

COMPANY PROFILE

As of March 31, 2023

Company name	Mazda Motor Corporation		
Founded	January 30, 1920		
Head office	3-1 Shinchu, Fuchu-cho, Aki-gun, Hiroshima 730-8670, Japan		
Representative	Masahiro Moro as Representative Director, President and CEO (appointed June 27, 2023)		
Main business	Manufacture and sales of passenger cars and commercial vehicles		
Stock information	Authorized:	1,200,000,000	
	Shares issued:	631,803,979	
	Number of shareholders:	132,385	
Major shareholders	Shareholder name	No. of shares held (Thousands of shares)	Ratio (%)
	• The Master Trust Bank of Japan, Ltd. (Trust)	97,975	15.55
	• Custody Bank of Japan, Ltd. (Trust)	32,328	5.13
	• Toyota Motor Corporation	31,928	5.07
	• NORTHERN TRUST CO. (AVFC) RE SILCHESTER INTERNATIONAL INVESTORS INTERNATIONAL VALUE EQUITY TRUST	11,414	1.81
	• STATE STREET BANK WEST CLIENT TREATY - 505234	10,412	1.65
	• SSBTC CLIENT OMNIBUS ACCOUNT	10,273	1.63
	• Sumitomo Mitsui Banking Corporation	10,191	1.62
	• JP MORGAN CHASE BANK 385781	7,649	1.21
	• Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.	6,563	1.04
	• Itochu Automobile Investment LLC	6,051	0.96
	* The calculation for the shareholding ratio excludes treasury stock (1,834,326 shares).		
Capital	284 billion yen		
Employees	Non-consolidated total: 23,144 (Male: 20,789, Female: 2,355)* ¹		
	Consolidated total: 48,481* ²		
Research and development sites	Head Office, Mazda R&D Center (Yokohama), Mazda North American Operations (U.S.A), Mazda Motor Europe (Germany), China Engineering Support Center (China)		
Production sites	Japan: Hiroshima Plant (Head Office, Ujina), Hofu Plant (Nishinoura, Nakanoseki), Miyoshi Plant Overseas: China,* ³ Thailand, Mexico, U.S.A., Vietnam,* ⁴ Malaysia* ⁴		
Sales companies	Japan: 198, Overseas: 132		
Principal products	Four-wheeled vehicles, gasoline reciprocating engines, diesel engines, automatic and manual transmissions for vehicles		

*¹ The "Non-consolidated" numbers exclude the number of employees dispatched to Mazda Motor Corporation from other companies, but include the number of Mazda Motor Corporation employees dispatched to other companies.

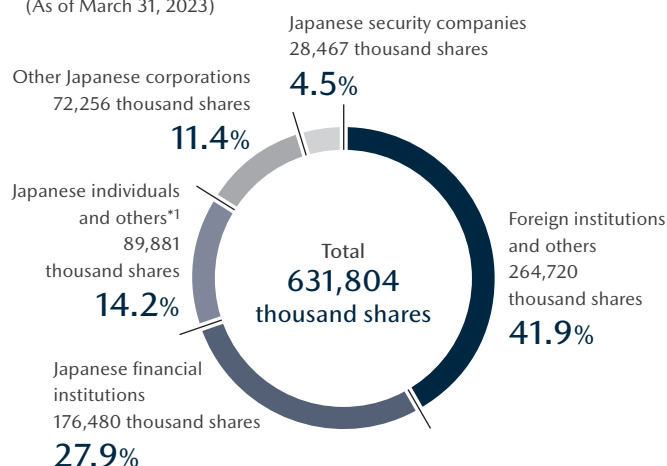
*² The "Consolidated" numbers exclude the number of Mazda Group employees dispatched to companies outside the Group, but include the number of employees dispatched to Mazda Group companies from outside the Group.

*³ Production outsourcing at China FAW Group Corporation Limited ended in July 2023.

*⁴ Assembly only (Volume is not disclosed.)

Breakdown of Shareholders

(As of March 31, 2023)



*¹ The treasury stock is included in Japanese individuals and others.

Mazda Motor Corporation Global Website

<https://www.mazda.com/en>



MAJOR AFFILIATES

As of March 31, 2023

CONSOLIDATED SUBSIDIARIES (70)

Company name	Country/region	Mazda's share	Business
Mazda Motor of America, Inc.	Irvine, California, U.S.A.	100%	Distribution of vehicles and parts
Mazda Canada Inc.	Richmond Hill, Ontario, Canada	100%	Distribution of vehicles and parts
Mazda Motor de Mexico, S. de R.L. de C.V.	Mexico City, Mexico	100%	Distribution of vehicles and parts
Mazda Servicios de Mexico, S. de R.L. de C.V.	Mexico City, Mexico	100%	Outsourced services for Mazda Motor de Mexico
Mazda Motor Manufacturing de Mexico, S.A. de C.V.	Salamanca, Guanajuato, Mexico	100%	Production and sales of vehicles
Mazda Motor (Deutschland) GmbH	Leverkusen, North Rhine-Westphalia, Germany	100%	Distribution of vehicles and parts
Mazda Motor Logistics Europe N.V.	Willebroek, Antwerp, Belgium	100%	Distribution of vehicles and parts
Mazda Motor Europe GmbH	Leverkusen, North Rhine-Westphalia, Germany	100%	Overall management of business in Europe
Mazda Automobiles France S.A.S.	Saint-Germain-en-Laye, France	100%	Distribution of vehicles and parts
Mazda Motors UK Ltd.	Dartford, Kent, U.K.	100%	Distribution of vehicles and parts
Mazda (Suisse) S.A.	Petit-Lancy, Switzerland	100%	Distribution of vehicles and parts
Mazda Motor de Portugal Lda.	Lisbon, Portugal	100%	Distribution of vehicles and parts
Mazda Motor Italia S.r.l.	Rome, Italy	100%	Distribution of vehicles and parts
Mazda Automoviles Espana, S.A.	Madrid, Spain	100%	Distribution of vehicles and parts
Mazda Austria GmbH	Klagenfurt, Austria	100%	Distribution of vehicles and parts
Mazda Motor Rus, OOO	Moscow, Russia	100%	Distribution of vehicles and parts
Mazda Australia Pty Ltd.	Mulgrave, Victoria, Australia	100%	Distribution of vehicles and parts
Mazda Motors of New Zealand Ltd.	Auckland, New Zealand	100%	Distribution of vehicles and parts
Mazda Sales (Thailand) Co., Ltd.	Bangkok, Thailand	96%	Distribution of vehicles and parts
Mazda Powertrain Manufacturing (Thailand) Co., Ltd.	Chonburi, Thailand	100%	Production and sales of vehicles
Mazda Malaysia Sdn. Bhd.	Selangor, Malaysia	70%	Production (consignment) and sales of vehicles
Mazda Motor (China) Co., Ltd.	Shanghai, China	100%	Overall management of business in China
Mazda Motor Taiwan Co., Ltd.	Taipei, Taiwan	100%	Distribution of vehicles and parts
Mazda Southern Africa (Pty) Ltd.	Johannesburg, Republic of South Africa	70%	Distribution of vehicles and parts
MAZDA DE COLOMBIA S.A.S.	Bogotá, Colombia	100%	Distribution of vehicles and parts
Mazda Chuhan Co., Ltd.	Minami-ku, Hiroshima-shi, Hiroshima	100%	Sales of used cars
Mazda Ace Co., Ltd.	Fuchu-cho, Aki-gun, Hiroshima	100%	Security, accident prevention, insurance sales, and engineering operations
Mazda Logistics Co., Ltd.	Minami-ku, Hiroshima-shi, Hiroshima	100%	Transportation of vehicles and parts
Kurashiki Kako Co., Ltd.	Kurashiki-shi, Okayama	75%	Production and sales of vehicle parts
Mazda Engineering & Technology Co., Ltd.	Minami-ku, Hiroshima-shi, Hiroshima	100%	Commissioned vehicle development, and manufacturing and distribution of special use vehicles
Mazda Parts Co., Ltd.	Higashi-ku, Hiroshima-shi, Hiroshima	100%	Sales of vehicle parts

Company name	Country/region	Mazda's share	Business
Hakodate Mazda Co., Ltd.	Hakodate-shi, Hokkaido	100%	Distribution of vehicles and parts
Tohoku Mazda Co., Ltd.	Miyagino-ku, Sendai-shi, Miyagi	100%	Distribution of vehicles and parts
Fukushima Mazda Co., Ltd.	Koriyama-shi, Fukushima	100%	Distribution of vehicles and parts
Kitakanto Mazda Co., Ltd.	Mito-shi, Ibaraki	100%	Distribution of vehicles and parts
Koushin Mazda Co., Ltd.	Nagano-shi, Nagano	100%	Distribution of vehicles and parts
Kanto Mazda Co., Ltd.	Itabashi-ku, Tokyo	100%	Distribution of vehicles and parts
Shizuoka Mazda Co., Ltd.	Suruga-ku, Shizuoka-shi, Shizuoka	100%	Distribution of vehicles and parts
Tokai Mazda Sales Co., Ltd.	Mizuho-ku, Nagoya-shi, Aichi	100%	Distribution of vehicles and parts
Hokuriku Mazda Co., Ltd.	Nonoichi-shi, Ishikawa	100%	Distribution of vehicles and parts
Keiji Mazda Co., Ltd.	Minami-ku, Kyoto-shi, Kyoto	100%	Distribution of vehicles and parts
Kansai Mazda Co., Ltd.	Naniwa-ku, Osaka-shi, Osaka	100%	Distribution of vehicles and parts
Nishi Shikoku Mazda Co., Ltd.	Matsuyama-shi, Ehime	100%	Distribution of vehicles and parts
Kyushu Mazda Co., Ltd.	Hakata-ku, Fukuoka-shi, Fukuoka	100%	Distribution of vehicles and parts
Minami Kyushu Mazda Co., Ltd.	Kagoshima-shi, Kagoshima	100%	Distribution of vehicles and parts
Okinawa Mazda Sales Co., Ltd.	Urasoe-shi, Okinawa	100%	Distribution of vehicles and parts
Others (24)	—	—	—

EQUITY METHOD APPLIED COMPANIES (20)

Company name	Country/region	Mazda's share	Business
Mazda Toyota Manufacturing, U.S.A., Inc.	Huntsville, Alabama, U.S.A.	50%	Production and sales of vehicles
AutoAlliance(Thailand) Co., Ltd.	Rayong, Thailand	50%	Production and sales of vehicles
Changan Mazda Automobile Co., Ltd.	Nanjing, China	48%	Production and sales of vehicles
Changan Mazda Engine Co., Ltd.	Nanjing, China	50%	Production and sales of vehicle parts
Toyo Advanced Technologies Co., Ltd.	Minami-ku, Hiroshima-shi, Hiroshima	50%	Production and sales of machine tools
Japan Climate Systems Corporation	Higashihiroshima-shi, Hiroshima	33%	Production and sales of vehicle parts
Yoshiwa Kogyo Co., Ltd.	Kaita-cho, Aki-gun, Hiroshima	33%	Production and sales of vehicle parts
Sanfrecce Hiroshima FC.	Naka-ku, Hiroshima-shi, Hiroshima	17%	Professional soccer team
Mazda Processing Chugoku Co., Ltd.	Aki-ku, Hiroshima-shi, Hiroshima	29%	Pre-delivery inspection and attachment of vehicle accessories
Mazda Credit, Inc.	Kita-ku, Osaka-shi, Osaka	48%	Automotive retail finance
MCM Energy Service Co., Ltd.	Minami-ku, Hiroshima-shi, Hiroshima	40%	Steam and electricity supply
Mazda Parts Sales Hiroshima Co., Ltd.	Saka-cho, Aki-gun, Hiroshima	33%	Sales of vehicle parts
MCF Electric Drive Co., Ltd.	Minami-ku, Hiroshima-shi, Hiroshima	50%	Development of advanced technology for electric vehicle motors
Mazda Imasen Electric Drive Co., Ltd.	Higashihiroshima-shi, Hiroshima	50%	Development of inverters for vehicles
MHHO Electric Drive Co., Ltd.	Minami-ku, Hiroshima-shi, Hiroshima	10%	Development of production technology for electric drive units
Others (5)	—	—	—

MAJOR PRODUCT LINEUP

MAZDA 2



Global Sales Volume

106,641 units

Sales market

J

N

E

O

Production bases

J

N

O

MAZDA 3



Global Sales Volume

155,157 units

Sales market

J

N

E

C

O

Production bases

J

N

C

O

MAZDA 6



Global Sales Volume

33,970 units

Sales market

J

N

E

C

O

Production bases

J

C

O

MAZDA CX-3



Global Sales Volume

41,212 units

Sales market

J

N

E

O

Production bases

J

N

O

MAZDA CX-30



Global Sales Volume

173,636 units

Sales market

J

N

E

C

O

Production bases

J

N

C

O

MAZDA CX-4



Global Sales Volume

5,026 units

Sales market

C

Production bases

C

MAZDA CX-5



Global Sales Volume

345,012 units

Sales market

J

N

E

C

O

Production bases

J

N

C

O

MAZDA CX-50



Global Sales Volume

35,176 units

Sales market

N

O

Production bases

N

MAZDA CX-60



Global Sales Volume

37,397 units

Sales market

J

E

Production bases

J

MAZDA CX-8



Global Sales Volume

26,016 units

Sales market

J

C

O

Production bases

J

O

MAZDA CX-9



Global Sales Volume

54,826 units

Sales market

N

E

O

Production bases

J

MAZDA MX-5

(Japanese name: Mazda Roadster)



Global Sales Volume

24,946 units

Sales market

J

N

E

O

Production bases

J

MAZDA CX-90



Launched in spring 2023 in the US and then rolled out gradually elsewhere

Sales market

N

Production bases

J

Sales markets and production bases
J Japan N North America E Europe
C China O Other

*Global sales volume is for fiscal year March 2023; sales markets and production bases are as of March 31, 2023.
*Vehicle specifications differ by market.

ACTIVITIES BY REGION | JAPAN

As of March 31, 2023

SALES VOLUME

DEALERSHIPS AND OUTLETS

Dealerships	Outlets (for either new or used cars)
198	922

R&D SITES

Region	Name	Location	Activities
Japan	Headquarters, R&D Divisions	Fuchu-cho, Aki-gun, Hiroshima	<ul style="list-style-type: none">Product and engineering planningDesign developmentProduct developmentAdvanced research for significant new technology
	Mazda R&D Center (Yokohama) (MRY)	Yokohama-shi, Kanagawa	<ul style="list-style-type: none">Product and engineering planningAdvanced research for significant new technology

COMPREHENSIVE VEHICLE PROVING GROUNDS

Name	Location	Start of operations	Land area	Activities
Miyoshi Proving Ground	Hiroshima, Japan	June 1965	1,702,000 m 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 proving test areas for stability tests, crash tests, and durability tests.
Mine Proving Ground	Yamaguchi, Japan	May 2006	753,000 m ²	Proving ground with a test course, which is unavailable at the Miyoshi Proving Ground, contributing to product improvement through marginal checks on steering stability and other processes.
Hokkaido Kenbuchi Proving Ground	Hokkaido, Japan	January 1990	4,700,000 m ²	Technology development and functional tests on frozen roads of systems, such as 4WD, ABS, TCS ^{*1} and DSC ^{*2} that ensure safe driving under hazardous frozen/snow conditions.
Hokkaido Nakasatsunai Proving Ground	Hokkaido, Japan	January 2002	260,000 m 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.

^{*1} Traction Control System (TCS): Mechanism to optimize a vehicle's traction according to the driving conditions.
^{*2} Dynamic Stability Control (DSC): DSC integrates the 4-wheel Anti-lock Braking System (ABS) and TCS to optimally control 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 hazard.

PRODUCTION SITES

Location	Name	District	Products	Start of operations
Fuchu-cho, Aki-gun, Hiroshima	Hiroshima Plant	Head Office	Gasoline reciprocating engines, diesel engines, manual transmissions	March 1931
		Ujina district	Ujina Plant No. 1 (U1)	CX-30, CX-5, CX-8, CX-9, ^{*3} MX-30, MX-5
			Ujina Plant No. 2 (U2)	CX-5
Miyoshi-shi, Hiroshima	Miyoshi Plant		Gasoline reciprocating engines, diesel engines	December 1964
			Vehicle components	May 1974
Hofu-shi, Yamaguchi	Hofu Plant	Nishiura district	Hofu Plant No. 1 (H1)	MAZDA 2, MAZDA 3, CX-30
			Hofu Plant No. 2 (H2)	MAZDA 6, CX-60, CX-90 ^{*3}
		Nakanoseki district	Manual transmissions, automatic transmissions	December 1981

^{*3} For export only

ACTIVITIES BY REGION | NORTH AMERICA

As of March 31, 2023

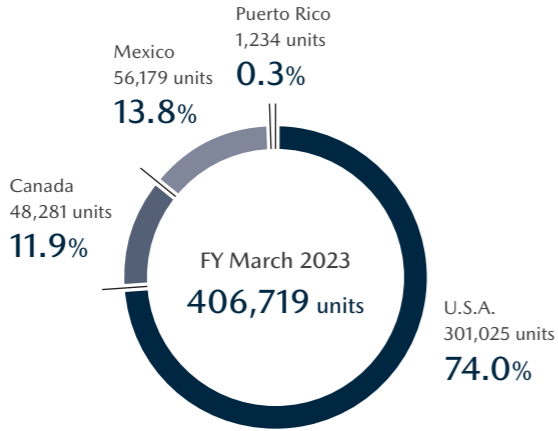


Mazda de Mexico Vehicle Operation (MMVO)



Mazda North American Operations (MNAO)

SALES VOLUME



REGIONAL HEADQUARTERS

Country/ region	Name	Location	Established	Primary business
U.S.A.	Mazda North American Operations (MNAO)*1	Irvine, California	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.

R&D SITES

Country/ region	Name	Location	Primary business
U.S.A.	Mazda North American Operations (MNAO)*1	Irvine, California	<ul style="list-style-type: none">• Technology and market trend studies in the North American market• Design development for the North American market• Evaluation of product conformity with North American market standards

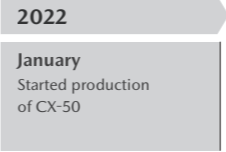
PRODUCTION FACILITIES

Country/ region	Name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
U.S.A.	Mazda Toyota Manufacturing, U.S.A., Inc. (MTM)	Huntsville, Alabama	January 2022	4,031	CX-50	Mazda: 50% Toyota: 50%
Mexico	Mazda de Mexico Vehicle Operation (MMVO)*2	Salamanca, Guanajuato	January 2014	4,885	MAZDA2, MAZDA3, CX-3, CX-30	Mazda: 100%

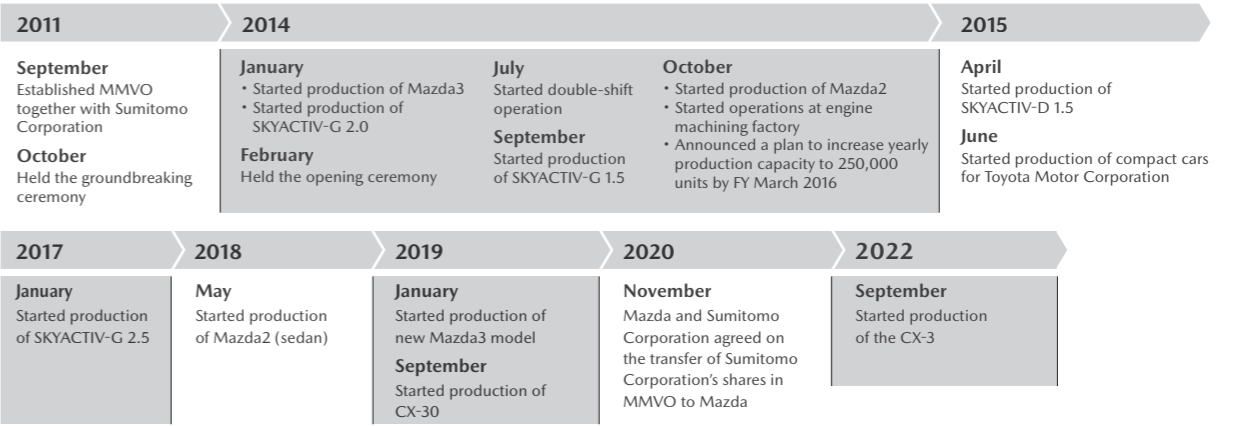


MTM, a new plant, in the U.S.A.

History of MTM



History of MMVO



MAJOR DISTRIBUTORS

Country/ region	Name	Location	Established	Number of employees	Investment ratio
U.S.A.	Mazda Motor of America, Inc.	Irvine, California	February 1971	908	Mazda: 100%
Canada	Mazda Canada Inc.	Richmond Hill, Ontario, Canada	July 1968	175	Mazda: 100%
Mexico	Mazda Motor de Mexico Sales & Commercial Operation*3	Mexico City, Mexico	December 2004	110	Mazda: 100%

NUMBERS OF MARKETS AND DISTRIBUTORS

Market	Number of markets	Distributors	Dealerships
U.S.A.	1	1	544
Canada	1	1	163
Mexico	1	1	64

*1 “Mazda North American Operations (MNAO)” is a trade name that encompasses both Mazda Motor of America, Inc. and Mazda Motor de Mexico, S. de R.L. de C.V.

*2 Trade name for Mazda Motor Manufacturing de Mexico, S.A. de C.V.

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

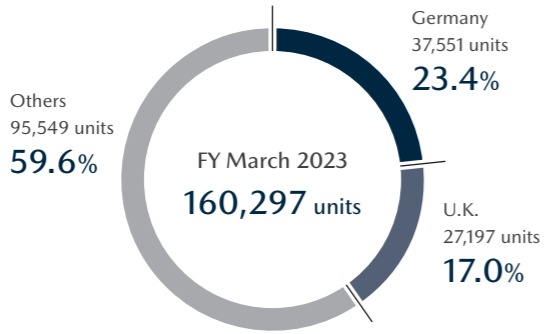
ACTIVITIES BY REGION | EUROPE

As of March 31, 2023



Mazda Motor Europe GmbH (MME)

SALES VOLUME



REGIONAL HEADQUARTERS

Country/ region	Name	Location	Established	Number of employees	Primary business	Investment ratio
Germany	Mazda Motor Europe GmbH (MME)	Leverkusen, North Rhine-Westphalia	March 1998	249	Office Sales	Mazda Motor Logistics Europe N.V.: 100%
	(European R&D Centre)	Oberursel, Hesse	December 1987	74	R&D	
Belgium	Mazda Motor Logistics Europe N.V. (Vehicles and Parts Distribution Center)	Willebroek, Antwerp	August 1998	313	Office Logistics, Sales	Mazda: 100%

R&D SITES

Country/region	Name	Location	Activities
Germany	Mazda Motor Europe GmbH (MME)	Oberursel, Hesse	<ul style="list-style-type: none">Technology and market trend studies in the European marketDesign development for the European marketEvaluation of product conformity with European market standards

MAJOR DISTRIBUTORS

Country/ region	Name	Location	Established	Number of employees	Investment ratio
Germany	Mazda Motors (Deutschland) GmbH	Leverkusen, North Rhine-Westphalia	November 1972	179	Mazda: 75%; Mazda Motor Logistics Europe N.V.: 25%
Austria	Mazda Austria GmbH	Klagenfurt	July 1981	104	Mazda: 75%; Mazda Motor Logistics Europe N.V.: 25%
Portugal	Mazda Motor de Portugal Lda.	Lisbon	February 1995	12	Mazda: 75%; Mazda Motor Logistics Europe N.V.: 25%
Italy	Mazda Motor Italia S.r.l.	Rome	December 1999	47	Mazda: 75%; Mazda Motor Logistics Europe N.V.: 25%
Spain	Mazda Automoviles Espana, S.A.	Madrid	February 2000	53	Mazda: 75%; Mazda Motor Logistics Europe N.V.: 25%
France	Mazda Automobiles France S.A.S.	Saint-Germain-en-Laye	February 2001	41	Mazda: 75%; Mazda Motor Logistics Europe N.V.: 25%
Switzerland	Mazda (Suisse) S.A.	Petit-Lancy	February 2001	35	Mazda: 75%; Mazda Motor Logistics Europe N.V.: 25%
U.K.	Mazda Motors UK Ltd.	Dartford, Kent	May 2001	120	Mazda: 75%; Mazda Motor Logistics Europe N.V.: 25%
Denmark	Mazda Motor Denmark	Rodovre	April 2003	17	Mazda Motor Logistics Europe N.V. branch
Norway	Mazda Motor Norge	Kolbotn	April 2004	15	Mazda Motor Logistics Europe N.V. branch
Sweden	Mazda Motor Sverige	Kungsbacka	April 2004	13	Mazda Motor Logistics Europe N.V. branch
Russia	Mazda Motor Rus, OOO	Moscow	December 2005	108	Mazda: 100%
Ireland	Mazda Motor Ireland	Dublin	July 2006	8	Mazda Motor Logistics Europe N.V. branch
Czech Republic	Mazda Motor CZ, s.r.o.	Prague	October 2006	14	Mazda Motor Logistics Europe N.V.: 100%
Slovakia	Mazda Motor Slovakia, s.r.o.	Bratislava	October 2006	4	Mazda Motor Logistics Europe N.V.: 100%
Belgium and Luxembourg	Mazda Motor Belux	Willebroek	April 2007	34	—
Hungary	Mazda Motor Hungary Kft.	Budapest	April 2008	8	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	6	Mazda Motor Logistics Europe N.V.: 100%
Poland	Mazda Motor Poland Sp. z o.o.	Warsaw	May 2008	33	Mazda Motor Logistics Europe N.V.: 100%
Turkey	Mazda Motor Logistics Europe N.V. Turkish Branch	Istanbul	June 2008	6	Mazda Motor Logistics Europe N.V. branch
Netherlands	Mazda Motor Nederland	Waddinxveen	October 2008	36	Mazda Motor Logistics Europe N.V. branch

NUMBERS OF MARKETS AND DISTRIBUTORS

Market	Number of markets	Number of distributors	Number of dealers
Germany	1	1	462
U.K.	1	1	128
Others	38	24	1,290

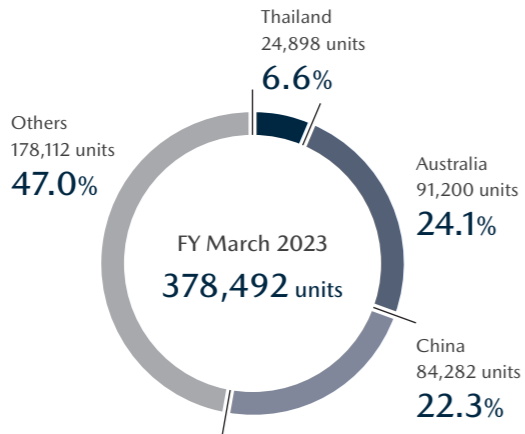
ACTIVITIES BY REGION | CHINA, THAILAND, AUSTRALIA AND OTHER COUNTRIES/REGIONS

As of March 31, 2023



AutoAlliance(Thailand) Co., Ltd.

SALES VOLUME



REGIONAL HEADQUARTERS AND COMPANIES

Country/ region	Name	Location	Established	Number of employees	Primary business	Investment ratio
Thailand	Mazda South East Asia, Ltd. (MSEA)	Bangkok	August 2005	—	Overall management of business in the ASEAN region	Mazda: 100%
China	Mazda Motor (China) Co., Ltd. (MCO)	Pudong New District, Shanghai	January 2005	77	Overall management of business in China	Mazda: 100%
	Mazda Motor (China) Co., Ltd. Beijing Branch (MCO-Beijing)	Chaoyang District, Beijing	November 2007		Branch office of MCO	—
	Mazda Motor (China) Co., Ltd. China Engineering Support Center (MCO-CESC)	Jiading District, Shanghai	August 2005		Branch office of MCO: administra- tion, workshops, market research and technology studies for the Chinese market, and technical sup- port in the fields of R&D, purchas- ing, quality assurance and services	—

R&D SITES

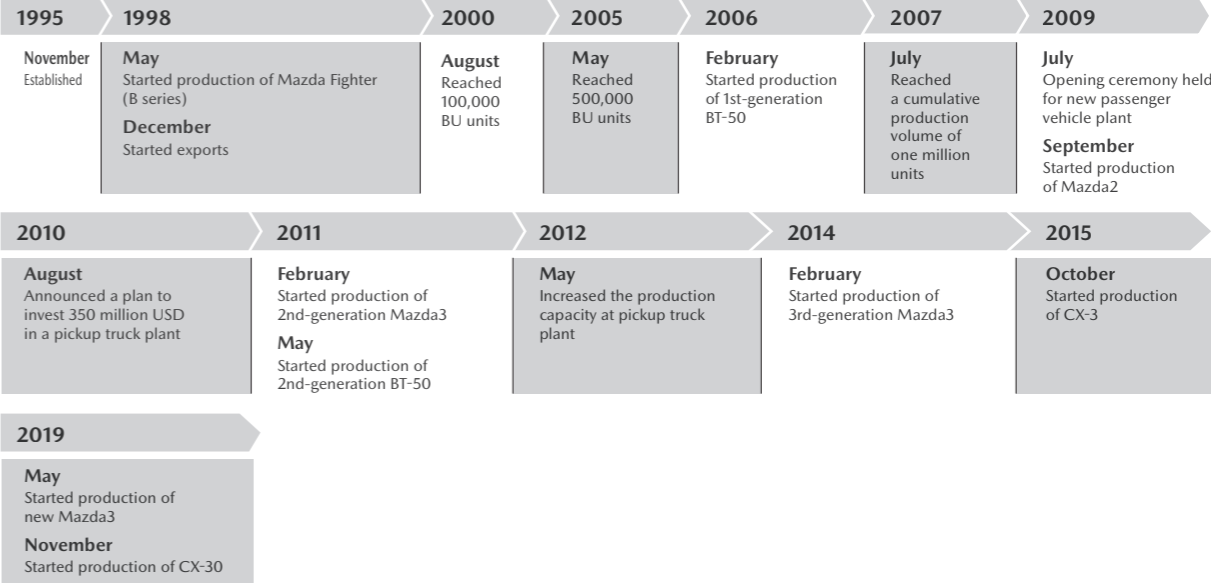
Country/ region	Name	Location	Activities
China	Mazda Motor (China) Co., Ltd. China Engineering Support Center (MCO-CESC)	Shanghai	• Technology and market trend studies in the Chinese market

PRODUCTION FACILITIES

Country/ region	Name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
Thailand	AutoAlliance(Thailand) Co., Ltd. (AAT)	Rayong Province	May 1998 (Established in November 1995)	5,411	MAZDA2, MAZDA3, CX-3, CX-30	Mazda: 50% Ford: 50%
	Mazda Powertrain Manufacturing (Thailand) Co., Ltd. (MPMT)	Chonburi Province	January 2015	781	Transmissions, engines	Mazda: 100%
China	China FAW Group Corporation Limited*1 (FAW)	Changchun, Jilin Province	March 2003	—	MAZDA6, CX-4	Local: 100%
	Changan Mazda Automobile Co., Ltd. (CMA)	Nanjing, Jiangsu Province	October 2007	2,315	MAZDA3, CX-30, CX-30EV, CX-5, CX-8	Changan Automobile: 47.5% Mazda Group: 47.5% FAW: 5%
	Changan Mazda Engine Co., Ltd. (CME)	Nanjing, Jiangsu Province	April 2007 (Established in September 2005)	988	Engines	Changan Automobile: 50% Mazda: 50%
Vietnam*2	MAZDA AUTOMOBILE MANUFACTURING ONE MEMBER LIMITED LIABILITY COMPANY (THACO MAZDA)	Nui Thanh District, Quang Nam Province	October 2011	—	MAZDA3, MAZDA6, CX-5, CX-8	Local: 100%
Malaysia*2	Mazda Malaysia Sdn. Bhd. (MMSB)	Shah Alam, Selangor	Established in September 2012*3	119	CX-5, CX-8, CX-30	Mazda: 70% Local: 30%

*1 Production outsourcing ended in July 2023.
*2 Assembly only (Volume is not disclosed.)
*3 New plant established in May 2018.

History of AAT



ACTIVITIES BY REGION | CHINA, THAILAND, AUSTRALIA AND OTHER COUNTRIES/REGIONS

As of March 31, 2023

PRODUCTION FACILITIES

History of FAW*

2003	2014	2016	2020
March FAW Car Co., Ltd. (FCC) started production of 1st-generation Mazda6	April FCC started production of Mazda6 Atenza	March FCC started production of the CX-4	June Made China FAW Group Corporation Limited (FAW) the outsourcing company instead of FCC

* Production outsourcing ended in July 2023.

History of CMA

2001	2005	2006				
April Changan Ford Automobile Co., Ltd. (CAF) established by Changan Automobile and Ford	January <ul style="list-style-type: none">Obtained approval from the government to build a vehicle production plant in Nanjing as the second CAF plantMazda announced a plan to join the project by investing in CAF	February Production of Mazda3 started at the CAF Chongqing Plant March <ul style="list-style-type: none">A three-company joint venture created after Mazda's investment in CAFEquity ratio: 50% (Changan Automobile), 35% (Ford), and 15% (Mazda)New company named Changan Ford Mazda Automobile Co., Ltd. (CFMA)				
2007	2008	2010	2011			
September Completion ceremony held at the CFMA Nanjing Plant October The production of Mazda2 started at the CFMA Nanjing Plant	February Capital investment in CFMA increased from 293.44 million USD to 351.44 million USD	May Moved production of Mazda3 from Chongqing Plant to Nanjing Plant	August <ul style="list-style-type: none">Increased production capacity at CFMA Nanjing PlantStarted production of 2nd-generation Mazda2			
2012	2013	2014	2018	2019	2020	2021
November Established Changan Mazda Automobile Co., Ltd. (CMA) after splitting CFMA	June Started producing of CX-5	April Started production of Mazda3 Axela	April Started production of CX-8	August Started production of new Mazda3	April Started production of CX-30	July Started production of the CX-30EV

MAJOR DISTRIBUTORS

Country/region	Name	Location	Established	Number of employees	Investment ratio
Thailand	Mazda Sales (Thailand) Co., Ltd.	Bangkok	June 1990	167	Mazda: 96.1% KKS: 3.9%
China	Changan Mazda Automobile Corporation, Ltd. Sales branch	Nanjing, Jiangsu Province	April 2007	278	Sales department of CMA
Taiwan	Mazda Motor Taiwan Co., Ltd.	Taipei	December 2013	50	Mazda: 100%
Australia	Mazda Australia Pty Ltd.	Mulgrave, Victoria	April 1967	316	Mazda: 100%
New Zealand	Mazda Motors of New Zealand Ltd.	Auckland	June 1972	42	Mazda: 100%
Columbia	Mazda de Colombia S.A.S. (MCOL)	Bogotá	May 2014	69	Mazda: 100%
South Africa	Mazda Southern Africa (Pty) Ltd. (MSA)	Johannesburg	July 2013	42	Mazda: 70% Itochu Corporation: 30%

NUMBERS OF MARKETS AND DISTRIBUTORS

Region	Number of markets	Distributors	Dealerships
China	1	1	307
Australia	1	1	140
Thailand	1	1	121
Sum for other regions	114	100	685