

## 2. Overseas Activities

### (1) Mazda's relationship with Ford Motor Company

| Date |      | Event  |
|------|------|--|
| 1969 | Oct. | Japan Automatic Transmission Company (JATCO) is formed as a joint venture among Mazda, Ford and Nissan for automatic transmission manufacturing (since 1981 only Mazda and Nissan remain).                   |
| 1971 | Dec. | Supply of Courier (B-series based) pickup trucks to Ford begins.   |
| 1979 | Nov. | Ford and Mazda enter into a capital tie-up; Ford acquires a 25% equity stake in Mazda.   |
| 1980 | Mar. | Four-speed manual transaxles for passenger cars are supplied to Ford.  |
| 1982 | Oct. | Mazda markets Ford brand vehicles through the Autorama sales channel.  |
| 1987 | Jun. | Mazda, Ford and Matsushita Electric Industrial Co., Ltd. form a new company, Japan Climate Systems, to produce automotive air conditioners and heating units.  |
| 1988 | Jan. | Mazda produces the Ford Probe at Mazda Motor Manufacturing (USA) Corporation (MMUC).   |
| 1990 | Sep. | Marketing of Ford-produced Mazda Navajo starts through Mazda's U.S. sales network.   |
|      |      | Mazda, Ford and SANYO Electric Co., Ltd. establish FMS Audio Sdn. Bhd. to manufacture automotive audio products in Malaysia (currently owned by SANYO only).   |
| 1992 | Jun. | Mazda and Ford become equal partners in a joint venture named AutoAlliance International, Inc (AAI) (formerly MMUC).   |
|      | Jul. | Mazda and Ford each buy equal equity interest in Autorama, Inc.  |
| 1993 | Jun. | Mazda purchases new compact pickup trucks from Ford for sales in Canada and the U.S.   |
|      | Dec. | Mazda and Ford enter into a long-term strategic relationship to enhance competitive power.   |
| 1994 | Nov. | Mazda agrees to supply Ford Fiesta-based passenger cars for the European market.   |
|      | Dec. | Cumulative transmission supply from Mazda to Ford exceeds 10 million units.  |
| 1995 | Nov. | Mazda and Ford jointly establish AutoAlliance (Thailand) Company Limited (AAT) to manufacture pickup trucks in Thailand beginning in mid-1998.   |
| 1996 | Mar. | Ford-supplied Mazda 121 is introduced into major European markets.   |
|      | May  | Mazda and Ford enter into a closer tie-up increasing its equity share from 25% to 33.4%.   |
|      | Jun. | Henry D.G. Wallace is appointed president of Mazda Motor Corporation.  |
| 1997 | Jan. | Autorama Inc. becomes Ford Sales Japan.  |
|      | Mar. | Mazda and Ford agree to a synchronized product cycle plan and to communize platforms and powertrains progressively.  |
|      | Nov. | James E. Miller is appointed president of Mazda Motor Corporation.   |
| 1998 | Apr. | Mazda participates in Ford/DaimlerChrysler/Ballard alliance to develop fuel-cell technology for future vehicles.   |
|      | May  | AAT begins manufacturing small pickup trucks for Mazda and Ford.   |
|      | Oct. | Mazda outsources distribution in Taiwan to Taiwan Ford.  |
|      | Dec. | AAT begins exporting Mazda and Ford pickup trucks.   |
| 1999 | Feb. | Mazda and Ford enter into a business tie-up for vehicle logistics and parts in New Zealand.  |
|      | Mar. | Mazda sells its own stock of Ford Sales Japan to Ford of Japan.  |
|      | Jun. | AAI achieves 2,000,000 vehicle manufacturing mark.   |
|      | Jul. | Mazda and Ford begin mutual OEM product supply in Colombia and Venezuela.  |
|      | Aug. | Mazda sells its equity stake in Mazda Credit to Ford Credit.   |
|      | Nov. | Mazda and Ford decide to jointly develop and produce a new global inline engine family for passenger cars and light trucks beginning in the 2001 model year.   |
|      | Dec. | Mark Fields is appointed president of Mazda Motor Corporation.   |
| 2000 | Jan. | AAT begins manufacturing Mazda 323 and Ford Laser.   |
|      | Jun. | Mazda establishes a new distributor in Argentina, in cooperation with Ford Argentina.  |
|      | Aug. | Mazda launches "Tribute," jointly developed with Ford, in the U.S.   |
|      | Nov. | Mazda launches "Tribute," jointly developed with Ford, in Japan.   |
| 2002 | Jan. | Mazda commences domestic production of the all-new MZR Engine which Mazda has developed as the "Center of Excellence" in the Ford Group.   |
|      | Jun. | Lewis Booth is appointed president of Mazda Motor Corporation.   |
| 2003 | Jan. | Production of the Mazda2 begins at Ford's Valencia Plant in Spain.   |
|      | Aug. | Hisakazu Imaki is appointed president and CEO. Concurrently, John G. Parker is named executive vice president.   |
| 2004 | Jun. | Ford Chairman and CEO visits Mazda, celebrates 25th anniversary of capital tie-up  |
|      | Jul. | Signing of agreement for investment with Changan Ford in Nanjing. Changan Ford agrees to purchase the second plant area land in the Jiangning Economic and Technological Development Zone (NJDZ) in Nanjing. |

| Date |      | Event   |
|------|------|---|
| 2005 | Jan. | Mazda, Ford, and Changan Auto Group receive Chinese government approval to build new joint venture Nanjing vehicle manufacturing plant. |
|      | Apr. | Mazda, Ford and Changan Auto Group conclude contract for joint venture Nanjing engine plant.  |
|      | Sep. | Changan Ford Mazda Engine Co., Ltd. established in Nanjing and ground-breaking ceremony held.   |
| 2006 | Mar. | Mazda invests in Changan Ford, the name is changed to Changan Ford Mazda Automobile Co., Ltd.   |
| 2007 | Feb. | Ford Motor Company's CEO, Mr. Allan Mulally, visits Mazda headquarters.   |

## (2) Joint business with Ford Motor Company

| Company                                 | Country  | Established  | Investment Ratio   | Primary Business  |
|---|----------|--|--|---|
| AutoAlliance International, Inc.        | U.S.A.   | June 1992<br>(Originally established as MMUC Jan 1985) | Mazda 50%,<br>Ford 50%   | Manufacturer and wholesaler of automobiles                                      |
| AutoAlliance (Thailand) Company Limited | Thailand | November 1995<br>(Operation start-up in May 1998)      | Mazda 45%,<br>Ford 50%,<br>Mazda Sales Thailand Co., Ltd. 5%   | Manufacturer and wholesaler of automobiles, assembler and wholesaler of engines |
| Japan Climate Systems                   | Japan    | June 1987  | Mazda 33.3%, Visteon International Holdings Inc. 33.3%,<br>Matsushita Electric Industrial Company Ltd. 33.3% | Development, manufacture, and sales of air conditioning units for vehicles.     |
| Changan Ford Mazda Automobile Co., Ltd. | China    | April 2001   | Mazda 15%, Ford 35%,<br>Changan Auto Group 50%   | Manufacture and sales of automobiles  |
| Changan Ford Mazda Engine Co., Ltd.     | China    | September 2005   | Mazda 25%, Ford 25%,<br>Changan Auto Group 50%   | Manufacture and sales of automobile engines                                     |

## (3) Business development in China

| Date |      | Event   |
|------|------|---|
| 1932 | -    | Start of exports to China.  |
| 1985 | Mar. | Mazda Motor Corporation Beijing Representative Office established.  |
| 1992 | Sep. | Start of production in Hainan Province.   |
| 2001 | May  | CKD assembly production of Premacy is started in Haikou, China by FAW Hainan Motor Co. (Named changed to present FAW Haima Automobile Co. Ltd. )  |
| 2002 | Jul. | Start of CKD assembly production of Mazda 323 by FAW Hainan.  |
| 2003 | Mar. | Start of CKD assembly production of Mazda6 in Changchun by FAW Car Co. Ltd. (FCC)   |
|      | Dec. | Mazda6 wins Car of the Year in China for 2004 award.  |
| 2004 | Jun. | Mazda displays at Beijing Auto show.  |
| 2005 | Jan. | Mazda, Ford, and Changan Auto Group receive Chinese government approval to build new joint venture Nanjing vehicle manufacturing plant.   |
|      |      | Establishment of new Mazda China Operations (MCO) management company with 100% capital investment (official company name: Mazda Motor (Shanghai) Business Management & Consulting Co. Ltd.) |
|      | Mar. | Establishment of FAW Mazda Motor Sales Co., Ltd. (FMSC) in a joint venture with First Auto Works (FAW) and FAW Car Co. (FCC)  |
|      | May  | Mazda, Ford and Changan Ford receive Chinese government approval for the joint venture Changan Ford Mazda Engine Co., Ltd.  |
|      | Jun. | Opening ceremony of Mazda Motor (Shanghai) Business Management & Consulting Co., Ltd.   |
|      | Aug. | China Engineering Support Center established at Mazda Motor (Shanghai) Business Management & Consulting Co., Ltd.   |
|      | Sep. | Changan Ford Mazda Engine Co., Ltd. established in Nanjing and ground-breaking ceremony held.   |
| 2006 | Feb. | Start of production of Mazda3 by Changan Ford.  |
|      | Mar. | Mazda invests in Changan Ford, the name is changed to Changan Ford Mazda Automobile Co., Ltd.   |
| 2007 | Feb. | Mazda Motor (Shanghai) Business Management & Consulting Co., Ltd. is renamed Mazda Motor (China) Co., Ltd.  |
|      | Apr. | Announcement of Mazda2 production for the Chinese market at the Changan Ford Mazda Automobile Co., Ltd. Nanjing manufacturing plant.  |

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#### (4) Business development in Thailand

| Date |      | Event  |
|------|------|--|
| 1952 | Aug. | Start of exports to Thailand.  |
| 1975 | Jan. | Start of local assembly in Thailand.   |
| 1990 | Jun. | Sukosol & Mazda Co., Ltd. (SMC) established in Bangkok.                                |
| 1995 | Nov. | Establishment of AutoAlliance Thailand (AAT) in a joint venture with Ford.             |
| 1996 | Feb. | AAT constructions work begins.   |
| 1998 | May  | Start of production for compact pickup truck at AAT.                                   |
|      | Dec. | Start of exports from AAT.   |
| 1999 | Mar. | SMC is renamed Mazda Sales (Thailand) Co., Ltd.  |
| 2000 | Aug. | AAT achieves 100,000 vehicle manufacturing mark.                                       |
| 2002 | Jan. | AAT achieves 200,000 pickup truck manufacturing mark.                                  |
| 2003 | May  | AAT achieves 300,000 vehicle manufacturing mark.                                       |
| 2005 | May  | Mazda South East Asia, Limited established in Bangkok.                                 |
| 2006 | Mar. | Mazda BT-50, Mazda MX-5 and Mazda3 exhibited at 2006 Bangkok Interbational Motor Show. |
| 2007 | Apr. | Mazda wins Thailand Car of the Year award in three categories.                         |