

Financial Summary (Consolidated)
For the Fiscal Year Ended March 31, 2026

May 12, 2026
Mazda Motor Corporation

(In 100 millions of yen) (In thousands of units) (Upper left: return on sales)		FY 2025 Full Year (Apr.'24-Mar.'25)			FY 2026 Full Year (Apr.'25-Mar.'26)				FY 2027 Full Year Forecast (Apr.'26-Mar.'27)			
				%	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.		%		
	Domestic	1	5,786	(9.6)	1,524	1,516	1,421	1,699	6,160	6.5	6,400	3.9
	Overseas	2	44,403	6.0	9,474	9,871	11,209	12,468	43,022	(3.1)	48,600	13.0
Net sales		3	50,189	4.0	10,998	11,387	12,630	14,167	49,182	(2.0)	55,000	11.8
Operating income		4	1,861	(25.7)	(461)	(78)	308	747	516	(72.3)	1,500	190.8
Ordinary income		5	1,890	(41.0)	(343)	130	587	944	1,318	(30.2)	1,400	6.2
Income before income taxes		6	1,558	(47.8)	(429)	(7)	422	608	594	(61.9)	1,300	118.9
Net income attributable to owners of the parent		7	1,141	(45.1)	(421)	(32)	306	498	351	(69.2)	900	156.5
Operating income by segment (geographic area)												
	Japan	8	485		(642)	(213)	(162)	(601)	(1,618)			
	North America	9	670		(32)	222	519	966	1,675			
	Europe	10	192		38	34	52	56	180			
	Other areas	11	231		43	86	50	148	327			
Operating income changes												
	Tariff Impact	12			(496)	(475)	(221)	(357)	(1,549)		137	
	Volume & mix	13			(131)	(418)	(231)	462	(318)		561	
	Exchange rate	14			(268)	(73)	139	308	106		798	
	Raw material, logistics costs, etc.	15			(36)	15	(60)	(296)	(377)		(817)	
	Cost improvement	16			43	61	84	181	369		776	
	Fixed costs and others	17			(77)	286	144	71	424		(471)	
	Total	18			(965)	(604)	(145)	369	(1,345)		984	
Average rate for the period (Yen)	USD	19	153		145	147	154	157	151		155	
	EUR	20	164		164	172	179	184	175		180	
Capital expenditures		21	1,484		225	233	288	454	1,200		1,500	
Depreciation and amortization		22	1,176		290	296	302	323	1,211		1,200	
R & D cost		23	1,680		445	395	371	398	1,609		1,600	
Total assets		24	40,901		39,223	40,279	42,122		44,795			
Net assets		25	17,923		17,205	17,409	18,123		19,056			
Financial debt		26	7,052		6,996	8,021	8,524		8,501			
Net cash		27	4,003		2,897	2,512	2,849		4,430			
Free cash flow (Operating & Investing)		28	1,057		(968)	(539)	49	1,452	(6)			
	Japan	29	152	(5.2)	32	36	32	44	144	(5.3)	153	6.1
	North America	30	617	20.0	147	159	141	135	582	(5.7)	629	8.1
	Europe	31	174	(3.4)	39	35	41	50	164	(6.0)	197	20.5
	China	32	74	(23.1)	18	14	27	13	71	(4.0)	71	(0.6)
	Other	33	285	(1.4)	65	64	71	62	262	(8.2)	274	4.8
Global sales volume		34	1,303	5.0	301	308	311	302	1,223	(6.1)	1,324	8.3
	Japan	35	136	(13.0)	35	35	32	40	142	4.9	148	3.7
	North America	36	643	14.9	142	147	143	150	581	(9.6)	632	8.7
	Europe	37	153	(24.3)	30	33	45	61	169	10.2	184	8.7
	Other	38	287	1.1	58	63	71	62	254	(11.3)	270	6.2
Consolidated wholesales volume		39	1,219	1.4	266	277	291	313	1,147	(5.9)	1,233	7.5
	Domestic	40	749	(6.3)	167	174	194	201	735	(1.8)		
	Overseas	41	458	9.2	109	105	110	105	430	(6.3)		
Global production volume		42	1,207	(1.0)	276	279	304	306	1,165	(3.5)		
Number of employees (excluding dispatches)		43	48,783						47,144			

Note: Global retail volume refers to the total retail units of Mazda-brand vehicles sold on a global basis.

Global production volume refers to the total volume of the units produced in the domestic plant and Mexico plant plus the units of Mazda-brand vehicles produced in other overseas plants (mainly in the U.S. and China and Thailand).

Financial Summary (Unconsolidated)

For the Fiscal Year Ended March 31, 2026

May 12, 2026

Mazda Motor Corporation

(In 100 millions of yen)

(In thousands of units)

(Upper left: return on sales)

			FY 2025 Full Year (Apr.'24-Mar.'25)		FY 2026 Full Year (Apr.'25-Mar.'26)	
	Domestic	1	3,978	% (3.0)	3,956	% (0.0)
	Export	2	31,516	(2.3)	27,394	(0.1)
Net sales		3	35,495	(2.4)	31,350	(0.1)
Operating income		4	0.9% 324	(75.5)	(5.6%) (1,748)	(6.4)
Ordinary income		5	1.9% 664	(70.7)	(2.8%) (893)	(2.3)
Income before taxes		6	1.3% 468	(77.0)	(4.9%) (1,541)	(4.3)
Net income		7	1.7% 601	(56.3)	(3.3%) (1,034)	(2.7)
Average rate for the period (Yen)		8	USD 153		USD 151	
		9	EUR 164		EUR 175	
Capital expenditures		10	921		914	
Depreciation & amortization		11	582		597	
R & D cost		12	1,668		1,555	
Total assets		13	29,471		30,559	
Net assets		14	12,665		11,448	
Financial debt		15	6,588		8,067	
Net cash		16	962		(333)	
	Japan	17	149	(5.8)	148	(0.0)
	North America	18	462	2.2	387	(0.2)
	Europe	19	125	(39.7)	157	0.3
	Others	20	283	5.2	248	(0.1)
Wholesales volume		21	1,019	(6.2)	940	(0.1)
Domestic production volume		22	749	(6.3)	735	(0.0)
Number of employees (excluding dispatches)		23	23,391		22,857	