

(Reference)

**Mazda Motor Corporation**  
**FY March 2026 Full Year Financial Results Briefing (for Analysts)**  
**Main Q&A**

**Q: The FY March 2027 operating income forecast is 150 billion yen, reflecting significant profit growth. What are the key drivers behind this plan, and what risks do you see?**

A: To achieve the guidance, there are three key factors:

1. Successful launch of the new CX-5
2. Full-scale introduction of the mainstream EVs in Europe, ASEAN, Australia, and other regions
3. Fixed cost and variable cost reductions

The profit forecast reflects 81.7 billion yen increase in raw material costs, which includes a negative impact of higher crude oil prices. Despite risks such as geopolitical risks in the Middle East and other regions, further changes in the trade environment including tariffs, and inflation, we will strive to achieve this fiscal year's plan by focusing our efforts in the areas we can control.

**Q: To achieve your plan for FY March 2027, it is extremely critical to deliver 100,000 units growth of the global sales. What is the model mix of the incremental volume including the new CX-5?**

A: Of the 100,000-unit year-on-year increase in global sales, the CX-5 accounts for approximately half. Orders for the new CX-5 in Europe have already exceeded 10,000 units, progressing at a pace above our plan. The remaining half of the growth is expected to come from the full-scale introduction of EVs in Europe. We have already introduced the Mazda6e and will soon roll out the CX-6e. They have strengths in Mazda unique design and driving performance, as the Mazda6e won the World Car Design of the Year award. Additionally, we are anticipating an increase in Mazda3 sales for the U.S. market.

**Q: You have set a target of reducing fixed costs by 100 billion yen during Phase 2. Given the current volatile business environment, could you please provide an update on the progress towards achieving this goal?**

A: We are continuing our efforts to reduce fixed costs, but as explained, the improvements will not be linear. We will continue to invest in business growth and stabilization. Particularly in this fiscal year, there will be a temporary increase in costs due to advertising expenses for the introduction of the new CX-5 and other factors. However, we will continue to pursue cost reductions across all business areas, including efficiency improvements.

Over the past two years, as an initial step, we have thoroughly implemented initiatives to eliminate waste, inefficiencies, and inconsistencies across each department. We have developed a culture of generating ideas and delivering tangible results, and we will continue these activities. In the second step, we will focus on structurally reducing fixed costs. We are revisiting the fundamental units of work and working to achieve a structural business transformation.

**Q: It seems that there is a shift from a U.S.-centric approach to a more regionally diversified direction. While I believe the U.S. will continue to be an important market for Mazda's business, what are your thoughts on the future regional strategy?**

A: As a result of increased sales not only in the U.S. but also in Canada and Mexico, the relative importance of North America has risen. However, we anticipate a continued 15% tariff on imported cars from Japan. Therefore, we will strengthen our business in regions where we already have established sales networks and customer bases, such as ASEAN and Europe. We have been making investments to support this strategy, and by achieving results, we believe we can generate profits in these other regions as well.