



FISCAL YEAR MARCH 2022 THIRD QUARTER FINANCIAL RESULTS



Presentation Outline

- **Fiscal Year March 2022 Nine Month Results**
- **Fiscal Year March 2022 Full Year Forecast**
- **Financial Results Summary**

Fiscal Year March 2022 Nine Month Results

FY March 2022 Nine Month Global Sales Volume

(Thousand units) Global sales volume	FY March 2022			Change from			FY March 2020
	1st	3rd	Nine	Prior Year			Nine
	Half	Quarter	Month	1st	3rd	Nine	Month
	Half	Quarter	Month	Half	Quarter	Month	Month
Japan	60	35	94	-14	-5	-19	-44
North America	249	84	332	+64	-24	+40	+27
Europe	106	40	147	+25	-13	+11	-72
China	89	45	134	-28	-17	-44	-41
Other Markets	156	66	222	+35	-24	+12	-46
Total	660	270	930	+82	-82	0	-176
				+14%	-23%	0%	-16%
USA	190	60	249	+54	-16	+38	+42
Australia	56	18	74	+16	-8	+9	+4
ASEAN	32	23	54	-3	-8	-11	-28

- Due to shortages in the supply of parts caused by the resurgence of Covid-19 in South East Asia and the continued shortage of semiconductors, sales volume in the third quarter was lower than the prior year
- Greater than expected production cuts kept dealer inventories at very low levels worldwide

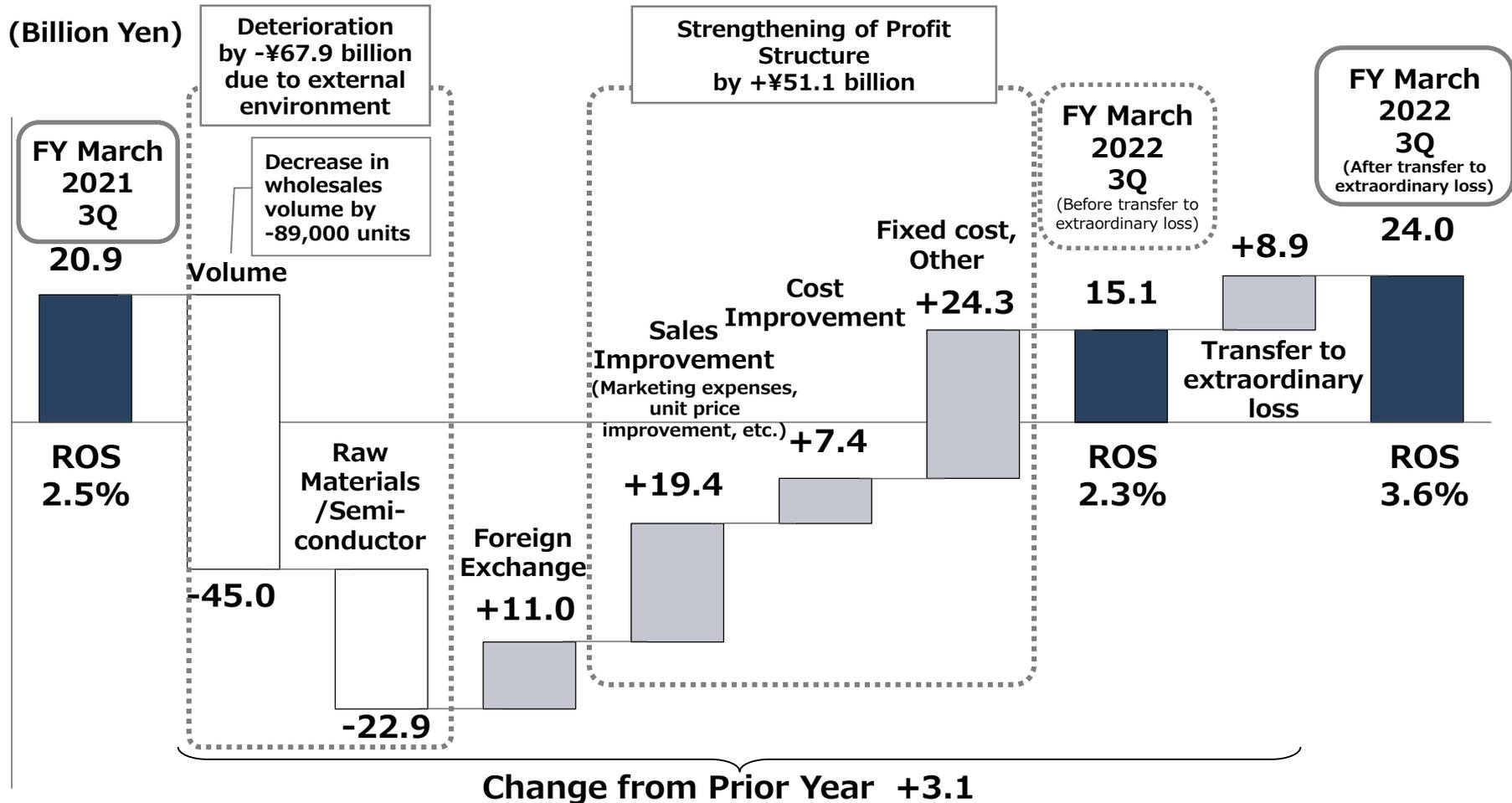
FY March 2022 Nine Month Financial Metrics

(Billion Yen)	FY March 2022			Change from			FY March
	1st	3rd	Nine	Prior Year			2020
	Half	Quarter	Month	1st	3rd	Nine	Nine
				Half	Quarter	Month	Month
Net sales	1,495.9	666.5	2,162.4	+380.1	-177.2	+202.9	-393.9
Operating profit	39.7	24.0	63.7	+92.6	+3.1	+95.7	+31.4
Ordinary profit	33.9	25.7	59.6	+87.2	+3.6	+90.8	+9.5
Profit before tax	35.9	15.0	50.9	+111.1	-5.7	+105.4	+3.1
Net income	23.9	5.5	29.4	+116.9	-9.3	+107.6	-3.0
Operating ROS	2.7%	3.6%	2.9%	+7.4 pts	+1.1pts	+4.5pts	+1.6pts
EPS (Yen)	37.9	8.8	46.7	+185.6	-14.7	+170.9	-4.7
Exchange rate (Yen)							
US Dollar	110	114	111	+3	+9	+5	+2
Euro	131	130	131	+10	+5	+8	+10
(Thousand units)							
Consolidated wholesales	481	207	688	+112	-89	+23	-227
				+31%	-30%	+3%	-25%

*Net income indicates net income attributable to owners of the parent

- **First 9 months: Wholesale was up 3% year on year and each profit metric saw an improvement of about ¥100 billion**
- **3rd quarter: Despite a 30% decline in wholesale, operating profit increased to ¥24 billion.**
Operating profit stood at ¥15.1 billion before a loss of ¥8.9 billion due to the impact from Covid-19 was transferred to the extraordinary loss account

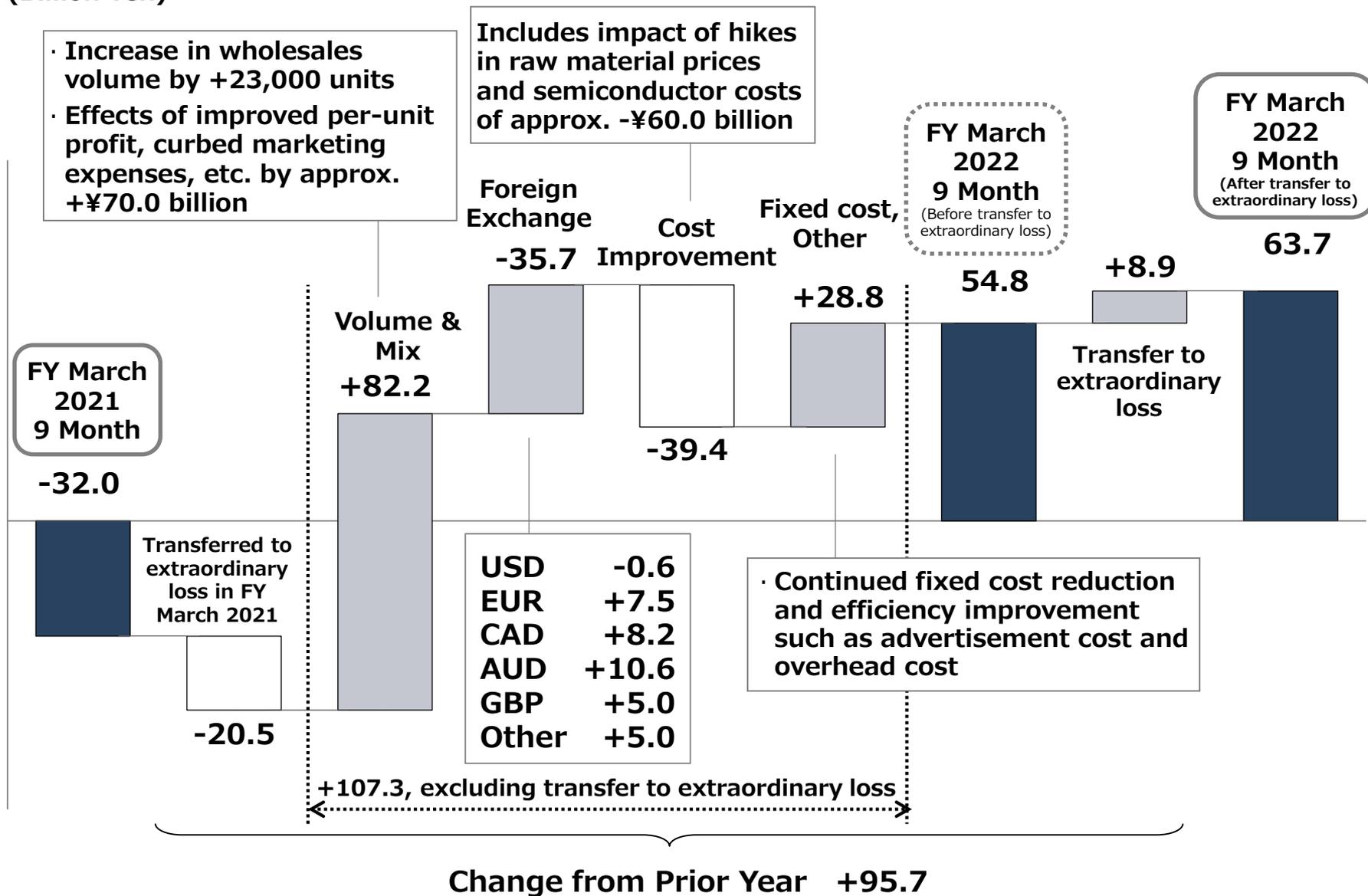
FY March 2022 Third Quarter vs. FY March 2021 Third Quarter Deterioration and Improvement Factors



The third quarter operating profit increased through profit improvement efforts for sales improvement, cost improvement and fixed cost efficiency, while there were negative profit impacts from a significant decline in wholesale volume and a sharp increase in raw material prices. Operating return on sales remained at a similar level to the prior year even before the transfer to the extraordinary loss account

FY March 2022 Nine Month Operating Profit Change (vs FY March 2021 Nine Month)

(Billion Yen)



Fiscal Year March 2022 Full Year Forecast

FY March 2022 Global Sales Volume

	FY March 2022			Change from		
	1st Half	2nd Half	Full Year	Prior Year	FY March 2020	Nov. Forecast
(Thousand units)				Full Year	Full Year	Full Year
Global sales volume						
Japan	60	97	156	-20	-46	-12
North America	249	176	425	+21	+28	-13
Europe	106	84	190	+12	-73	-3
China	89	87	176	-52	-36	-44
Other Markets	156	137	293	-8	-52	+1
Total	660	580	1,240	-47 -4%	-179 -13%	-71 -5%
USA	190	132	322	+27	+47	-10
Australia	56	44	100	+8	+10	-1
ASEAN	32	44	75	-12	-28	+5

- Updated the plan to reflect the impact of production cuts, in addition to the decline in sales in China
- Full-year sales forecast has been reduced by 71,000 units to 1,240,000 units

FY March 2022 Financial Metrics

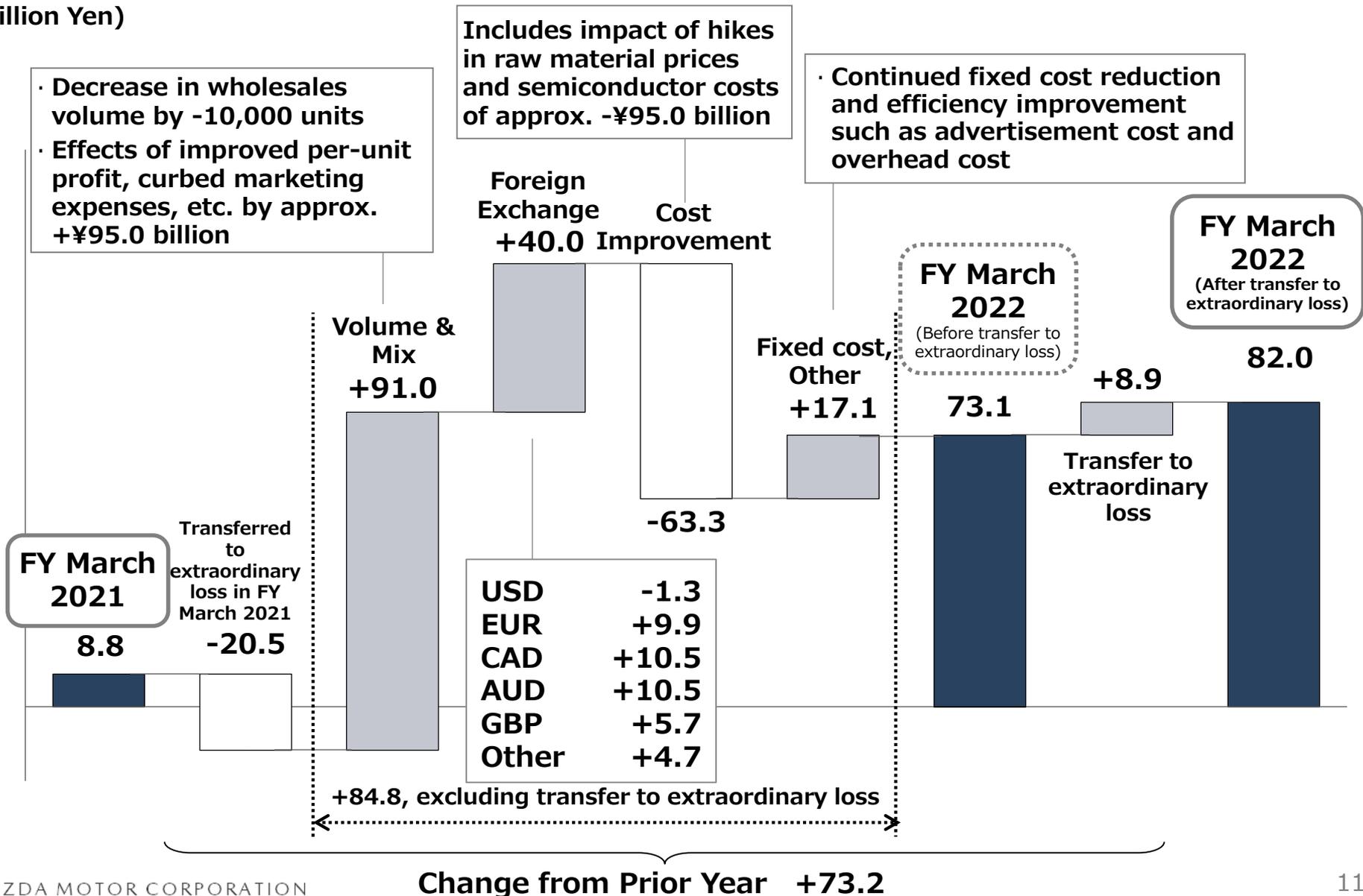
	FY March 2022			Change from		
	1st Half	2nd Half	Full Year	Prior Year	FY March 2020	Nov. Forecast
(Billion Yen)				Full Year	Full Year	Full Year
Net sales	1,495.9	1,604.1	3,100.0	+217.9	-330.3	-100.0
Operating profit	39.7	42.3	82.0	+73.2	+38.4	+17.0
Ordinary profit	33.9	45.1	79.0	+50.7	+25.9	+18.0
Profit before tax	35.9	32.1	68.0	+65.8	+18.7	+9.0
Net income	23.9	31.1	55.0	+86.7	+42.9	+14.0
Operating ROS	2.7%	2.6%	2.6%	+2.3pts	+1.3pts	+0.6pts
EPS (Yen)	37.9	49.4	87.3	+137.6	+68.0	+22.2
Exchange rate (Yen)						
US Dollar	110	113	111	+5	+3	0
Euro	131	131	131	+7	+10	0
(Thousand units)						
Consolidated wholesales	481	499	980	-10	-252	-50
				-1%	-20%	-5%

*Net income indicates net income attributable to owners of the parent

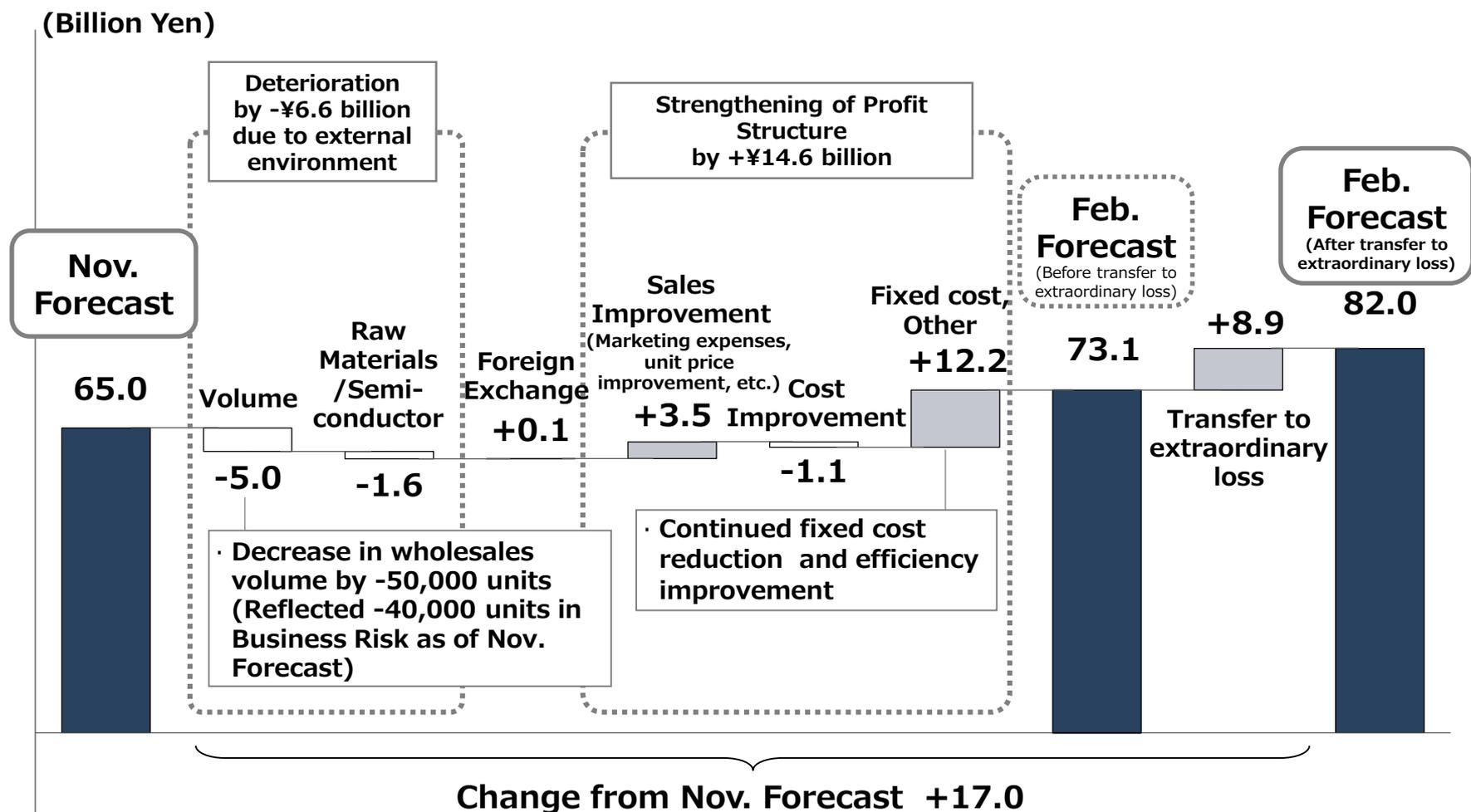
- **Consolidated wholesale is expected to be 980,000 units, down 50,000 units from November's forecast. Business risk of ¥20 billion (equivalent to about 40,000 units) was already included in November's forecast**
- **Reflecting the progress of profit improvement and the transfer to the extraordinary loss account of ¥8.9 billion due to the impact from Covid-19, the full-year forecast has been revised upward to an operating profit of ¥82 billion and net income of ¥55 billion**

FY March 2022 Full Year Operating Profit Change (vs FY March 2021 Full Year)

(Billion Yen)

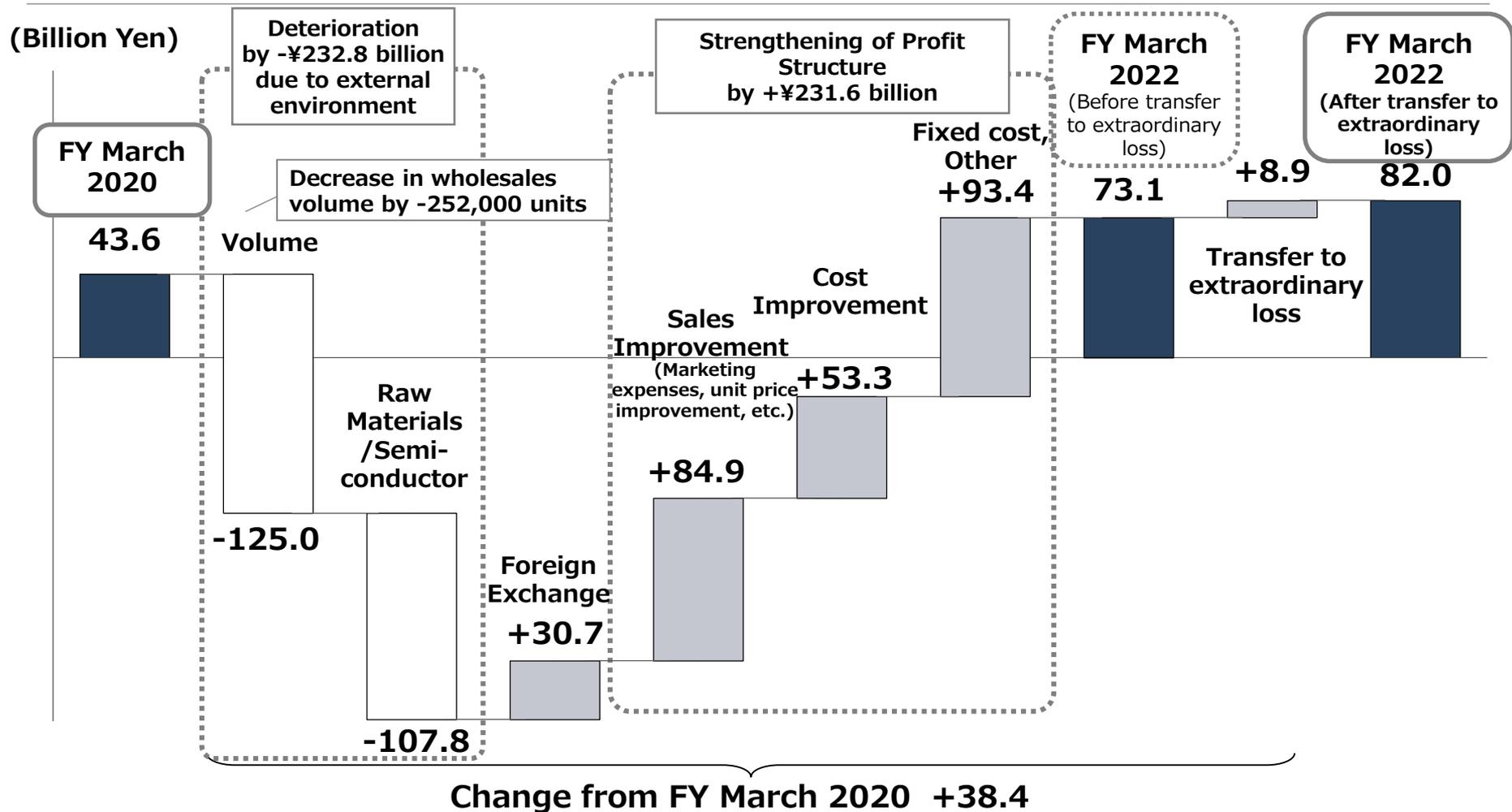


FY March 2022 Full Year vs. November Forecast Deterioration and Improvement Factors



- Continue and enhance sales quality improvement and fixed cost improvement
- Improve break-even point by increasing per-unit profit and streamlining fixed cost. With less than 1 million wholesale, operating return on sales is above 2.6% both in 1st half and 2nd half

FY March 2022 Full Year vs. FY March 2020 Full Year Deterioration and Improvement Factors



- Facing an increasingly tough business environment, enhance profit improvement efforts in all areas including sales quality improvement/cost improvement/fixed cost streamlining
- Substantial progress in changing to a solid profit structure for stronger growth

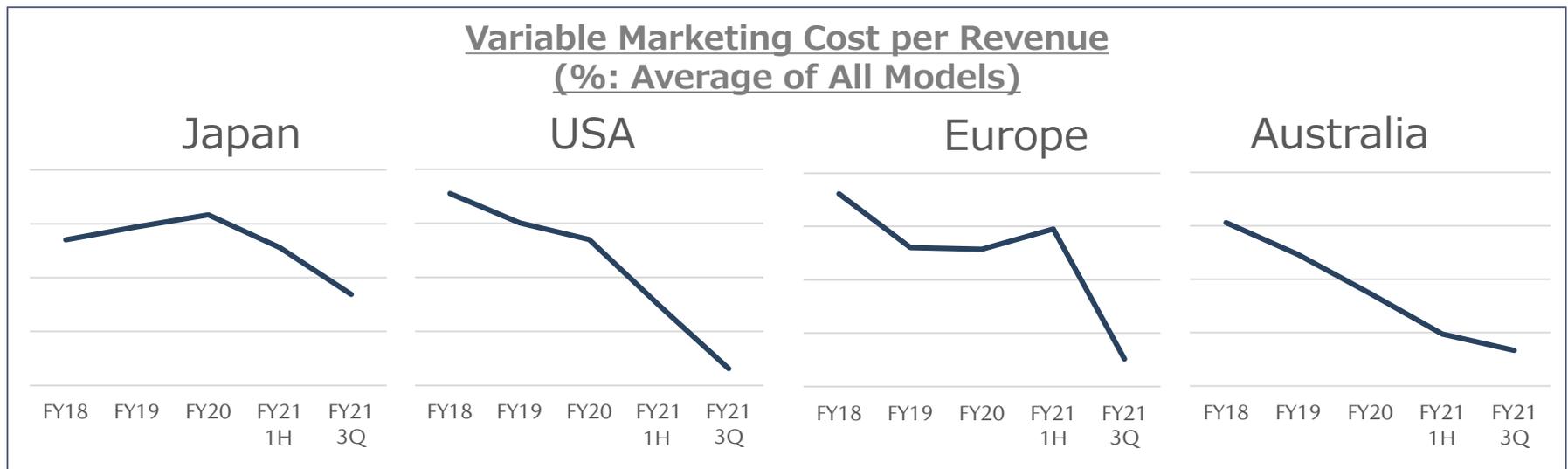
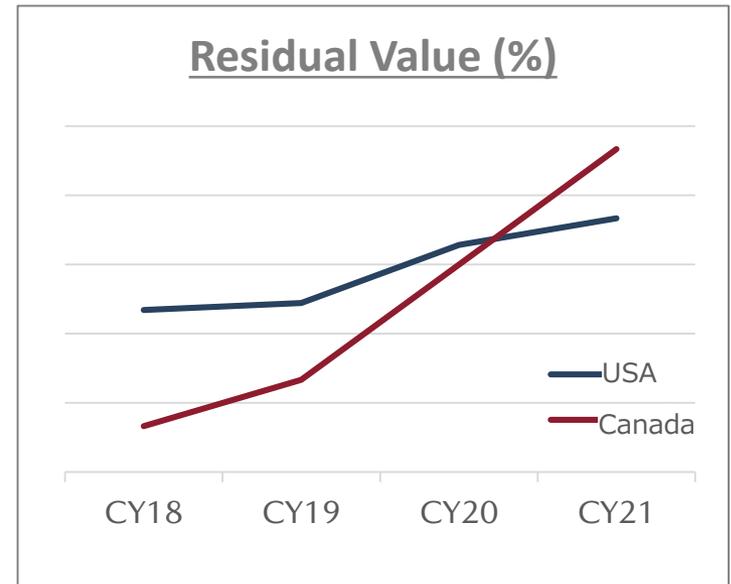
Financial Results Summary

Financial Results Summary

- **Full-year operating profit forecast is revised upward to ¥82 billion**
Operating return on sales: 2.6%
Strengthened our earnings structure and maintained a sound financial position
 - **Sales:**
Improved the efficiency of sales promotion costs by incentive reduction and residual value improvement
 - **Cost improvement/Fixed costs:**
Accelerated efforts to reduce costs and fixed costs to lower break-even volume
- **Ongoing risk for supply chain disruptions**
Making continuous efforts to deliver as many vehicles as possible to customers through weekly monitoring of production and sales and maximization of inventory usage

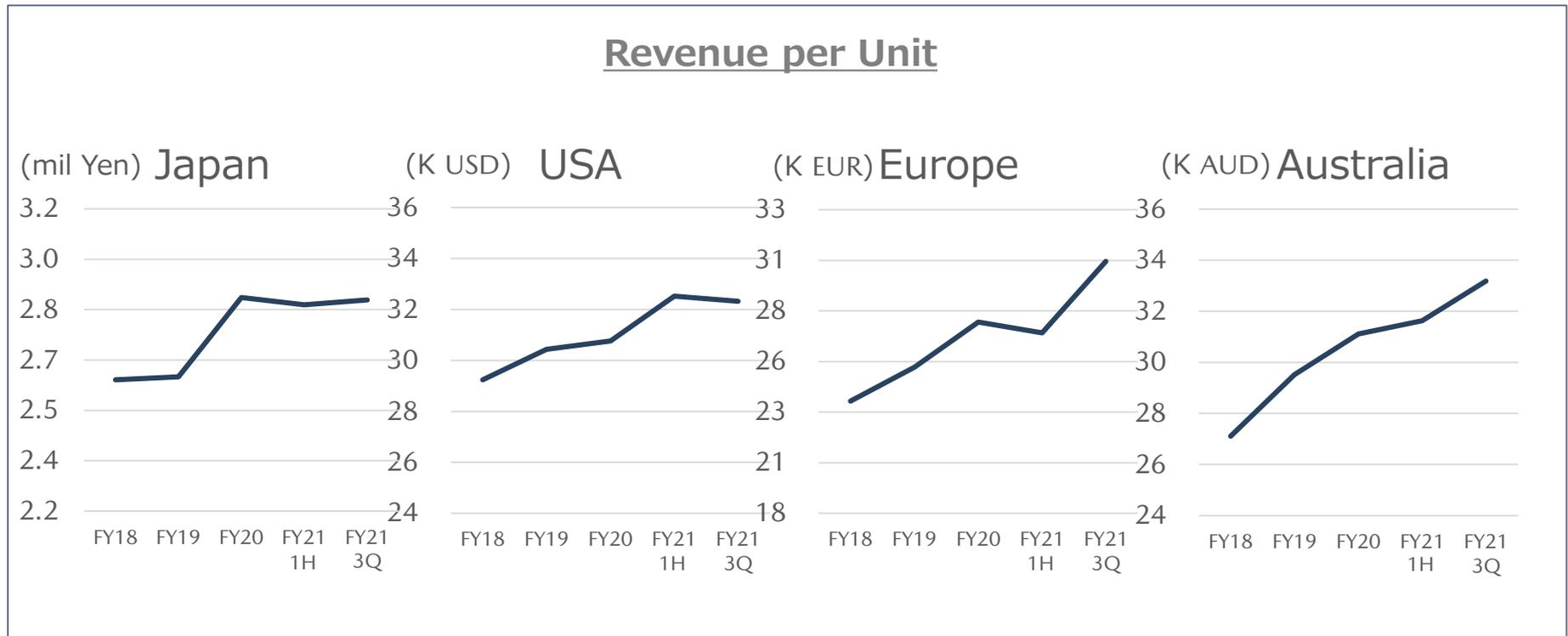
Improvement of Variable Marketing Costs

- Residual value improvement and trade cycle reinforcement
- Network reform and margin policy
- Thorough dealer training
- Lean inventory management



Improvement of Per-unit Revenue

- Improvement of sales mix of crossover models and high grade models
- Gradual price increase for individual carlines



New Product Launch

■ CX-50 – North American Cross-Over SUV

- Incorporates North American consumer needs for outdoor-oriented design, functionality, and utility
- Started production in January at new US plant



■ CX-60 – First Large Product Group Vehicle

- Delivers a high degree of driving pleasure and high-level emission performance
 - Offers various options for electrified powertrains
 - Production due to start by the end of this fiscal year
- ⇒ Continue to strengthen the qualitative improvement of sales and expand the crossover SUV product line up to enter the stage of strong growth

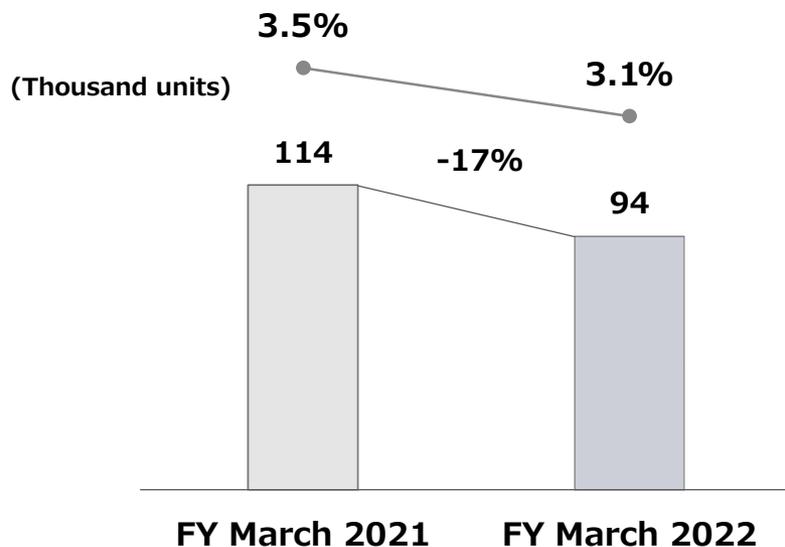


Appendix

Japan



Nine Month Sales Volume & Market Share

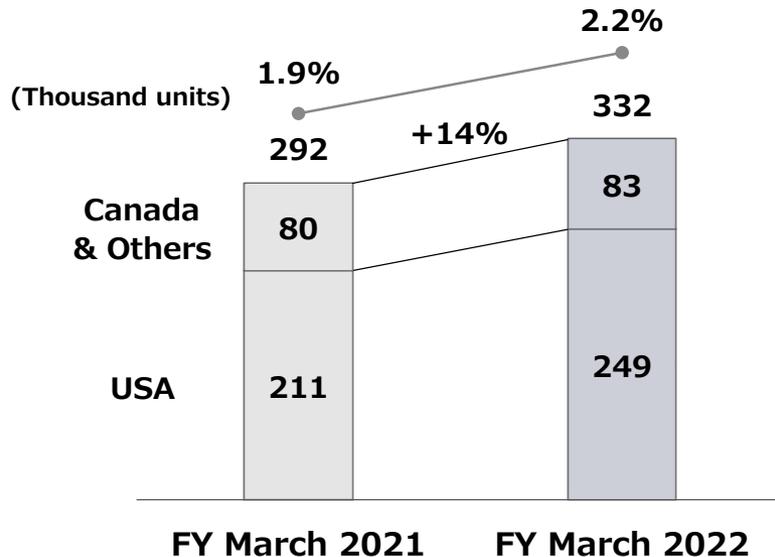


- **94,000 units sold, down 17% year on year**
- **Market share declined 0.4 points year on year to 3.1%, and registered vehicle market share decreased 0.5 points to 3.9%**
- **Sales volume declined from the prior year due to impact of vehicle supply shortage, etc.**
- **Update of main models Mazda3, CX-3, CX-5, CX-30 and Roadster. December sales volume rose year on year**

North America



Nine Month Sales Volume & US Market Share

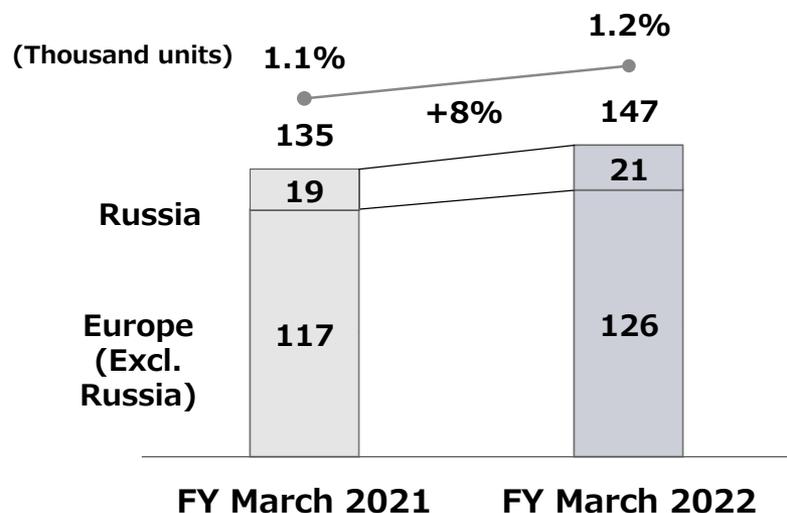


- **332,000 units sold, up 14% year on year**
- **USA: 249,000 units sold, up 18% year on year**
 - Market share rose 0.3 points year on year to 2.2%
 - Achieved record high sales and market share for the first nine months since 1995
 - Sales of CX-5, CX-9 and CX-30 remained strong
 - Continued efficient inventory management and streamlining of marketing expenses during record low inventory levels
 - CX-50, a crossover SUV for North America, was unveiled and production started in January 2022
- **Canada: 47,000 units sold, up 1% year on year**
- **Mexico: 34,000 units sold, up 3% year on year**

Europe



Nine Month Sales Volume & Market Share



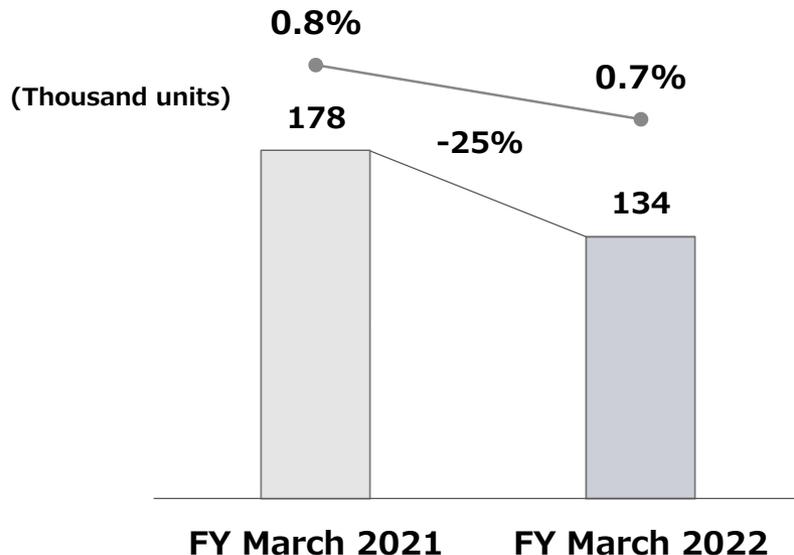
- 147,000 units sold, up 8% year on year
- Market share increased 0.1 points to 1.2%
- Sales of CX-30 have been strong
- Sales in countries such as UK and Russia increased year on year
- Germany: 31,000 units, down 8% year on year
- UK: 21,000 units, up 32% year on year
- Russia: 21,000 units, up 12% year on year

China



- **134,000 units sold, down 25% year on year**
- **Market share declined 0.1 points to 0.7%**
- **Sales of models such as CX-4, CX-5, and Mazda6 declined year on year**
- **Mazda3 maintained solid sales of 69,000 units, accounting for over half of the total sales in China**

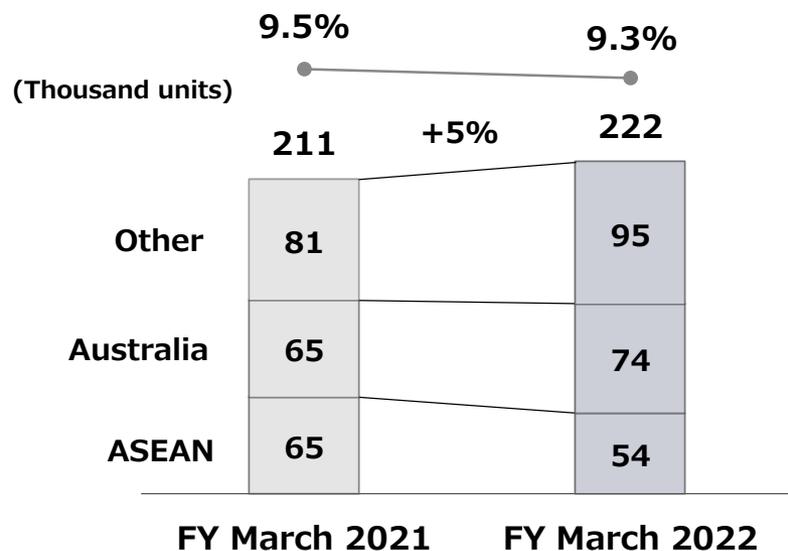
Nine Month Sales Volume & Market Share



Other Markets



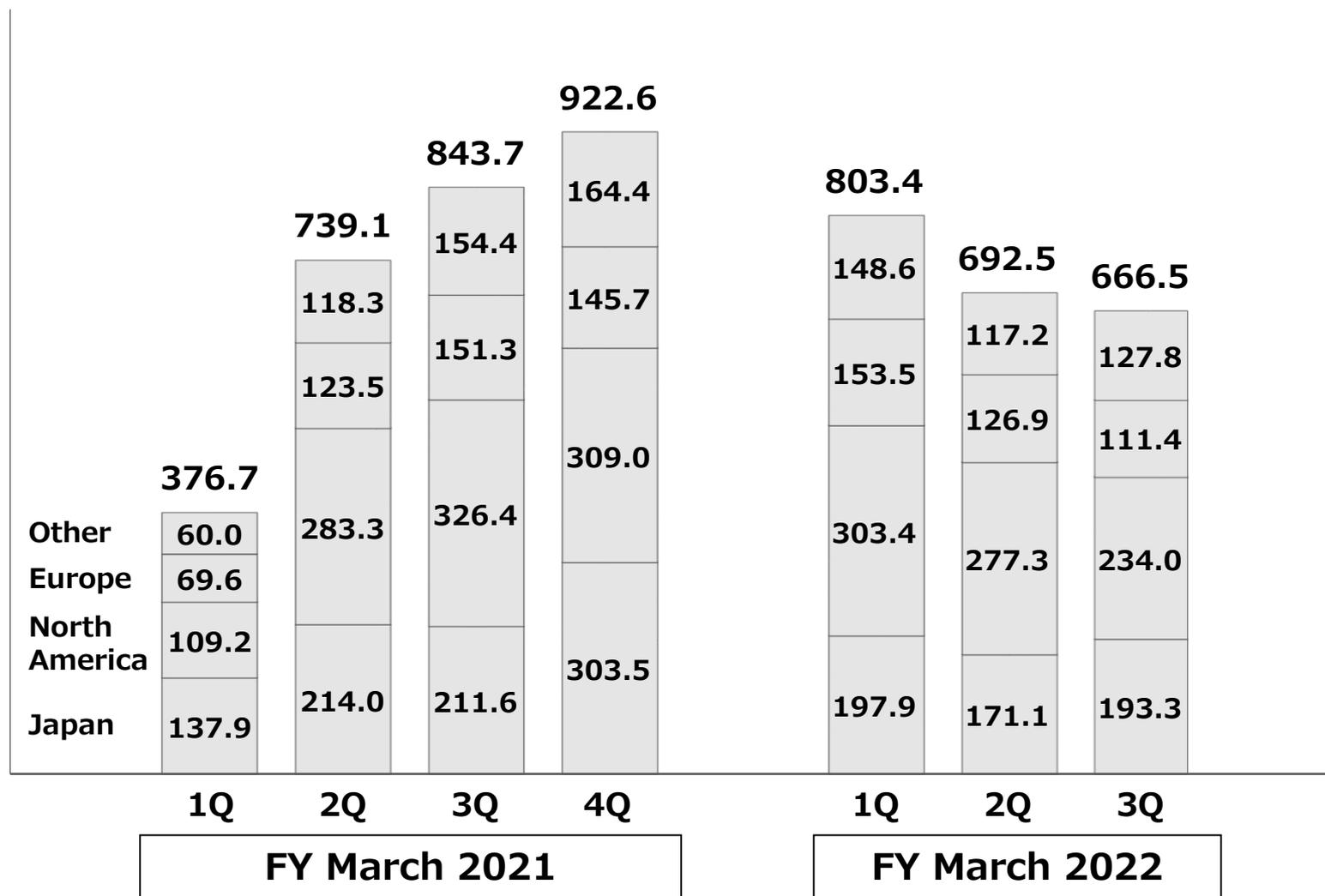
Nine Month Sales Volume & Australia Market Share



- **222,000 units sold, up 5% year on year**
- **Australia: 74,000 units, up 13% year on year**
 - Market share declined 0.1 points year on year to 9.3%
 - Sales volume increased. Notably, CX-30, CX-5, and BT-50 continuing to have strong sales
- **ASEAN: 54,000 units, down 17% year on year**
 - Thailand: 24,000 units, down 16% year on year
 - Vietnam: 15,000 units, down 25% year on year
 - Recovery of market demand from lockdowns in the second quarter was slow in both Thailand and Vietnam

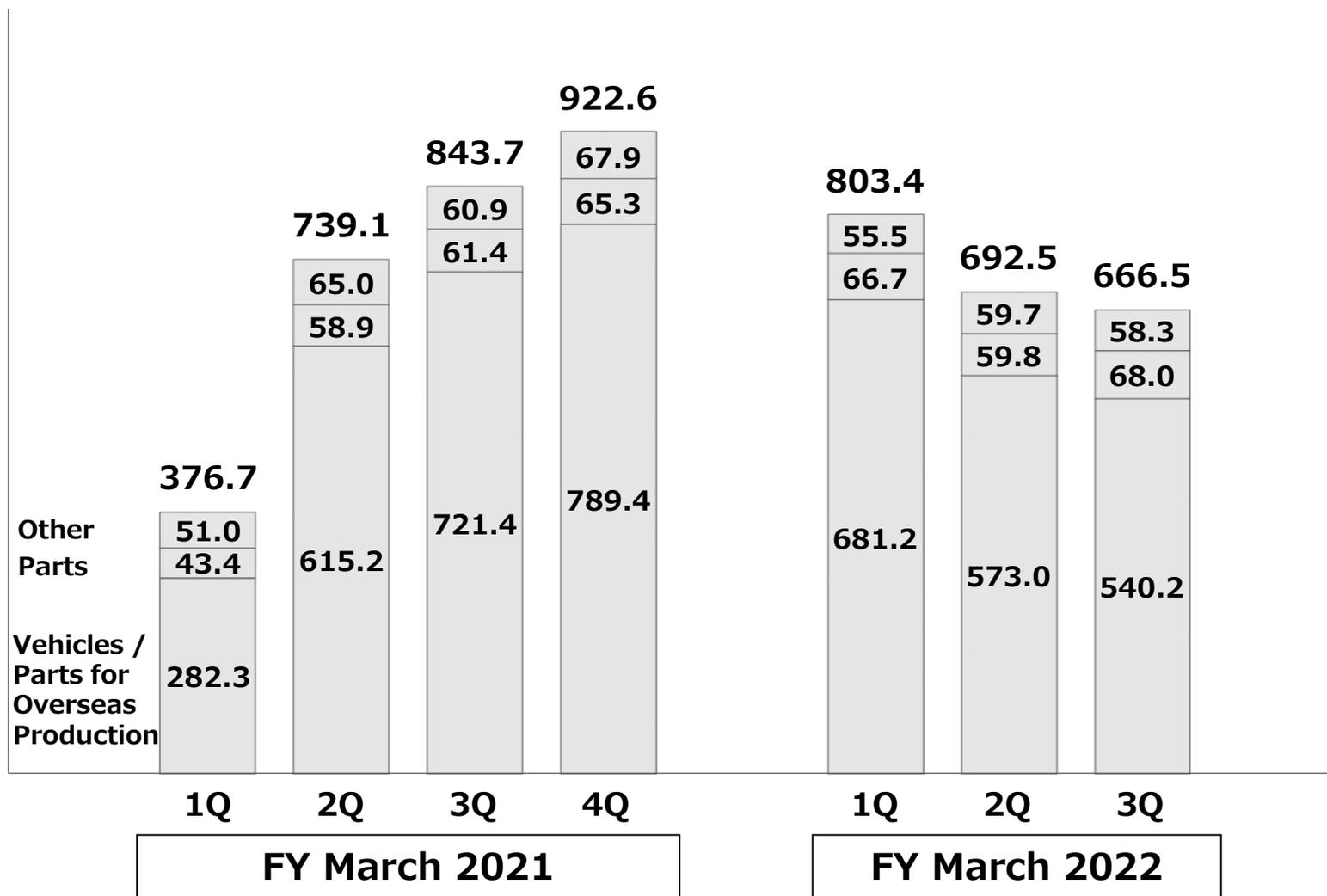
Net Sales by Geographic Area

(Billion Yen)



Net Sales by Product

(Billion Yen)



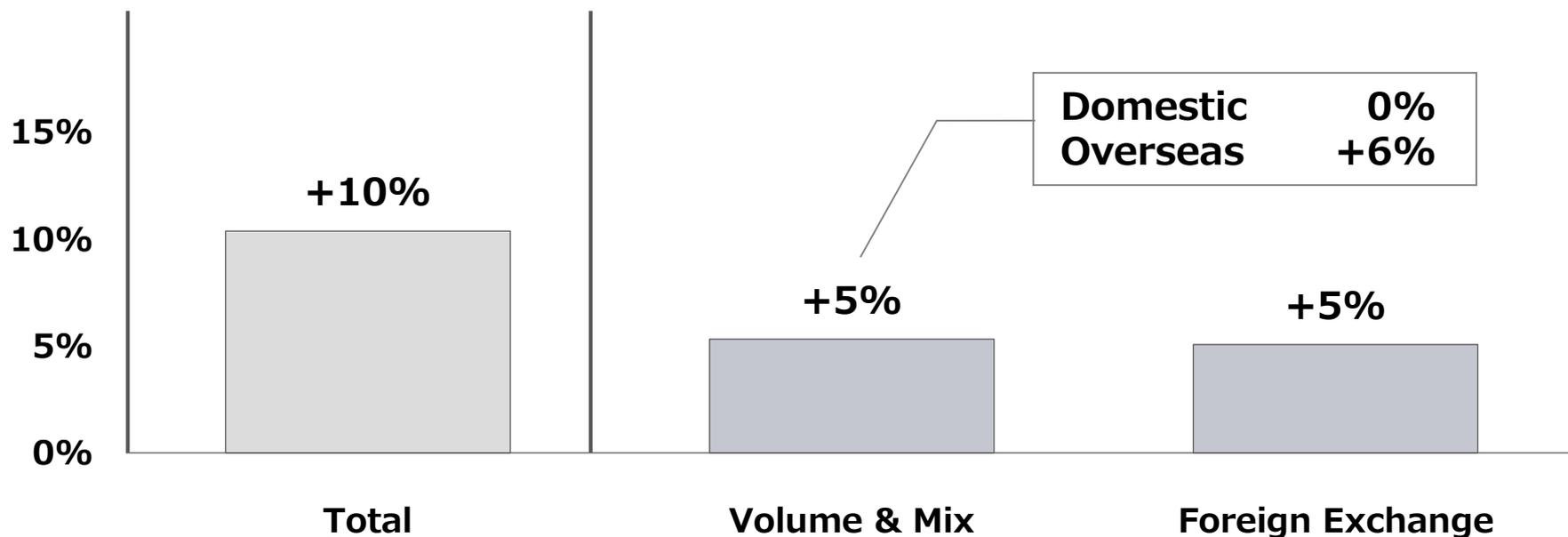
Net Sales Change (9 Months)

FY March 2022 Nine Month vs. FY March 2021 Nine Month

(Billion Yen)

FY March 2022 2,162.4

FY March 2021 1,959.5

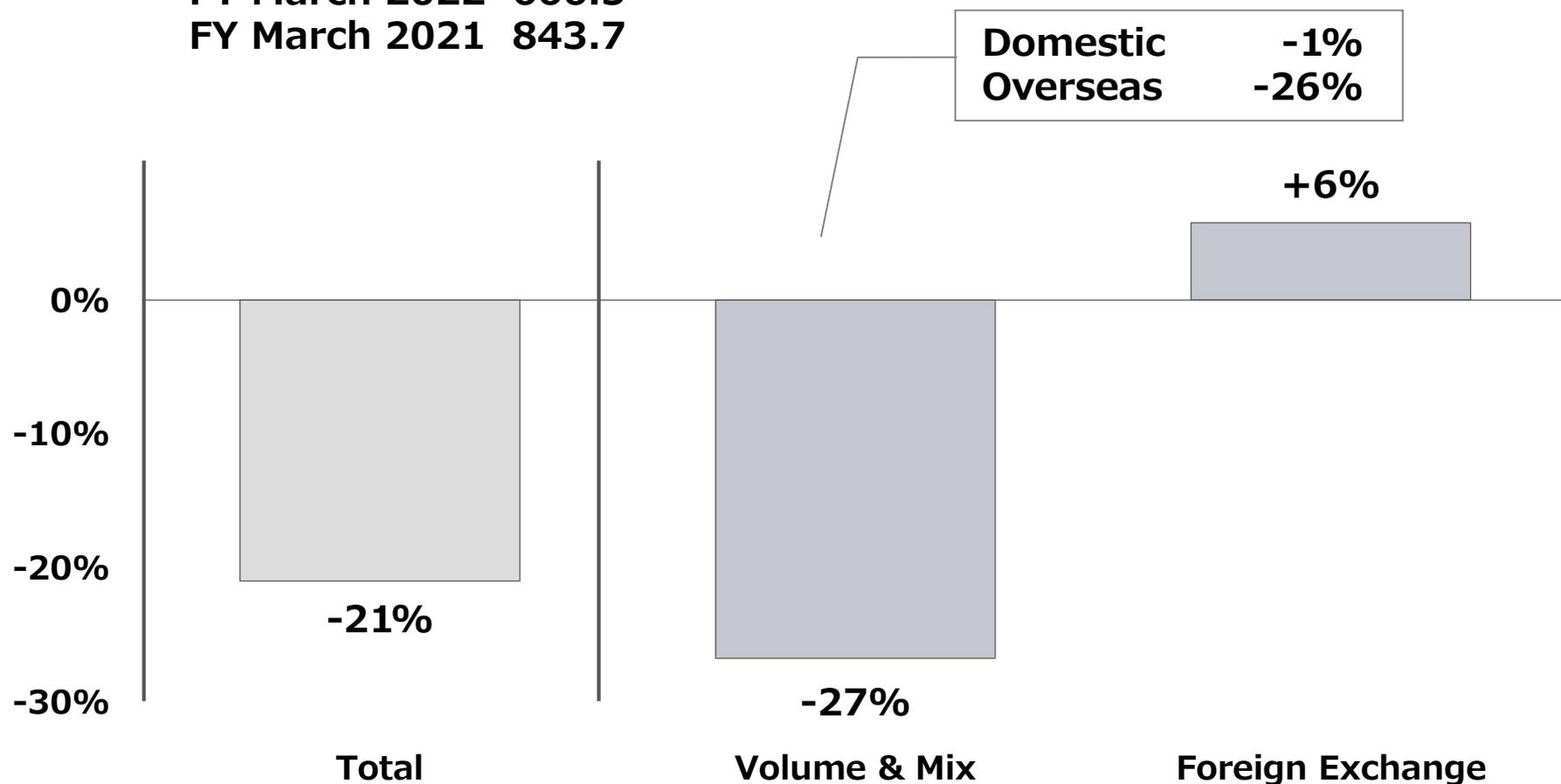


Net Sales Change (3 Months)

FY March 2022 Third Quarter vs. FY March 2021 Third Quarter

(Billion Yen)

FY March 2022 666.5
FY March 2021 843.7



FY March 2022 Financial Metrics (3 Months)

	Third Quarter		Change from Prior Year	
	FY March 2021	FY March 2022		
(Billion Yen)				
Net sales	843.7	666.5	-177.2	-21%
Operating profit	20.9	24.0	+3.1	+15%
Ordinary profit	22.1	25.7	+3.6	+16%
Profit before tax	20.7	15.0	-5.7	-27%
Net income	14.8	5.5	-9.3	-62%
Operating ROS	2.5%	3.6%	+1.1 pts	
EPS (Yen)	23.5	8.8	-14.7	
Exchange rate (Yen)				
US Dollar	105	114	+9	
Euro	125	130	+5	
(Thousand units)				
Consolidated wholesales	296	207	-89	-30%

*Net income indicates net income attributable to owners of the parent

Cash Flow and Net Cash

(Billion Yen)	FY March 2021 Full Year	FY March 2022 Nine Month	Change from Prior FY End
Cash Flow			
- From Operating activities	120.1	-11.7	-
- From Investing activities	-78.9	-90.1	-
- Free Cash Flow	41.2	-101.7	-
Cash and Cash Equivalents	738.8	767.9	+29.1
Interest-bearing Debt	755.9	884.8	+128.9
Net Cash	-17.1	-116.9	-99.8
Total Assets	2,917.4	3,003.8	+86.4
Equity	1,181.7	1,218.4	+36.7
Equity Ratio	41 %	41 %	0 pts

FY March 2022 Consolidated Wholesales

(Thousand units) Consolidated Wholesales	FY March 2022					Change from	
	1st Half	3rd Quarter	4th Quarter	2nd Half	Full Year	Prior Year Full Year	Nov. Forecast Full Year
Japan	69	35	52	87	156	-10	-6
North America	190	75	107	182	372	-2	-27
Europe	90	32	50	82	173	+1	0
Other Markets	132	65	82	147	279	+1	-17
Total	481	207	292	499	980	-10 -1%	-50 -5%
USA	149	54	83	138	286	+14	-17

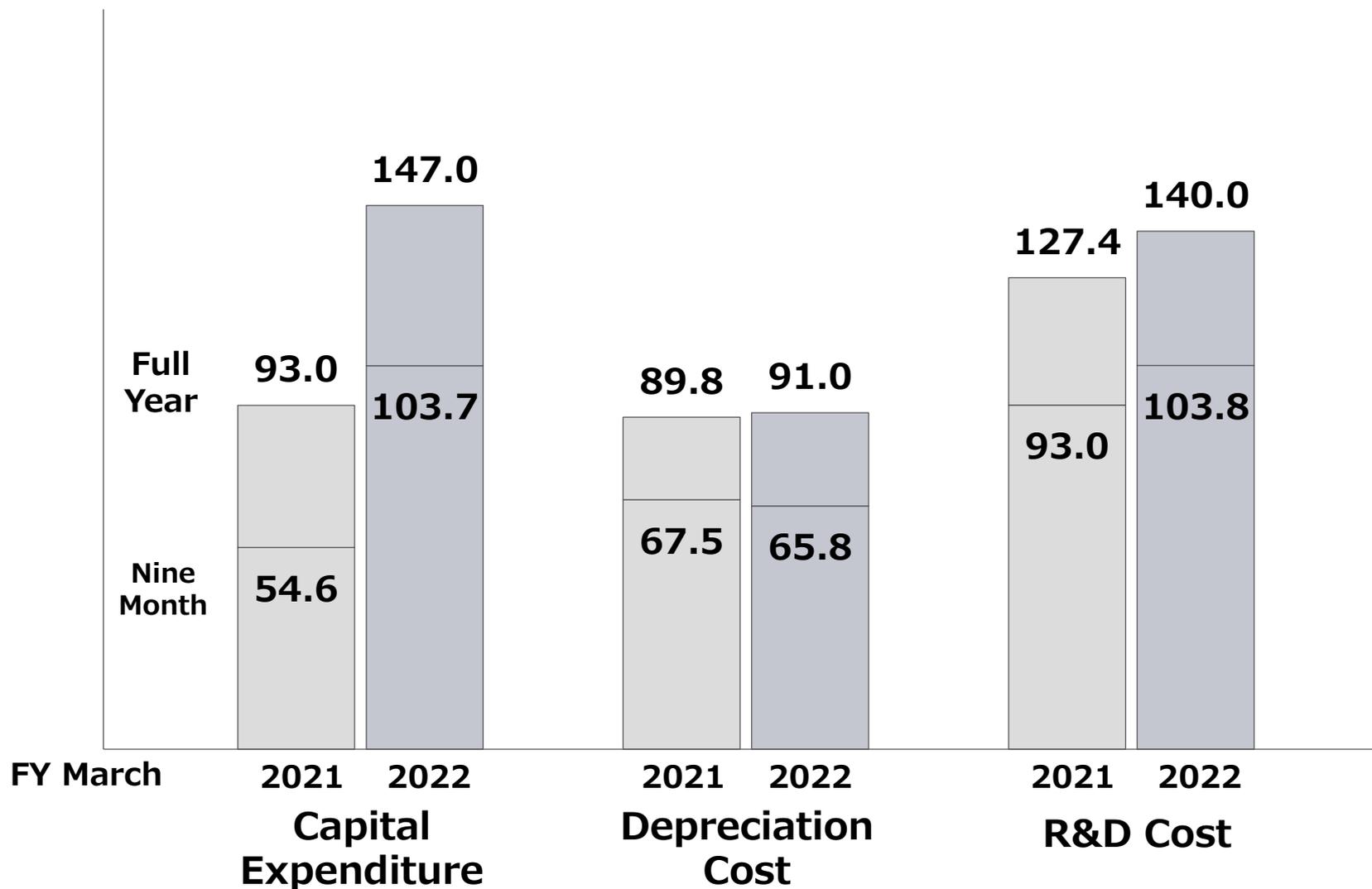
*Regarding consolidated wholesales, in accordance with the application of the "Accounting Standard for Revenue Recognition", etc. effective from the beginning of the first quarter of FY March 2022, domestic dealers' sales recognition of new car has been changed to one that recognizes revenue at the time of the delivery to customers.

Exchange Rate

(Yen)	FY March 2022			Change from			
	1st Half	2nd Half	Full Year	Piror Year			Nov. Forecast
				1st Half	2nd Half	Full Year	Full Year
US Dollar	110	113	111	+3	+8	+5	0
Euro	131	131	131	+10	+4	+7	0
Canadian Dollar	88	90	89	+10	+8	+9	0
Australian Dollar	83	82	83	+9	+3	+6	0
British Pound	152	153	153	+17	+11	+14	0

Key Data

(Billion Yen)

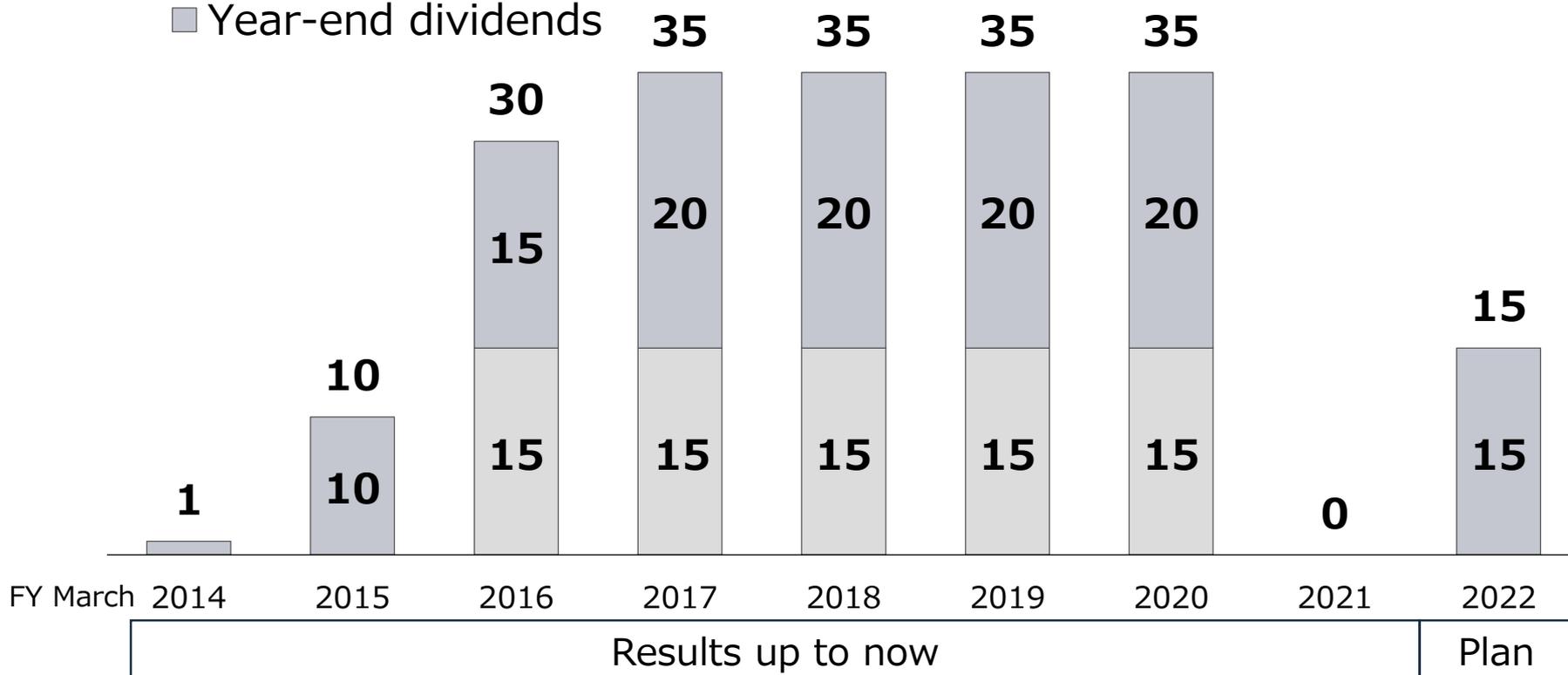


Dividend Payment

Trend of dividends per share

■ Interim dividends

■ Year-end dividends



Note) A share consolidation was implemented on common stock with a ratio of five shares to one on August 1, 2014. Dividends per share represent actual amounts applicable to the respective years

Disclaimer

The projections and future strategies shown in this presentation are based on various uncertainties including, but not limited to, the conditions of the world economy in the future, the trend of the automotive industry and the risk of exchange-rate fluctuations.

So, please be aware that Mazda's actual performance may differ substantially from the projections.

If you are interested in investing in Mazda, you are requested to make a final investment decision at your own risk, taking the foregoing into consideration. Please note that neither Mazda nor any third party providing information shall be responsible for any damage you may suffer due to investment in Mazda based on the information shown in this presentation.