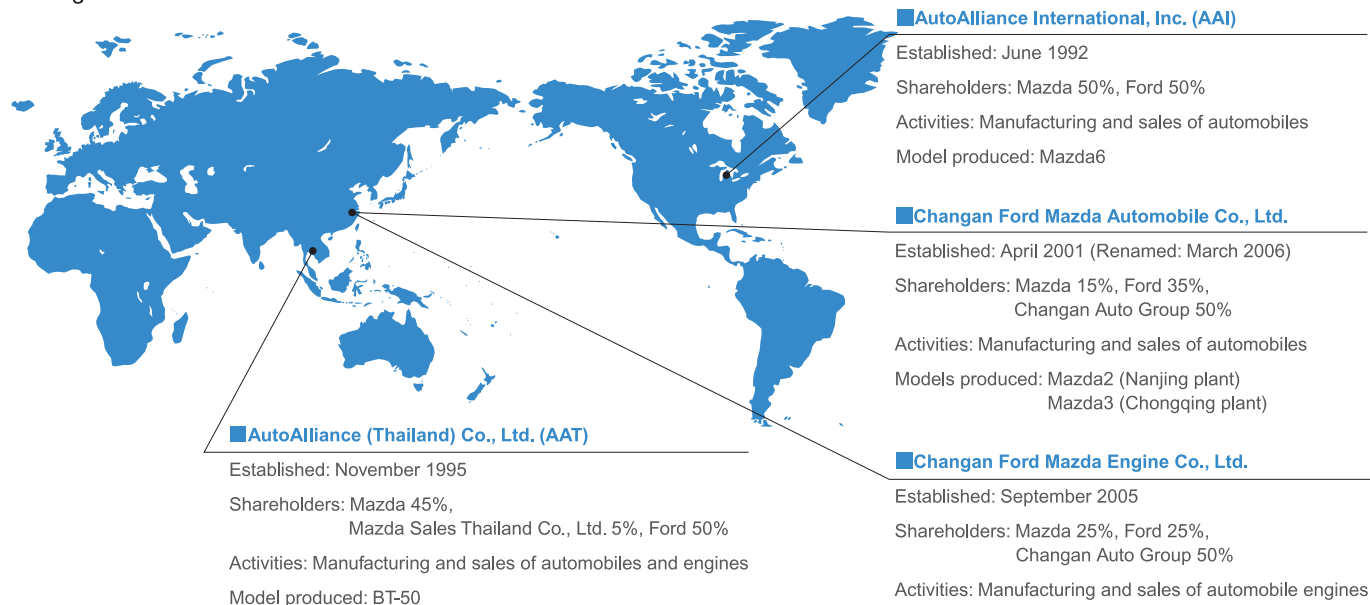


Partnership With Ford

Joint Business

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

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



Major Events in Mazda's Partnership With Ford

1979	Nov.	Ford and Mazda enter into a capital tie-up; Ford acquires a 25% equity stake in Mazda.
1982	Oct.	Mazda markets Ford-brand vehicles in Japan through the Autorama sales channel.
1992	Jun. Jul.	Mazda and Ford become equal partners in a joint venture named AutoAlliance International, Inc. (AAI) (formerly MMUC). Mazda and Ford each buy equal equity interest in Autorama, Inc.
1993	Jun. Dec.	Mazda purchases new compact pickup trucks from Ford for sale in North America. Mazda and Ford enter into a long-term strategic relationship to enhance competitive power.
1995	Nov.	Mazda and Ford jointly establish AutoAlliance (Thailand) Co., Ltd. (AAT) to manufacture pickup trucks in Thailand beginning in mid-1998.
1996	Mar. May. Jun.	Ford-supplied Mazda 121 is launched in major European markets. Mazda and Ford enter into a closer tie-up by increasing its equity share from 25% to 33.4%. Henry D.G. Wallace is appointed president of Mazda Motor Corporation.
1997	Jan. Mar. Nov.	Autorama Inc. becomes Ford Sales Japan. Mazda and Ford agree to a synchronized product cycle plan and to progressively commonize platforms and powertrains. James E. Miller is appointed president of Mazda Motor Corporation.
1998	May.	AAT begins manufacturing small pickup trucks for Mazda and Ford.
1999	Mar. Nov. Dec.	Mazda sells its Ford Sales Japan stock to Ford of Japan. Mazda and Ford decide to jointly develop and produce a new global inline engine family beginning in the 2001 model year. Mark Fields is appointed president of Mazda Motor Corporation.
2000	Nov.	Mazda launches the Tribute SUV, jointly developed with Ford, in Japan.
2002	Jan. Jun.	Mazda commences production of the MZR engine in Japan, with Mazda as the development "Center of Excellence" in the Ford Group. Lewis Booth is appointed president of Mazda Motor Corporation.
2003	Jan.	Production of the Mazda2 begins at Ford's Valencia Plant in Spain.
2004	Jun.	Ford Chairman & CEO visits Mazda to celebrate 25th anniversary of the partnership.
2005	Sep.	Changan Ford Mazda Engine Co., Ltd. established in Nanjing.
2006	Feb. Mar.	Mazda3 production starts at Changan Ford Chongqing Plant. Mazda invests in Changan Ford, the name is changed to Changan Ford Mazda Automobile Co., Ltd.
2007	Apr. Oct.	Changan Ford Mazda Engine Co. Ltd. starts engine production. Mazda and Ford announce the construction of a new plant at AAT to produce new B-segment models. Mazda2 production starts at Changan Ford Nanjing Plant.
2008	Nov.	Ford's ownership stake in Mazda changes from 33.4% to 13.8%.
2009	Jul.	Mazda and Ford complete the new passenger car plant in AutoAlliance (Thailand) Co., Ltd. (AAT).