

Supplemental Information

1. History of Mazda Motor Corporation

- 1920** ▪ Toyo Cork Kogyo Co., Ltd is founded in Hiroshima, Japan.
- 1921** ▪ Jujiro Matsuda becomes president.
- 1927** ▪ Company becomes Toyo Kogyo Co., Ltd.
- 1929** ▪ Manufacturing of Toyo machine tools begins.
- 1931** ▪ Three-wheel truck production starts.
- 1932** ▪ Begins export with 3-wheel trucks for China.
- 1935** ▪ Production of rock drills and gauge blocks begins.
- 1945** (Atomic bomb dropped on Hiroshima)
(End of World War II)
 - Mazda loans part of headquarters' building to Hiroshima prefecture and all functions of the prefecture office are transferred there. (until July '46).
- 1949** ▪ 3-wheeled truck exports restart (India).
- 1951** ▪ Jujiro Matsuda becomes chairman and Tsuneji Matsuda takes over as president.
- 1958** ▪ Introduces Mazda Romper, 4-wheel light truck.
- 1960** ▪ Introduces Mazda R360 Coupe, first Mazda 2-door passenger car.
- 1961** ▪ Enters into technical cooperation with NSU/Wankel (formerly in West Germany) on rotary engines.
 - Mazda Proceed (B-series 1500) compact pickup is introduced.
- 1962** ▪ Begins local assembly in South Korea
 - Introduces Mazda Carol 600, first Mazda 4-door passenger car.
- 1963** ▪ Cumulative production reaches 1 million vehicles.
 - Begins local assembly in South Africa.
 - Introduces Mazda Familia Van.
- 1964** ▪ Introduces Mazda E2000.
 - First generation Mazda Familia (800/1000) is introduced.
- 1965** ▪ Technical cooperation begins with Perkins Services N.V. (U.K.) on diesel engines.
 - Miyoshi Proving Ground is completed.
 - Introduces Mazda Proceed.
- 1966** ▪ Introduces Mazda Bongo.
 - Introduces Mazda Luce.
 - New passenger car plant (Ujina) in Hiroshima is completed.
- 1967** ▪ Full-scale export to the European market starts.
 - Establishes sales company in Australia.
 - Introduces Mazda Cosmo Sports (110S), Mazda's first rotary engine vehicle.
 - Fully redesigns Mazda 1000/1200.
- 1968** ▪ Establishes sales company in Canada.
 - Begins local assembly of passenger cars in Malaysia.
 - Begins full-scale exports of rotary engine vehicles.
 - Ford, Nissan and Mazda agree to establish Japan Automatic Transmission Company (JATCO).
- 1970** ▪ Mazda Familia cumulative production reaches 1 million vehicles.
 - Exports to the U.S. begin.
 - Mazda Capella (RX-2) is introduced.
 - Kouhei Matsuda becomes president.
- 1971** ▪ Establishes Mazda Motor of America (MMA).
 - Begins local production in Indonesia.
 - Introduces Mazda Titan.
 - Introduces Mazda Savanna (RX-3).
 - Begins supplying the Courier (Proceed) to Ford.
- 1972** ▪ Completes Mazda Training Center in Taibi.
 - Fully redesigns Mazda Luce (RX-4).
 - Cumulative production reaches 5 million units.
- 1973** ▪ Establishes sales company in West Germany.
 - Cumulative export reaches 1 million units.
 - Fully redesigns Mazda Familia.
- 1974** ▪ Begins local production in the Philippines.
 - Fully redesigns Mazda Capella.
 - Completes Miyoshi Diesel Engine Plant.
- 1975** ▪ Begins local production in Thailand.
 - Introduces Corporate Identity (CI).
 - Introduces Mazda Cosmo.
- 1977** ▪ Fully redesigns Mazda Familia (Original GLC/323).
 - Introduces Mazda Luce Regard.
 - Kouhei Matsuda becomes chairman and Yoshiki Yamasaki takes over as president.
- 1978** ▪ Cumulative production reaches 1 million units for rotary-engine cars.
 - Introduces Mazda Savanna RX-7 (RX-7).
 - Fully redesigns Mazda Capella.
- 1979** ▪ New company symbol is adopted.
 - Cumulative exports to North America reach 1 million vehicles.
 - Mazda Education Center is established.
 - Cumulative production reaches 10 million vehicles.
 - Ford Motor Company and Mazda enter into a capital tie-up; Ford acquires a 25% equity stake in Mazda.

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- 1980**
- Masaji Iwasawa becomes president.
 - Fully redesigns FWD Mazda Familia (GLC/323).
 - Fully redesigns Mazda Titan.
 - Mazda Familia (GLC/323) receives "1980-1981 Car of the Year Japan."
- 1981**
- (North America passenger vehicle export regulations adopted.)
 - Cumulative exports reach 5 million vehicles.
 - Mazda (North America), Inc. and Mazda Motors Representative Office (Europe) are established.
 - Fully redesigns Mazda Cosmo/Luce (929) series.
 - Start of operations at Hofu Transmission Plant (Nakanoseki area).
 - Establishes Autorama (begins to supply products from October '82.)
- 1982**
- Production begins at Hofu plant (Nishinoura area).
 - Introduces FWD Mazda Capella (626).
 - "Japanese Car of the Year" is awarded to FWD Mazda Capella (626).
- 1983**
- Begins local production in Colombia.
 - Mazda Capella (626) is named *Motor Trend* magazine's "Import Car of the Year" and receives other prestigious overseas awards.
 - Introduces new Mazda Bongo/Bongo Brawny van and wagon series (E-series) in Japan.
 - Enters into an 8% capital tie-up with Kia Motors.
 - Aerodynamic testing laboratory (ATL) is completed at Miyoshi Proving Ground.
- 1984**
- Company is renamed as Mazda Motor Corporation.
 - Establishes Mazda Foundation.
 - Moriyuki Watanabe becomes chairman and Kenichi Yamamoto becomes president.
- 1985**
- Fully redesigns FWD Mazda Familia (323) series for Japan.
 - Established Mazda Motor manufacturing (USA) Corporation (MMUC).
 - Opens Hiroshima Technical Research Center.
 - Global Road Circuit opens at Miyoshi Proving Ground.
 - Celebrates total cumulative production of 10 million passenger cars.
 - Introduces all-new Mazda Savanna RX-7 (RX-7).
 - Introduces new Mazda B-series.
 - Fully redesigns Mazda Familia Van.
- 1986**
- Introduces Festiva.
- 1987**
- Mazda Savanna RX-7 (RX-7) is named 1986 "Import Car of the Year" by *Motor Trend* magazine.
 - Cumulative production of Mazda rotary-engine vehicles reaches 1.5 million units.
 - Cumulative total exports reach 10 million units.
 - Introduces all-new Mazda Luce (929) in Japan.
 - Cumulative production of Familia reaches 5,000,000 units.
 - Mazda R&D Center in Ann Arbor is completed.
 - Introduces Mazda Etude.
 - Develops Mazda Speed Sensing Computerised 4-Wheel Steering System.
 - Cumulative production reaches 20 million vehicles in Japan.
 - Fully redesigns FWD Mazda Capella (626).
 - Mazda opens a new research center in Yokohama, Japan.
 - Mazda begins vehicle production at a new U.S. facility, Mazda Motor Manufacturing (USA) Corporation (MMUC), in Flat Rock, Michigan.
 - Mazda reaches an OEM agreement for micro-mini vehicles with Suzuki Motors Co., Ltd.
 - Kenichi Yamamoto becomes chairman and Norimasa Furuta named president respectively.
- 1988**
- Mazda Innovation (MI) Plan starts.
 - Establishes Mazda Motor of America Inc. (MMA) to consolidate importation and distribution functions in the U.S.
 - Consolidates Mazda's U.S. R&D operations with the establishment of Mazda Research and Development of North America, Inc. (MRA).
 - Starts import of Ford Probe from the US.
 - Establishes a sales company in Europe (MME).
 - Introduces Mazda Persona.
 - Mazda develops Hi-Reflex coating, a new quality painting technology.
- 1989**
- Spins off an industrial machinery division into a separate company.
 - Fully redesigns FWD Mazda Familia (323).
 - Establishes Mazda Eunos and Mazda Autozam dealership channels.
 - Fully redesigns Mazda Titan.
 - Tokyo Branch is renamed Tokyo Head Office.
 - Introduces Mazda Scrum [Suzuki OEM].
 - Mazda begins importing the Citroën BX to Japan.
 - Introduces Eunos Roadster.
 - Introduces Eunos 100 and Eunos 300.
 - Introduces Autozam Carol in Japan.
- 1990**
- Introduces Proceed and Mazda MPV in Japan.
 - Introduces Eunos Cosmo.

1991

- Holds grand opening for the European R&D Representative Office (MRE) in Germany.
- Introduces Autozam Revue (121).
- Establishes a transmission maker in Thailand.
- PT. Mazda Indonesia Manufacturing (MIM) begins manufacturing engines in Indonesia.
- Mazda establishes COMPREX GmbH in Austria to manufacture and market PWS's for diesel engines.
- Cumulative production reaches 25 million units.
- Introduces Mazda Proceed Marvie.
- Introduces Mazda Sentia (929) luxury sedan in Japan.
- Introduces Eunos Presso.
- Introduces Autozam AZ-3.
- Mazda 787B No.55 wins the Le Mans 24-Hour Endurance Race claiming the first victory for a Japanese automobile and the rotary engine.
- Mazda, Rockwell International in the U.S. and two Japanese companies form a joint venture automotive parts and systems company (Nippon Automotive Body Systems) in Japan.
- Cumulative production reaches 10 million commercial vehicles in Japan (since 1931).
- Introduces Mazda Cronoss.
- Fully redesigns Mazda Scrum.
- HR-X hydrogen rotary engine concept car is shown at the 29th Tokyo Motor Show.
- Establishes Anfini sales channel (formerly Mazda Auto) in Japan.
- Introduces Anfini MS-6 and Anfini MS-9.
- Introduces Anfini RX-7.
- Norimasa Furuta and Yoshihiro Wada named vice chairman and president respectively.

1992

- Introduces Mazda MX-6.
- Introduces Eunos 500 (Xedos 6) in Japan.
- Full-scale production starts in Hofu No.2 Plant.
- Introduces Anfini MS-8.
- A joint venture company is established with Hainan Mazda Motor & Stamping Co., Ltd. to manufacture van-type bodies for commercial vehicles in China.
- The 'Mazda Global Environmental Charter' is adopted.
- Introduces Autozam Clef.
- A new decomposing catalyst that recovers oil from all types of plastic is developed.
- Mazda develops the world's first repeatedly-recyclable plastic composite.

1993

- MMUC, Mazda's wholly-owned subsidiary in Michigan, becomes AutoAlliance International, Inc., (AAI) an equal partnership between Mazda and Ford.
- Equolize capital contribution to Autorama with Ford.
- Introduces Autozam AZ-1.
- Develops a passenger car with a natural gas engine.
- Norimasa Furuta named chairman.
- Electric-powered vehicles based on the Mazda MX-5 are developed in conjunction with Chugoku Electric Power Co., Inc.
- Mazda enters the passenger car market in the Philippines.
- An agreement for technological cooperation in the production of pick-up trucks in Fuchou, China is signed.
- Formulates "Environment-Related Activity Promotion Plan (Mazda Environmental Voluntary Plan)".
- Develops mirror cycle engine.
- Cumulative production of Hofu-produced vehicles reaches 3 million units.
- Cumulative production in AAI in the US reaches 1,000,000 units.
- Purchasing of new compact pick-up trucks from Ford for release in Canada and the U.S. starts.
- Introduces Mazda Lantis (323F).
- Introduces Eunos 800 (Xedos9).
- ASV (Advanced Safety Vehicle) concept loaded with a collision-avoidance system and other future safety technologies are developed.
- Mazda and Ford enter into a long-term strategic relationship to enhance competitive strength.
- Cumulative production of Mazda MX-5 reaches 300,000 units.

1994

- Mazda develops a compressed-natural-gas-powered truck.
- An electric-powered vehicle based on the E-series van is made.
- Fully redesigned Mazda Familia (323).
- Fully redesigned Mazda Capella (626).
- Introduces Mazda AZ-Wagon [Suzuki OEM].
- Introduces Mazda Familia Van [Nissan OEM].
- An LPG fueled 3-ton truck based on the 4-liter diesel-powered version is developed.
- Mazda Museum opens.
- Introduces new Mazda Familia with a new lean-burn engine version that uses a new three way catalyst in Japan.

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- Mazda Training Center opens in Miami, Florida.
 - Mazda Training Center opens in Beijing, China.
 - Mazda acquires the ISO 9002 certificate, first among Japanese auto makers.
 - Transmission supply to Ford reaches 10,000,000 units.
- 1995**
- Introduces Mazda Proceed Levante.
 - Cumulative production in Japan reaches 30 million units.
 - Mazda begins testing of hydrogen-fueled vehicles on public roads in Japan.
 - Introduces Mazda Bongo Friendee in Japan. Completes Mazda ASV, an advanced safety vehicle.
 - Fully redesigns Mazda Sentia.
 - Fully redesigns Mazda Carol.
 - Mazda and Ford jointly establish AutoAlliance (Thailand) Company Limited (AAT) to manufacture pickup trucks in Thailand beginning in mid-1998.
 - Cumulative production of the Mazda Familia/323 series in Japan reaches 10 million units.
- 1996**
- Introduces Ford-produced Mazda 121 into major European markets.
 - Anfini dealerships renamed Mazda Anfini.
 - Eunos dealerships integrated into Mazda Anfini or Mazda dealerships.
 - Enhances strategic partnership with Ford.
 - Cumulative production of passenger cars in Japan reaches 20 million units.
 - Share holding ratio of Ford increased from 25% to 33.4%.
 - Mazda acquires ISO 9001 certification, the highest attainable quality mark in the ISO 9000 series, first among Japanese automakers.
 - New parts distribution center opens in Mississippi, U.S.
 - Henry D.G. Wallace becomes president.
 - Introduces Demio in Japan.
 - Mazda Demio receives the '96-'97 RJC "New Car of the Year" award.
 - Mazda Demio wins Japan Car of the Year Special Award.
 - Cumulative production of MX-5 reaches 400,000 units.
 - Mazda launches Mazda Digital Innovation (MDI).
 - Cumulative production of the 2.5-liter new diesel engine (WL type) reaches 100,000 units.
- 1997**
- Embarks on enhancement of North American operations.
 - Mazda implements a new merit-based personnel system.
 - Mazda inaugurates its new brand symbol, the Mazda M.
 - Eunos 800 renamed Millenia.
 - Mazda resumes exports to Taiwan.
 - Introduces an all-new Capella/626 sedan and station wagon in Japan and Europe.
 - North American operations are streamlined. (MNAO starts).
 - James E. Miller is appointed president.
 - Fully redesigns Mazda Capella Wagon.
 - Establishes Ethics Committee.
 - Mazda develops the Demio FCEV, fuel-cell electric vehicle.
- 1998**
- Fully redesigns Mazda Roadster.
 - Changes corporate symbol.
 - Mazda strengthens its drive into Europe.
 - Launches MDI Phase II.
 - Mazda participates in the Ford/ Daimler-Benz/ Ballard alliance to develop fuel-cell technology for future vehicles through its close relationship with Ford Motor Company.
 - Mazda begins production of small direct injection turbo diesel engines.
 - Formulates Product Philosophy.
 - Cumulative production in Hofu plants reaches 4,000,000 units.
 - Mazda opens a Female Employee Counseling Office.
 - AAT starts production.
 - Introduces the New Familia.
 - Mazda starts to sell the AAT-produced new pickup trucks in Thailand.
 - Mazda establishes the Mazda Motor Logistics Europe N.V. (MLE).
 - Hofu Nishinoura Plant acquires ISO 14001 certification .
 - Introduces Mazda Carol, Mazda AZ-Wagon and Mazda AZ-Offroad that complies with the new micro car regulations.
 - AAT starts exporting pickup trucks.
- 1999**
- Fully redesigns Mazda Scrum.
 - Introduces Mazda Laputa.
 - Develops aldehyde remover, "Life Breath".
 - New brand message "Get it and be moved." is launched.
 - Cumulative production of the MX-5 reaches 500,000 units.
 - Introduces the brand new Premacy.
 - Fully redesigns Mazda Familia Van/Business Wagon.

2000

- Introduces the new Bongo van and truck.
- Cumulative production at AAT reaches 2,000,000 units.
- Mazda reaches an agreement with Mitsubishi to supply small commercial vehicles to Mitsubishi.
- Mazda introduces the New MPV.
- Mazda improves female employees' job conditions.
- Entire Hofu Plant obtains environmental ISO certification.
- Mazda develops advanced safety vehicle MAZDA ASV-2.
- Mazda announces the development and production of new global engine family in cooperation with Ford.
- Mark Fields is appointed president.
- Company flag is redesigned with the brand symbol.
- AAT starts producing the Mazda 323.
- Cumulative production of MPV reaches 500,000 units.
- Adopts workwear made with recycled PET bottle fiber.
- Mazda participates in the joint project of the test run of fuel cell vehicles in cooperation with DaimlerChrysler Japan Holding Ltd. and Nippon Mitsubishi Oil.
- Introduces New Titan in Japan.
- Mazda headquarters and Hiroshima plant acquire environmental ISO 14001 certification.
- Mazda Roadster is recognized in Guinness World Book of Records.
- Sets up media website.
- Cumulative production at AAT reaches 100,000 units.
- Mazda introduces MDI III.
- Mazda introduces brand new Titan Dash.
- Announces mid-term plan "Millennium Plan".
- Mazda introduces brand new Tribute.
- Mazda expands uses of recycled materials made from replaced bumpers.
- Roadster wins the "Auto Color Award 2001" Grand Prix.
- Mazda introduces the 'build-to-order' system for Roadster and Familia S-Wagon.
- Holds a roadshow "Mazda Mirai" in Yokohama (MRY).
- Takes control of distribution in France.
- Develops a new fuel cell electric vehicle, Premacy FC-EV. Test run on the public road first in Japan.

2001

2002

- Holds a roadshow in Frankfurt (MRE).
- Decided Ford Valencia Plant in Spain as the production base in Europe.
- Holds a roadshow in New York.
- Introduces the Early Retirement Special Program.
- Holds "Mazda Mirai" event in Hiroshima Headquarters.
- Continues OEM procurement from Suzuki for micro-mini vehicles.
- Cumulative production of transmissions manufactured at Mazda Hofu Plant reaches 20,000,000 units.
- Establishes Committed Credit Facilities.
- Takes control of distribution in the UK.
- Announces sponsorship in Roadster introductory races.
- Introduces "Mazda Flex Benefit".
- Takes control of distribution in Switzerland.
- Ujina No.2 Plant is closed.
- Signs on the Labor-Management Joint Declaration.
- Mazda introduces the new Bongo Friendee.
- Develops high-strength plastic technology for new module carriers.
- Completes Nakasatsunai Proving Ground in Hokkaido.
- Cumulative production volume at Hofu Plant reaches 5 million units.
- Cumulative production at AAT reaches 200,000 units.
- Mazda commences production of MZR engines.
- Introduces Mazda Spiano.
- Provides service to 'create drive routes' on mobile phones.
- Mazda opens company day-care center.
- Introduces new brand message 'Zoom-Zoom.'
- Introduces personnel development program.
- Enhances sales network in middle and Eastern Europe.
- Launches distribution joint venture in Austria.
- Mazda takes new initiative to enhance corporate governance.
- Launches the brand new Mazda Atenza.
- Mr. Fields steps down as the president. Lewis Booth confirmed Mazda President.
- Mazda collaborates in celebrating 100th birthday of inventor of rotary engine, Dr. Wankel.
- Minimizes environmental impact in machining line of new engines.
- Develops MZR1.3/1.5L next generation engines.

- Builds presence in China with Mazda 323 launch.
- Develops world's first environmentally friendly coating technology.
- Decides Mazda6 (Atenza) production in China.
- Launches fully redesigned Mazda Demio/Mazda2.
- Mazda sells auto leasing business to SB Auto Leasing Company.
- Transfers business in subsidiary Mazda Earth Technologies Co., Ltd. to Sandvik Tamrock Japan Co., Ltd.
- Launches North America's first functional integration modules.
- Mazda sets goals for fuel efficiency and emission levels.
- Establishes broadband network for domestic dealers.
- Introduces web version of electronic parts catalog.
- New Mazda6 Sports Sedan launched at AAI.
- Announces plans to re-balance domestic production capacity. (Re-open Ujina Plant Number 2 (U2) and close our F Plant.)
- Mazda RX-8 stars in Twentieth Century Fox's X-Men Sequel.
- Mazda6 named NBR Car of the Year.
- Mazda strengthens domestic dealer network.
- Mazda Atenza wins 2003 RJC Car of The Year.
- Begins public road trials of Advanced Safety Vehicle.

2003

- Establishes Management Advisory Committee.
- Mazda showcases Mazda Washu concept and Mazda RX-8 production model at North American International Auto Show.
- Production of the Mazda2 begins in Europe.
- Mazda holds a ceremony to mark first production of Mazda6 at FAW Car Company in China.
- Begins production of RENESIS rotary engine.
- Mazda MX Sportif design concept makes debut at Geneva International Motor Show.
- Starts production of Mazda RX-8.
- Mazda develops aluminum joining technology using friction heat.
- James O'Sullivan named President and CEO of Mazda North American Operations.
- Mazda Demio gains U-LEV rating.
- Mazda develops impact-absorbing hood.
- Adds Demio to Internet customization system.
- Releases all-new Mazda RX-8.

- Receives FY2002 JSME medal for development of high-strength plastic.
- Mazda employees receive JSAE Award for development of high-strength plastic.
- Develops technology to reduce diesel emissions.
- Mazda's RENESIS wins International Engine of the Year 2003.
- Mazda and Isuzu agree on OEM supply of Isuzu small truck.
- Mazda Kusabi's design concept makes debut at Frankfurt Auto Show.
- Introduces a new warranty system for the Mazdas, "Pack de 753".
- Hisakazu Imaki appointed President and CEO.
- Mazda develops new paint stripping technology for recycling bumpers.
- Mazda completes takeover of Austrian distribution network.
- Sponsors introductory race for RX-8 in Japan.
- Releases remodeled Mazda AZ-Wagon.
- Mazda, Ford Announce US\$500 million investment in AAT in Thailand.
- Unveils Mazda Ibuki concept and Hydrogen Rotary Engine at 2003 Tokyo Motor Show.
- Unveils the 'Mazda Axela'.
- Starts accepting orders for Axela and Roadster on 'Web Tune Factory'.
- Mazda RX-8 wins 2004 "RJC Car of The Year".
- RENESIS rotary engine named RJC Technology of The Year.
- Electric 4WD model added to Mazda Demio series.
- Mazda6 named 2004 Car of The Year in China.
- Mazda's Three Layer Wet Paint System receives JSPMI prize.

2004

- Showcases Mazda MX-Micro Sport in North American International Auto Show.
- Mazda RX-8 wins Wheels Car of the Year in Australia.
- Displays Mazda MX-Flexa in the 74th Geneva Motor Show.
- Starts sales of micros in all dealership networks and expands cross-channel offerings of registered vehicles.
- Mazda, Toyota collaborate on in-vehicle information service.
- Mazda3 wins Canadian Car of The Year for 2004.
- Mazda launches a whole new family of Mazda6 vehicles at AAI.
- Builds Roadster number 700,000.

- Mazda invests nearly 14 billion yen in new digital technology for future product development.
- Finishes production in Hiroshima Plant (F Plant) to strengthen its production system.
- Commences operations at retooled Ujina Plant No. 2.
- Mazda's RENESIS wins category 2.5-3.0 liter of International Engine of The Year for second year running.
- Mazda introduces all new 'Titan' truck series in Japan.
- Mazda, Ford celebrate 25-year partnership.
- Introduces the new compact 'Mazda Verisa' in Japan.
- Announces vehicle recycle charges.
- Changan Ford signs investment agreement in Nanjing.
- Unveils All-new space wagon Mazda5 at 2004 Paris Motor Show.
- Transfers all shares in Mazda Car Rental Corporation.
- Mazda and NEC tests grid-based core system.
- Mazda launches Mazda6 MPS and Mazda5.
- Fully redesigns Carol micro-mini.
- Rolls out Mazda QB pit service, fixing superficial scratch or dent on the vehicles.
- Mazda RX-8 number 100,000 rolls out.
- 2 units of Mazda RX-8 mark 40 world records in a 24-hour endurance trial.
- The all-new Premacy/Mazda5 exhibited at the 38th Tokyo Motor Show.
- Mazda Hydrogen Rotary RX-8 gets permission to test on public roads.
- Mazda Verisa wins one of the special awards, the 2004-2005 Best Value Award, by the Car of the Year Japan.
- Mazda's Three Layer Wet Paint technologies won the Minister of Environment Award 2003 for Prevention of Global Warming.
- Establishes Mazda Motor de Mexico to form official sales network.
- Newly develops 2.3L direct injection turbo engine to be mounted on the Mazdaspeed Atenza.
- MX-Crossport concept debuts at 2005 North American International Auto Show.
- Ujina Plant No.1 fire.
- Ford, Mazda and Changan Automotive Group gain government approval for new assembly plant in Nanjing.
- First Auto Works and Mazda Motor Corporation Gain Government Approval for Joint Venture Distribution Company in China.
- Newly-renovated Mazda Museum opens.
- Introduces all-new Mazda5 packed with innovative ideas.
- Mazda awarded by the Ministry of Economy, Trade and Industry for its energy saving efforts for three years in a row.
- Hydrogen fuel filling station starts operations.
- All-new Mazda MX-5 unleashed at the Geneva Motor Show.
- Establishes Mazda Motor (Shanghai) Business Management & Consulting Co., Ltd.
- Introduces a new parts inventory management system, "M3P System".
- Mazda MX-5 3rd Generation Limited debuts at New York International Auto Show.
- FAW Mazda Motor Sales Co., Ltd. (FMSC) announces its management team.
- FAW Mazda Motor Sales Co., Ltd. (FMSC) holds opening ceremony.
- Commences an advanced automobile technology research project with the Hiroshima University Graduate School Engineering Research Dept.
- Mazda/Ford/Changan Automobile Nanjing engine production company joint venture contract signed.
- Operation of Ujina Plant No.1 paint line recommences.
- Wins Asahara Prize Science Promotion Award.
- Achieves bumper-to-bumper recycling.
- Gary A. Roe appointed President and CEO of AAI.
- Japan dealers sales staff uniforms redesigned.
- Mazda Global Environmental Charter revised. Mazda Environmental committee strengthened.
- Mazda Motor (Shanghai) Business Management & Consulting Co., Ltd. founded.
- Develops world's first steel-to-aluminum friction spot welding technology.
- Releases FY2004 end-of-life vehicle recycling results.
- Increases production of Mazda3 in Japan.
- Implements 55-point Action Plan to Prevent Global Warming.
- Opens China Engineering Support Center.
- Launches new generation MX-5.

2005

2006

- Establishes sales company, Mazda South East Asia, Limited, in Thailand.
- Fully redesigns Mazda Scrum Wagon and Scrum Van.
- Changan Ford Mazda Engine Co., Ltd. facility groundbreaking in Nanjing.
- Introduces next-generation telematics service Mazda G-BOOK ALPHA.
- Acquires all shares in New Zealand distributor, Mazda Motors of New Zealand Ltd.
- Campus grid computing used to achieve practical vehicle collision analysis in Hiroshima.
- Mazda MX-5 wins 2005-2006 Japan Car of the Year.
- Increases MZR engine production (1.8-liter to 2.3-liter) to 705,000 units per annum.
- Sales company "Mazda Motor Rus OOO" founded (operations begin in April 2006).
- Announces the All-New Mazda CX-7 crossover SUV for the North American market.
- Mazda and Mitsubishi Corporation establish new energy supply company for Japan operations.
- Sales volume in China in 2005 exceeds 130,000.
- Mazda RX-8 Hydrogen Rotary Vehicle Escorts Runners in All-Japan Men's Marathon Relay Race.
- Launches fully-remodeled all-new Mazda MPV.
- Mazda donates Tribute Hybrids to Orange County Fire Authority in California.
- Mazda MPV production reaches one million units.
- Establishes a new sales company in Indonesia.
- Mazda3 MPS exhibited at the 2006 Geneva International Motor Show.
- Global reveal of the Mazda BT-50 at 2006 Bangkok International Motor Show.
- Global production of the Mazda6 reaches one million units.
- Expands rollout of advanced customer relations presentation tools, "Visual IT Presentation", to Japanese dealers.
- Begins commercial leasing of world's first rotary hydrogen vehicle (RX-8 Hydrogen RE).
- Changan Ford Automobile Co., Ltd. is renamed as Changan Ford Mazda with Mazda's Investment in Changan Ford.
- Introduces "Family of Experts" human resources system.
- Mazda establish a national sales company in Russia.
- Mazda Autozam sales channel in Japan cumulative sales reach one million units.
- Strengthens Mazda/Ford/Changan Automobile partnership in China.
- Debuts all-new crossover SUV, CX-9, at New York International Motor Show.
- Restyles Mazda Spiano.
- Delivers two rotary hydrogen vehicles to Hiroshima City and Prefecture government authorities.
- Mazda5 wins highest crash safety rating from EU and Japanese New Car Testing Agencies.
- Wins the Asahara Prize Technology Promotion Award and the Asahara Design Award.
- Starts sales of all-new MPV in Hong Kong.
- Develops high-strength heat-resistant bioplastic with Hiroshima area partners.
- Holds opening ceremony for Mine Proving Ground.
- Launches freshened Mazda Axela (Mazda3) in Japan.
- Wins first ever Taguchi Award from the Japan Quality Engineering Society.
- Establishes new national sales company in Ireland.
- Mazda's Hofu Plant tops seven million units of production.
- Mazda to exhibit new Mazda MX-5 with power retractable hard top at the British International Motor Show.
- The car-carrying vessel, *Cougar Ace*, becomes stricken.
- Launches freshened Mazda Verisa.
- Launches 'Roadster Power Retractable Hard Top'.
- Mazda reaches one millionth Axela produced in Japan.
- Mazda6 marks three-millionth vehicle produced at AutoAlliance International.
- Hofu Plant produces 25 millionth transmission.
- Mazda CX-7 exhibited at the 2006 Paris International Motor Show.
- Mazda Demio production in Japan hits one million units.
- Establishes national sales companies in the Czech Republic and Slovakia.

2007

- Renews Mazda official websites.
- Delivers RX-8 Hydrogen RE to Yamaguchi prefectural government.
- Starts production of the CX-9.
- MZR engine (1.8L-2.3L) production capacity increased to 756,000 units.
- Exhibits Mazda SASSOU and Mazda SENKU at Auto China 2006 in Beijing.
- 2.3L DISI turbo model of Mazda MPV won the Chairman's Award by the Eco Products Promotion Council.
- Reveals Mazda Nagare concept car in Los Angeles International Auto Show.
- Launches Mazda CX-7.
- Mazda Carol gets a facelift.
- Debuts Mazda Ryuga design concept at 2007 North American International Auto Show.
- Releases fully upgraded Mazda Titan.
- Mazda Motor Europe sales top 300,000 units in 2006.
- Delivers hydrogen rotary engine vehicle to National Museum of Emerging Science and Innovation.
- Launches fully redesigned Familia Van.
- Builds 800,000th Roadster.
- Mazda Hydrogen Vehicle Takes Part in Cold Weather Testing in Hokkaido, Japan.
- Ford President and CEO Alan Mulally Visits Mazda Headquarters.
- Showcases all-new Mazda2 and Hakaze concept car at the 2007 Geneva International Motor Show.
- Mazda Delivers Hydrogen Rotary Engine Vehicle to Japan Automobile Research Institute.
- Announces new 'Mazda Advancement Plan' mid-term plan.
- Sets long-term vision for technology development: 'Sustainable Zoom-Zoom'.