda Demio
**October** Mazda Demio receives RJC New Car of the Year award
**1997** **December** Mazda develops the Mazda Demio FCEV, fuel-cell electric vehicle

1st generation Demio (Mazda2)


AutoAlliance (Thailand) Co., Ltd. (AAT)

Mazda Motor Logistics Europe N.V. (MLE)


1st generation Premacy (Mazda5)

## Corporate

**1998** **January** Changes corporate symbol
**March** Consolidates European business (MME commences operations)
**April** Formulates Product Philosophy
**May** AAT starts production
**August** Establishes Mazda Motor Logistics Europe N.V. (MLE)
**September** Hofu Nishinoura plant acquires ISO 14001 certification
**December** AAT commences exports
**1999** **June** Cumulative production at AAI reaches 2 million units
Mazda reaches an agreement with Mitsubishi to supply small commercial vehicles to Mitsubishi
**September** Entire Hofu Plant obtains environmental ISO certification
**December** Mark Fields becomes president

## Product

**1998** **May** Introduces Mazda Bongo EV, electric vehicle
**October** Introduces AZ-Offroad (Suzuki OEM)
Introduces Carol (Suzuki OEM) (4th generation)
**1999** **March** Introduces Mazda Laputa (Suzuki OEM)
**April** Develops aldehyde remover, Life Breath
Introduces Mazda Premacy

Mazda Bongo Friendee

# History

# 2000

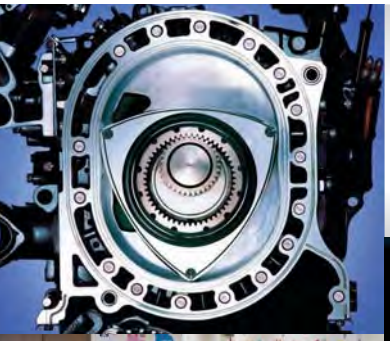
## Corporate

| | | |
|---|---|---|
| **2000** | **April** | Mazda participates in a government supported joint project to test run fuel cell vehicles |
| | **June** | All Mazda plants in Japan acquire ISO 14001 environmental management certification |
| | **July** | Introduces a website for the media<br>Establishes brand DNA common to all passenger cars |
| | **August** | AAT-produced pickup trucks reach 100,000 units |
| | **November** | Announces mid-term plan, Millennium Plan |
| **2001** | **January** | Mazda expands use of recycled materials made from end-of-life bumpers |
| | **February** | Introduces the 'build-to-order' system, a first in Japan |
| | **September** | Closes Ujina Plant No.2 (until May 2004) |

## Product

| | | |
|---|---|---|
| **2000** | **July** | Mazda Roadster is recognized as the world's top selling lightweight open-top two-seater sports car model by the Guinness World Records (565,779 production units) |
| | **October** | Introduces Titan Dash |
| | **November** | Introduces Tribute |
| **2001** | **February** | Develops a new fuel-cell electric vehicle, Premacy FC-EV.<br>First test run on public roads in Japan |
| | **December** | Develops high-strength plastic technology for new module carriers |

Tribute



RENESIS

Company day-care center

Demio (Mazda2) SPORT


1st generation Axela (Mazda3)


1st generation Atenza (Mazda6)

## Corporate

| | | |
|---|---|---|
| **2002** | **January** | Cumulative production volume at Hofu Plant reaches 5 million units<br>Completes Nakasatsunai Proving Ground in Hokkaido<br>Commences production of MZR engines |
| | **March** | Opens company day-care center |
| | **April** | Introduces new brand message 'Zoom-Zoom' |
| | **May** | Enhances corporate governance by taking measures such as the introduction of an executive officer system |
| | **June** | Lewis Booth becomes president |
| | **August** | Sells auto leasing business to SB Auto Leasing Company |
| | **September** | Transfers business in subsidiary Mazda Earth Technologies Co., Ltd. to Sandvik Tamrock Japan Co., Ltd. |
| | **December** | Mazda establishes Management Advisory Committee to further enhance corporate governance |
| **2003** | **January** | Begins production of RENESIS rotary engine<br>Starts production of Mazda6 at FAW Car Company in China<br>Starts production of the Mazda2 in Europe at the Ford Valencia plant<br>(ends June 2007) |
| | **July** | Mazda and Isuzu agree on OEM supply of Isuzu small truck |
| | **August** | Hisakazu Imaki becomes president |

## Product

| | | |
|---|---|---|
| **2002** | **February** | Introduces Mazda Spiano (Suzuki OEM) |
| | **May** | Introduces Mazda Atenza (Mazda6) |
| | **July** | Minimizes environmental impact with semi-dry machining process<br>Develops world's first environmentally friendly painting technology |
| | **November** | Mazda Atenza wins RJC New Car of the Year award |
| | **December** | Begins public road trials of Advanced Safety Vehicle (ASV) |
| **2003** | **February** | Mazda introduces a world first aluminum joining technology using friction heat |
| | **April** | Mazda develops an impact-absorbing hood |
| | **May** | Develops an emissions reduction technology for diesel engines where the particulate matter is reduced by over 75% compared to the current model |
| | **June** | Mazda's RENESIS engine wins International Engine of the Year award |
| | **September** | Mazda develops a new paint stripping technology for recycling bumpers which removes 99.9% of paint to produce high quality material for new bumpers |
| | **October** | Introduces Mazda Axela (Mazda3) |
| | **November** | RENESIS rotary engine named RJC Technology of the Year<br>Mazda RX-8 wins RJC Car of the Year award |
| | **December** | Mazda6 named Car of the Year in China |

# 2004

## Corporate

**2004** **February** Starts sales of micro-mini vehicles in all dealership networks and expands cross-channel offerings of registered vehicles
**April** Ends production at the Hiroshima plant's F Plant to strengthen its production system
**May** Commences operations at retooled Ujina Plant No.2
**September** Transfers all shares in Mazda Car Rental Corporation
**December** Ujina Plant No.1 fire
**2005** **February** Hydrogen fueling station opens
Celebrating Mazda's 85th anniversary, the newly-renovated Mazda Museum opens
**April** Commences an advanced automobile technology research project with the Hiroshima University Graduate School Engineering Research Dept.
Operation of Ujina Plant No.1 paint line recommences
**August** Opens China Engineering Support Center

## Product

**2004** **May** Mazda's RENESIS wins 2.5-3.0 liter category of International Engine of the Year for second year running
**June** Introduces Mazda Verisa
**October** Starts public road testing of the RX-8 Hydrogen RE vehicle
**November** Mazda's Three Layer Wet Paint technologies wins the Minister of Environment Award for prevention of global warming
**2005** **March** Bumper-to-bumper recycling technology is introduced to produce new bumpers for the RX-8
**April** Mazda resumes Ujina Plant No.1 paint shop operations with the new state-of-the-art Three Layer Wet Paint system installed
**June** Develops world's first steel-to-aluminum friction spot welding technology
**November** 3rd generation Mazda Roadster wins Japan Car of the Year

Verisa


Mazda Museum

Opening ceremony for Mine Proving Ground


CX-7

3rd generation Roadster (MX-5/Miata)

## Corporate

**2006** **January** Mazda and Mitsubishi Corporation establish new energy supply company for Japan operations
**February** Starts production of Mazda3 at Changan Ford Mazda Automobile plant in Chongqing
**April** Mazda Autozam sales channel in Japan cumulative sales reach 1 million units
**May** Holds opening ceremony for Mine Proving Ground
**July** The car-carrying vessel, Cougar Ace, becomes stricken at sea
**2007** **March** Announces new Mazda Advancement Plan mid-term business plan
Sets long-term vision for technology development: Sustainable Zoom-Zoom
**April** Starts engine mass production at the Changan Ford Mazda Automobile Co., Ltd. (Nanjing)
**May** Receives certification of the Japanese Government's Kurumin mark
Celebrates the 40th anniversary of the Rotary Engine vehicle
**July** 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
Mazda Enhances Green Distribution System Between Hiroshima and the Tokai District
**October** Changan Ford Mazda Automobile Nanjing Plant commences production of the new Mazda2

## Product

**2006** **February** Begins commercial leasing of world's first rotary hydrogen vehicle (RX-8 Hydrogen RE)
**May** Mazda develops high-strength heat-resistant bioplastic for interior parts with Hiroshima area partners
**November** Mazda MPV 2.3L DISI turbo engine vehicle wins the Chairperson's Award of the Eco-Products Awards Steering Committee
**December** Introduces Mazda CX-7 to the Japanese market
**2007 September** Develops world's first biofabric made with 100% plant-derived fiber for vehicle interior
**October** Develops world-first catalyst material structure for autos using single-nanotechnology
**November** 3rd generation Mazda Demio wins RJC Car of the Year award
Participates in Norwegian National Project, HyNor, by providing hydrogen cars to Norway from summer 2008

RX-8 Hydrogen RE

# History

# 2008

## Corporate

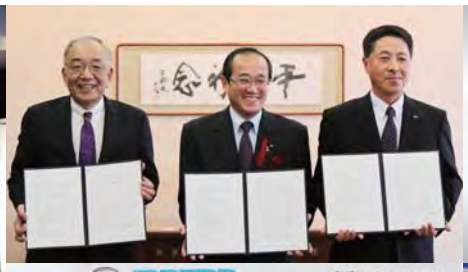
**2008**
**February** Receives Japan's first Human Rights Merit Award
**March** Forms strategic alliance in auto financing business in Japan
**April** Launches the environment management system 'Eco-action 21' among Japanese distributors
**June** Launches new Global Visual Identity to express the company's brand identity
Announces plan to reduce $CO_2$ emissions
Announces plan to improve vehicle fuel economy 30% by 2015
**July** Establishes Mazda Parts Co., Ltd. in Japan
**September** Commences vehicle transport on the Trans-Siberian Railroad
**October** Mazda Museum welcomes 1 millionth visitor
**November** Takashi Yamanouchi becomes president
**December** Obtains naming rights for the new Hiroshima baseball stadium and names the stadium Mazda Zoom-Zoom Stadium Hiroshima

## Product

**2008**
**January** Conducts ITS test on public roads as part of a Hiroshima prefecture industry-academic-government group
**March** Realizes Japan first rear vehicle monitoring system
3rd generation Mazda2 wins World Car of the Year award
Starts public test driving of the Advanced Safety Vehicle, ASV
**June** Starts industry-academia-government collaboration to realize non-food-based bioplastics by 2013
Gains government approval to begin public road tests in Japan for the Mazda Premacy Hydrogen RE Hybrid
**July** Introduces new Mazda Biante
**September** Develops a unique idling stop system using direct injection engine technology
Develops plastic molding technology which reduces consumption of plastic resins by 30%

Ceremony for the 1 millionth visitor to Mazda Museum


Ceremony held after being granted naming rights for the new Hiroshima baseball stadium



1st generation Biante


Mazda Premacy Hydrogen RE Hybrid
(Delivered to Hiroshima City, Hiroshima Prefecture)

Mazda2 wins the 2008 World Car of the Year award

## Corporate

**2009**
**March** Opens training centers in Beijing, Shanghai and Shenzhen
**April** Increases capital investment from 25% to 40% in FAW Mazda Motor Sales Co. Ltd (FMSC)
**July** Inaugurates new passenger car plant at AutoAlliance Thailand (AAT)


2nd generation Axela (Mazda3) Sport

## Product

**2009**
**January** Cuts precious metal usage 70% with new single-nanocatalyst
**February** Participates in 'ITS-Safety 2010' combined road trials
**March** 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, Premacy Hydrogen RE Hybrid
**June** Succeeds in developing world's lowest environmental impact water-based paint system, Aqua-tech, and launches it in Ujina Plant No.1
**November** Mazda i-stop wins RJC Technology of the Year award
Mazda Axela and Mazda Biante with i-stop win Eco-Products Award in Japan
Provides Demios as the base architecture for the electric vehicle test project, Tsukuba Environmental Style Test Project

# 2010

## Corporate

**2010** **March** Agrees to hybrid system technology license with Toyota Motor Corporation
**April** A joint program by Mazda Foundation and Hiroshima University, Science Waku-Waku project wins the 2010 Ministry of Education, Culture, Sports, Science and Technology award
**September** Joins Hiroshima Moritsukuri Forum. Begins forest conservation activities in the local community through Mazda no Mori (Mazda Forest)
**2011** **January** Nissan and Mazda agree on new OEM contract with Nissan
**February** Mazda and Hiroshima University sign comprehensive cooperation agreement
**June** Establishes vehicle production facility in Mexico and sales company in Brazil with Sumitomo
Implements outside director system
**October** Mazda and Sumitomo Corporation hold groundbreaking ceremony to mark start of construction of the new plant in Mexico
Local assembly of Mazda2 begins at Vina Mazda's new plant in Vietnam

## Product

**2010** **September** Announces new design theme KODO - Soul of Motion
**October** Announces next-generation SKYACTIV TECHNOLOGY
**February** Builds 900,000th Roadster/MX-5, applies to Guinness World Records to update record for best-selling two-seat sports car
**2011** **May** Mazda3/Axela global production reaches 3 million units
**June** Launches Demio with highly-efficient direct-injection SKYACTIV-G 1.3 gasoline engine
**September** Launches second SKYACTIV model in Japan, Axela (Mazda3)
**November** Launches final special edition of the RX-8; Mazda RX-8 SPIRIT R
New engine SKYACTIV-G 1.3 wins RJC Technology of the Year Award
Develops brake energy regeneration system for a passenger car that uses a capacitor

All-new CX-5


Mazda Shinari

Mexico plant "MMVO"


3rd generation Atenza (Mazda6)

SKYACTIV-D 2.2

Mazda Connect


## Corporate

**2012** **January** Completes new wing of the Mazda Hospital (in-patient ward)
**May** Begins discussions with Fiat regarding development and production of new open-top two-seater sports car
**July** Increases production capacity of SKYACTIV-G and SKYACTIV-D engines to 800,000 units per annum
**September** Established Mazda SOLLERS, a local production company in Russia in partnership with Sollers
Mazda and Malaysia's Bermaz establish joint venture company Mazda Malaysia
**November** Reached agreement with Toyota to produce Toyota vehicles at new plant in Mexico
**2013** **January** Signed agreement with Fiat to produce a new Alfa Romeo
**April** Takashi Yamanouchi, then president and CEO is awarded Mexico's Order of the Aztec Eagle
**June** Masamichi Kogai becomes President
**July** Begins construction of new transmission plant in Thailand
**August** Announces addition of engine machining factory to Mexican plant
Announces increase in production capacity for SKYACTIV engines in Japan to 1 million units
Hofu Plant builds ten millionth car
Establishes a new national sales company in South Africa
Obtains naming rights for Hiroshima baseball stadium, keeps name Mazda Zoom-Zoom Stadium Hiroshima

## Product

**2012** **February** Launches Mazda CX-5, a new crossover SUV which adopts the full range of SKYACTIV technologies and advanced safety technology, Smart City Brake Support
**June** Launches Mazda Flairwagon micro-mini, an OEM vehicle from Suzuki
**October** Begins leasing the Demio EV (electric vehicle)
**November** The Mazda CX-5 with SKYACTIV-D 2.2 wins Car Technology of the Year award from Japan Automotive Hall of Fame
Launch of 3rd generation Atenza (Mazda6) featuring advanced safety technology, i-ACTIVSENSE
Mazda CX-5 wins the 2012-2013 Car of the Year Japan
**2013** **January** Launched upgraded Premacy
**May** Launched upgraded Biante
**September** Mazda Atenza ASV-5 advanced safety vehicle begins trials on public roads
**November** Launches 3rd generation Mazda3 (Axela)
3rd generation Atenza (Mazda6) wins Emotional Award of 2013-2014 Car of the Year Japan
3rd generation Atenza (Mazda6) wins RJC Car of the Year

# History

# 2014

Demio

## Corporate

**2014** **January** Production starts at new plant in Mexico
**February** Opening ceremony for new plant in Mexico
**March** Production of all-new Mazda3 begins in Thailand
**April** Production of all-new Mazda6 and all-new Mazda3 begins in China
**May** Construction of (Mazda-exclusive) vehicle assembly plant is completed in Malaysia
Operations begins at new national sales company in Columbia
**June** Accumulated production volume of Axela (Mazda3) for driving schools reaches 10,000 units
**July** Operations begin at new national sales company in Taiwan
Production of all-new Mazda2 (Demio) begins at Hofu Plant
Announces new-generation dealership in Japan
Announces production capacity increase for SKYACTIV transmissions at Hofu (Nakanoseki)

## Product

**2014** **February** Global production of Mazda3 (Axela) reaches 4 million units
**April** Global production of SKYACTIV models reaches one million units
**September** World premiere of all-new Mazda MX-5 (Roadster)
Pre-sale orders for all-new Demio (Mazda2) begin in Japan
**October** All-new Demio (Mazda2) wins 2014-2015 Car of the Year Japan
**November** All-new Demio Wins Good Design Gold Award 2014 in Japan
SKYACTIV-D 1.5 awarded 11th Eco-Products Award

BT-50

All-new CX-3

Premiere of all-new Roadster (MX-5/Miata) (photo taken at THANKS DAY in JAPAN)

Opening ceremony at the assembly plant in Malaysia


Mazda RX-VISION

## Corporate

**2014** **August** Mazda Technology for Kids receives Prime Minister's Award in Kids Design Awards 2014
**September** Production of all-new Mazda2 begins in Thailand
Mazda renews headquarters' lobby
**October** Production of all-new Mazda2 begins in Mexico
Mazda vehicles now available in all ten ASEAN member countries
**December** Mazda6 global production reaches 3 million units
**2015** **January** Mazda starts production at new transmission plant in Thailand
**May** Toyota and Mazda team up to make cars better
Hiroshima Industry-University-Government Collaboration Promotion Conference on Automobile Sector
**July** Mazda starts production of freshened Mazda BT-50 in Thailand
**September** Mazda's Miyoshi Proving Ground celebrates 50th anniversary
**November** Aqua-tech Paint System wins Prime Minister's Prize of the 6th Monozukuri Nippon Grand Award
**December** Ranked number one in the Corporate Average Fuel Economy of the EPA's (US Environmental Protection Agency) Fuel Economy Trends Report for the third consecutive year

## Product

**2015** **January** Mazda releases updated Mazda Atenza and Mazda CX-5
**February** Mazda CX-3 goes on sale in Japan
**March** Three New Mazdas capture 2015 Red Dot Awards
**May** All-new Mazda Roadster goes on sale in Japan
**June** Mazda Introduces Digital Owner's Manuals Starting with All-New Roadster in Japan
**July** Mazda participates in 2015 Goodwood Festival of Speed
Adaptive LED Headlight wins the 9th Kids Design Award
**September** Mazda to Unveil Mazda KOERU Concept at Frankfurt Motor Show
Mazda receives German Design Awards in three categories
**October** Mazda Reveals Mazda RX-VISION Concept at Tokyo Motor Show
**November** 4th generation Mazda Roadster wins Car of the Year award from Japan Automotive Hall of Fame
World premiere of the CX-9, a new 3-row seating mid-size crossover SUV, at the Los Angeles Auto Show
**December** 4th generation Mazda Roadster wins Japan Car of the Year
Global production of new-generation products reaches three million units

# 2016

## Corporate

**2016**

**January** Opens Mazda Brand Space Osaka

**February** Strengthens the domestic sales structure by further improving brand value

**April** Starts global roll-out of Aqua-tech Paint System

**May** Wins the 8th Japan Marketing Award

**June** Mazda and Nishikido begin sales of assorted Momiji manju cakes in package commemorating one million MX-5s produced
Starts collaborative research with the University of Hyogo

**July** Mazda and Isuzu agree on OEM supply of Isuzu next-generation pick-up trucks

**August** Announces increase in engine production capacity at Thai powertrain plant

**September** Signs special investment contract with the Russian government for establishment of an engine plant by the joint venture production company created with the Russia's Sollers

**November** Introduces Mazda car insurance: Sky Plus
Ranked number one in the Corporate Average Fuel Economy of the EPA's Fuel Economy Trends Report for the fourth consecutive year

**December** Starts production of CX-3 at Hofu Plant

## Product

**2016**

**January** Mazda RX-VISION selected as the most beautiful concept car in France

**February** Production of all-new Mazda CX-9 begins

**March** Announces plans for sponsorship of 2016 motor sport events
World premiere of MX-5 RF retractable hard roof model
4th generation Mazda Roadster wins World Car of the Year and World Car Design of the Year

**April** World premiere of CX-4, an all-new crossover SUV
Production of Roadster reaches one million units

**May** Global production of Mazda3 (Axela) reaches five million units
CX-3 wins the JNCAP Five Star Award with the highest score for 2015
Combustion chamber structure of SKYACTIV-D wins the Imperial Invention Prize of the 2016 All-Japan Invention Awards

**July** Mazda3 (Axela) is updated
Announces SKYACTIV-VEHICLE DYNAMICS, a new-generation vehicle motion control technology

**August** Mazda6 (Atenza) receives product update
G-Vectoring Control and automatic brake technology win the 10th Kids Design Award

Mazda Brand Space Osaka

Vehicle representing the one-millionth unit mark in the Roadster (MX-5/Miata) production

CX-8

CX-9

## Corporate

**2017**

**February** Recognized as a Certified Health and Productivity Management Organization - White 500

**March** Production of all-new CX-5 confirmed at Hofu Plant
Announces the standardization of the "i-ACTIVSENSE" advanced safety technology

**August** Toyota and Mazda sign an agreement to enter a business and capital alliance
Announces long-term vision for technology development "Sustainable Zoom-Zoom 2030"

Mazda MX-5 (Roadster) RF

## Product

**2016**

**October** Production of MX-5 RF begins
Announces product updates for CX-3 and Mazda2 (Demio)

**November** Mazda MX-5 (Roadster) RF debuts in Japan
World premiere of all-new CX-5 at Los Angeles Auto Show
Announces new body color Soul Red Crystal
CX-4 wins 2017 Chinese Car Design of the Year award for the first time

**December** Axela (Mazda3) achieves the highest rank "ASV++" in the 2016 Japan New Car Assessment Program
Roadster (MX-5/Miata) RF wins the 2016 Auto Color Award
Mazda CX-5 Goes on Sale in Japan

**2017**

**March** CX-3 wins the Thailand Car of the Year 2016 award
"SOUL of MOTION" fragrance representing the "KODO - Soul of Motion" design wins the golden iF Design Award 2017 (packaging discipline) in Germany

**April** Launches Demio (Mazda2) with advanced safety technology as standard equipment
First stage in the standardization of "i-ACTIVSENSE," all models classified in the "Safety Support Car S (Sapo Car S/Basic)" category
MX-5 RF wins the 2017 Red Dot: Best of the Best award in Germany

**June** CX-3 passes the Worldwide harmonized Light duty driving Test Cycle (WLTC)
Adds a gasoline engine model to the CX-3 lineup

**July** All the Mazda target models included in the IIHS safety test in the United States are given the highest "2017 Top Safety Pick+" ranking

**August** Updates the Axela (Mazda3) models - introduces the "360° View Monitor"

## ■Updates

Updates on Directors, Officers and Auditors and Company Profile can be accessed at the following
http://www.mazda.com/profile/outline/library.html

## ■Mazda Information Disclosure Tools

Mazda's approach, activities and data are also included in the following materials.

### Sustainability Report

Mazda's CSR (Corporate Social Responsibility) report
http://www.mazda.com/csr/download/

### Annual Report

Mazda's annual report for investors
http://www.mazda.com/investors/library/annual/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