



COMPANY PROFILE 2020

MAZDA IN BRIEF 2020



MAZDA MOTOR CORPORATION
ESTD. 1920 HIROSHIMA, JAPAN

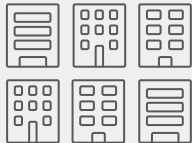
Founded

January 30, 1920




Consolidated Subsidiaries

69



Equity Method Applied Companies


18



Employees


Consolidated:

50,479



Unconsolidated:

23,203



Capital

284.0

billion yen

Net Sales

3,430.3

billion yen

Operating Income

43.6

billion yen

Net Income Attributable to Owners of the Parent

12.1

billion yen

Overview of Business Operations

Sales in more than

130

countries and regions



Global production

1,434,204

units

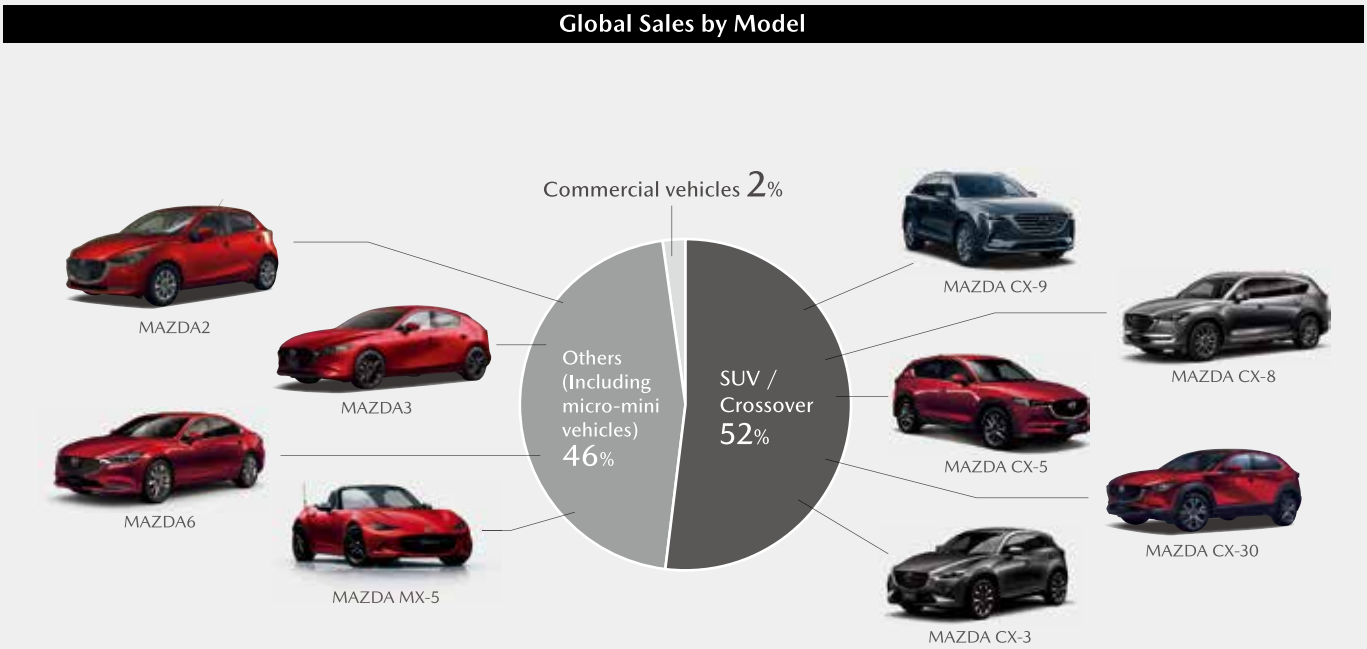
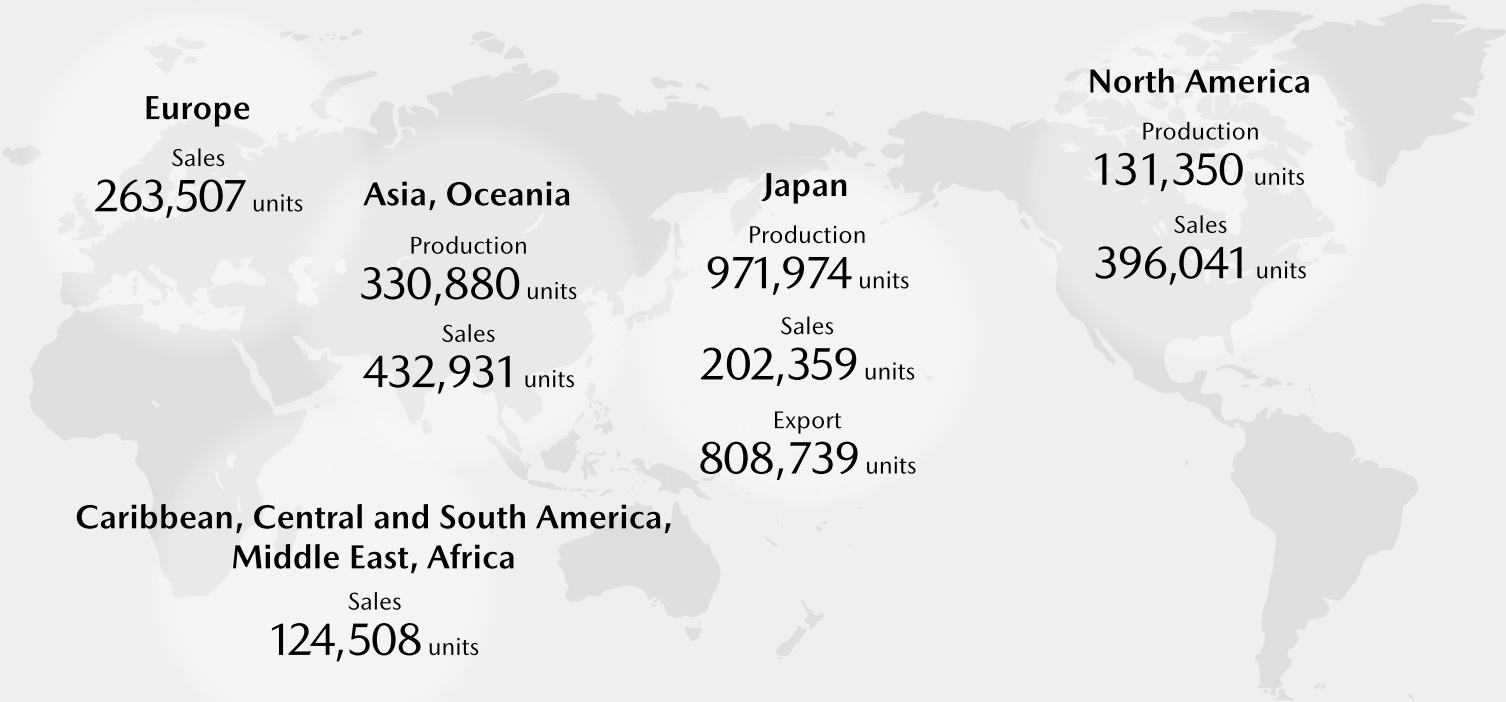


Global sales

1,419,346

units





Contents

Mazda Profile

MAZDA AT A GLANCE..... 01

Company Profile 02

Summary of Consolidated Financial Statements 04

List of Directors, Officers and Audit & Supervisory Board Members 06

Major Affiliates 08

Car Lineup..... 10

Mazda's Global Business

History of Mazda's Global Operations 14

Japan 16

North America 20

Europe 22

Asia, Oceania 24

Caribbean, Central and South America, Middle East, Africa 28

History of Mazda

History..... 30

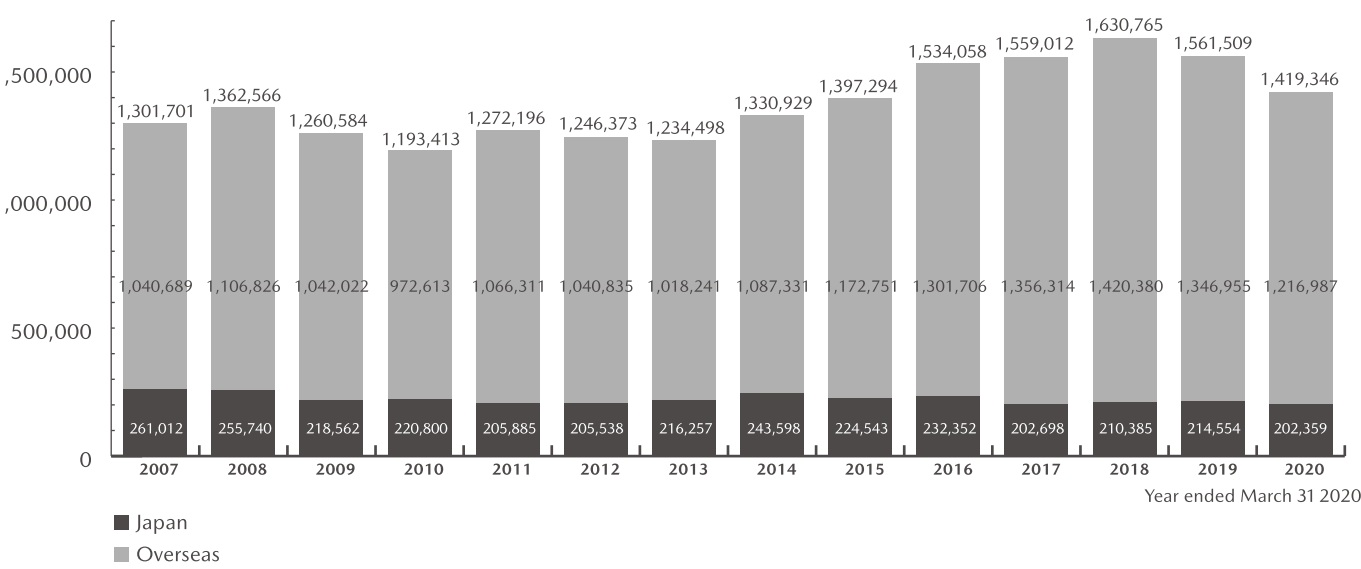
Company Information

Company name	Mazda Motor Corporation		
Founded	January 30, 1920		
Headquarters	3-1 Shinchii, Fuchuu-cho, Aki-gun, Hiroshima 730-8670 Japan		
Representative	Akira Marumoto, Representative Director; President and CEO (Chief Executive Officer)		
Main business	Manufacture and sales of passenger cars and commercial vehicles		
Stock information	Authorized: 1,200,000,000 Shares issued: 631,803,979 Number of shareholders: 148,222		
Main shareholders	Shareholder name	No. of shares held (Thousands of shares)	Shareholding ratio (%)
	The Master Trust Bank of Japan, Ltd. (Trust)	39,825	6.3
	Toyota Motor Corporation	31,928	5.1
	Japan Trustee Services Bank, Ltd. (Trust)	30,219	4.8
	Japan Trustee Services Bank, Ltd. (Trust 9)	15,699	2.5
	NORTHERN TRUST CO. (AVFC) RE SILCHESTER INTERNATIONAL	12,389	2.0
	INVESTORS INTERNATIONAL VALUE EQUITY TRUST		
	Japan Trustee Services Bank, Ltd. (Trust 5)	12,002	1.9
	Sumitomo Mitsui Banking Corporation	10,191	1.6
	JP MORGAN CHASE BANK 385151	10,094	1.6
	Japan Trustee Services Bank, Ltd. (Trust 7)	9,523	1.5
	THE BANK OF NEW YORK MELLON 140051	9,067	1.4
	Note: Treasury stock of 2,010,576 shares is excluded in the calculation of the ratio.		

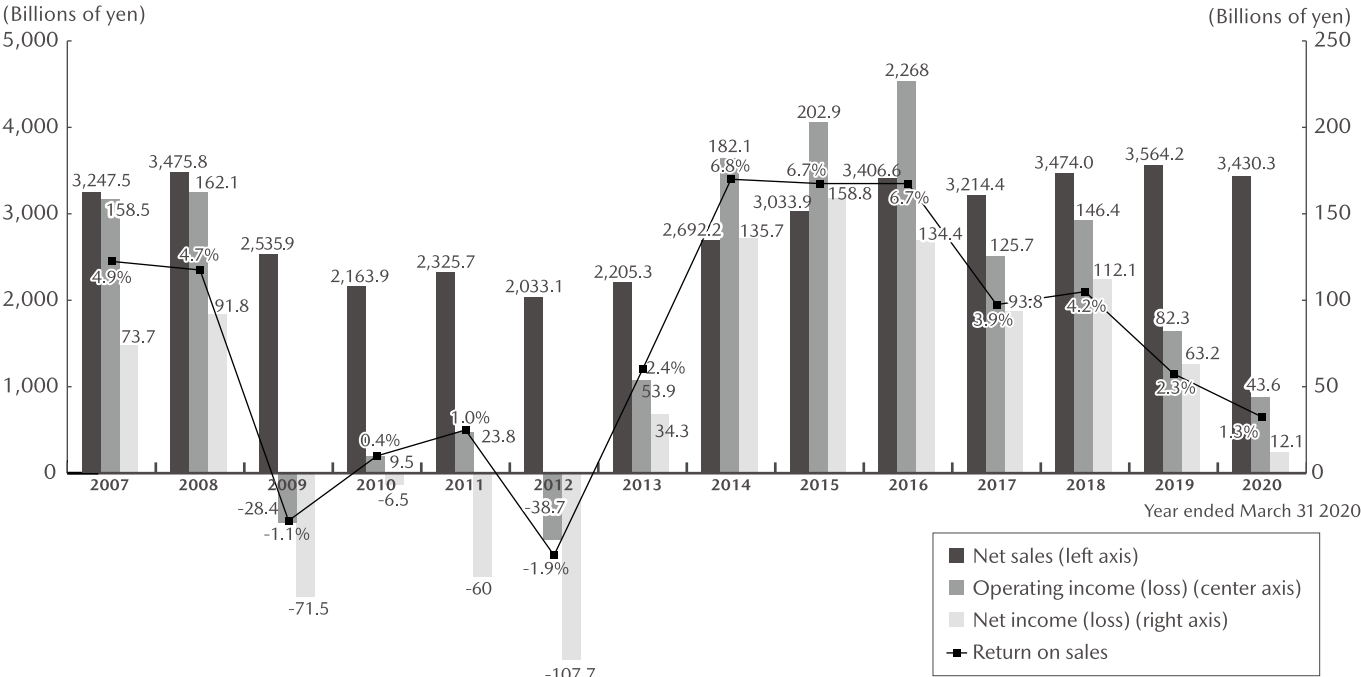
Capital	284,000,000,000
Employees	Unconsolidated: 23,203 (Male: 20,947 Female: 2,256) ^{*1} Consolidated: 50,479 ^{*2}
Research and development sites	Head Office, Mazda R&D Center (Yokohama), Mazda North American Operations (USA), Mazda Motor Europe (Germany), China Engineering Support Center (China)
Production sites	Japan: Hiroshima Plant (Head Office, Ujina), Hofu Plant (Nishinoura, Nakanoseki), Miyoshi Plant Overseas: China, Thailand, Mexico, Vietnam ^{*3} , Malaysia ^{*3} , Russia ^{*3}
Sales companies	Japan: 212 Overseas: 140
Principal products	Four-wheeled vehicles, gasoline reciprocating engines, diesel engines, automatic and manual transmissions for vehicles

^{*1} Excluding dispatchees sent to Mazda Motor Corporation from other companies and including dispatchees sent from Mazda Motor Corporation to other companies
^{*2} Excluding dispatchees sent from Mazda Group to other companies and including dispatchees sent to Mazda Group from other companies
^{*3} Assembly only (Volume is not disclosed)

Sales volume



Net sales / Operating income / Return on sales / Net income attributable to owners of the parent



Summary of Consolidated Financial Statements

Mazda Motor Corporation and Consolidated Subsidiaries
Years ended March 31

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019* 12	2020		2020
Business results*2 (In million yen):													In thousand USD ¹
Net Sales*3	¥2,163,949	¥2,325,689	¥2,033,058	¥2,205,270	¥2,692,238	¥3,033,899	¥3,406,603	¥3,214,363	¥3,474,024	¥3,564,172	¥3,430,285		\$31,470,505
Japan	574,982	541,490	560,216	588,042	655,716	617,397	660,935	587,025	631,229	693,581	629,911		5,779,000
Overseas	1,588,967	1,784,199	1,472,842	1,617,228	2,036,522	2,416,502	2,745,668	2,627,338	2,842,795	2,870,591	2,800,374		25,691,505
Cost of goods sold	1,710,699	1,863,678	1,662,592	1,729,296	1,993,643	2,247,720	2,567,465	2,448,184	2,653,600	2,772,184	2,683,647		24,620,615
Selling, general, and administrative expenses	443,792	438,176	409,184	422,038	516,474	583,291	612,363	640,492	674,003	709,681	703,035		6,449,862
Operating income/(loss)	9,458	23,835	(38,718)	53,936	182,121	202,888	226,775	125,687	146,421	82,307	43,603		400,028
Net income/(loss) before taxes and other adjustments	(7,265)	16,081	(55,262)	39,101	97,409	209,335	166,986	128,413	157,484	107,567	49,282		452,128
Net income/(loss) of the parent company shareholders	(6,478)	(60,042)	(107,733)	34,304	135,699	158,808	134,419	93,780	112,057	63,155	12,131		111,294
Capital investment*4	29,837	44,722	78,040	77,190	133,216	131,010	89,214	94,399	104,129	119,734	132,578		1,216,312
Depreciation and amortization	76,428	71,576	68,791	59,954	57,656	68,872	78,972	82,416	86,954	88,443	92,269		846,505
Research and Development cost	85,206	90,961	91,716	89,930	99,363	108,378	116,610	126,915	136,009	134,660	135,009		1,238,615
Cash flows:													
Cash flow from operating activities	111,646	15,344	(9,098)	49,033	136,379	204,459	262,770	161,097	207,795	146,690	34,834		319,578
Cash flow from investing activities	(44,252)	(13,717)	(70,317)	(40,287)	(120,057)	(95,548)	(108,092)	(63,751)	(159,989)	(131,611)	(127,578)		(1,170,440)
Free cash flow*5	67,394	1,627	(79,415)	8,746	16,322	108,911	154,678	97,346	47,806	15,079	(92,744)		(850,862)
Cash flow from financing activities	60,951	(14,360)	236,462	(57,181)	10,483	(62,776)	(94,062)	(149,898)	30,461	83,411	(24,274)		(222,697)
Current financial data (in million yen):													
Total assets	¥1,947,769	¥1,771,767	¥1,915,943	¥1,978,567	¥2,246,036	¥2,473,287	¥2,548,401	¥2,524,552	¥2,724,092*11	¥2,877,613	¥2,787,640		\$25,574,679
Net assets	509,815	430,539	474,429	513,226	676,837	891,326	976,723	1,064,038	1,219,470	1,233,441	1,205,846		11,062,807
Financial debts	722,128	693,000	778,085	718,983	742,735	701,019	617,132	491,434	497,893	607,051	619,868		5,686,862
Net financial debts	375,825	370,151	300,778	274,108	262,981	171,871	48,418	(35,430)	(106,961)	(94,573)	51,874		475,908
Amounts per share (in yen):													In USD ¹
Net income*6	¥ (4.26)	¥ (33.92)	¥ (57.80)	¥ 11.48	¥ 226.99*10	¥ 265.64*10	¥ 224.85	¥ 156.87	¥ 182.93	¥ 100.28	¥ 19.26		\$0.18
Yearly dividends*7	3.00	—	—	—	1.00	10.00	30.00	35.00	35.00	35.00	35.00		0.32
Net assets*8	286.92	242.24	156.85	166.04	1,105.21*10	1,454.61*10	1,595.83	1,738.70	1,894.29	1,910.67	1,865.63		17.12
Financial indicators (%):													
Return on sales	0.4%	1.0%	(1.9) %	2.4%	6.8%	6.7%	6.7%	3.9%	4.2%	2.3%	1.3%		
Return on equity (ROE)*9	(1.4)	(12.8)	(24.0)	7.1	23.5	20.8	14.7	9.4	10.0	5.3	1.0		
Equity ratio*9	26.1	24.2	24.5	25.1	29.4	35.2	37.4	41.2	43.8*11	41.8	42.1*13		
Average number of total shares issued (in thousands)	1,519,652	1,770,198	1,863,949	2,989,171	597,829*10	597,823*10	597,819	597,816	612,554	629,757	629,781		
Number of employees	38,987	38,117	37,617	37,745	40,892	44,035	46,398	48,849	49,755	49,998	50,479		

*1 The translation of the Japanese yen amounts into U.S. dollars is presented solely for the convenience of readers outside of Japan, using the prevailing exchange rate on March 31, 2020, of ¥109 to US\$1.

2 Results information for the fiscal year March 2011 include 15-month results for certain overseas subsidiaries that changed their fiscal year-end.

3 Net sales are categorized into the regions based on the customers' locations.

4 Capital expenditures are calculated on an accrual basis.

5 Free cash flow represents the sum of net cash flows from operating activities and from investing activities.

6 The computations of net income/(loss) per share of common stock are based on the average number of shares outstanding during each fiscal year.

7 Cash dividends per share represent actual amounts applicable to each fiscal year.

8 The amounts of net assets used in the calculation of net assets per share exclude non-controlling interests (and, from the fiscal year March 2010 to the fiscal year March 2013 and from the fiscal year March 2017 to the fiscal year March 2020, stock acquisition rights) from net assets.

9 The amounts of equity exclude non-controlling interests (and, from the fiscal year March 2010 to the fiscal year March 2013 and from the fiscal year March 2017 to the fiscal year March 2020, stock acquisition rights) from net assets.

10 A share consolidation was implemented on common stock with a ratio of five shares to one share on August 1, 2014. Average number of shares outstanding, net income per share and net assets per share are calculated based on the assumption that consolidation of shares had been carried out at the beginning of the fiscal year March 2014.

11 The Company has adopted "Partial Amendments to Accounting Standard for Tax Effect Accounting" from the beginning of the fiscal year March 2019. The figures for the fiscal year March 2018 were adjusted retrospectively in accordance with this change.

12 The consolidated foreign subsidiaries that apply US GAAP adopted ASU 2014-09 from the beginning of the fiscal year ended March 31, 2020. The figures for the year ended March 31, 2019 were adjusted retrospectively in accordance with this change (See Note 3 "Accounting Changes" in accompanying notes).

13 Percentage after consideration of the equity credit attributes of the subordinated loan is 43.4%.

Directors and Executive Officers (As of June 24, 2020)

Directors



Number of shares held: 12,400

Masamichi Kogai

Representative Director and Chairman of the Board

Apr. 1977 Joined the Company
Jun. 2004 Executive Officer and General Manager, Hofu Plant
Apr. 2008 Managing Executive Officer
Apr. 2010 Senior Managing Executive Officer
Jun. 2010 Director and Senior Managing Executive Officer
Jun. 2013 Representative Director, President and CEO
Jun. 2018 Representative Director and Chairman of the Board



Number of shares held: 11,400

Akira Marumoto

Representative Director

Apr. 1980 Joined the Company
Jun. 1997 Program Manager, Program Managers Div.
Jun. 1999 Director
Jun. 2002 Executive Officer
Apr. 2006 Managing Executive Officer
Apr. 2010 Senior Managing Executive Officer
Jun. 2010 Director and Senior Managing Executive Officer
Jun. 2013 Representative Director, Executive Vice President
Jun. 2018 Representative Director, President and CEO



Number of shares held: 10,000

Kiyoshi Fujiwara

Representative Director

Mar. 1982 Joined the Company
Mar. 2003 Vice President, Mazda Motor Europe GmbH
Jun. 2005 General Manager, Product Planning & Business Strategy Div.
Nov. 2008 Executive Officer
Jun. 2013 Managing Executive Officer
Apr. 2015 Managing Executive Officer; President, Mazda Engineering & Technology Co., Ltd.
Apr. 2016 Senior Managing Executive Officer
Jun. 2016 Director and Senior Managing Executive Officer
Jun. 2018 Representative Director, Executive Vice President



Number of shares held: 7,900

Kiyotaka Shobuda

Director

Mar. 1982 Joined the Company
Apr. 2006 Deputy General Manager, Hofu Plant
Nov. 2008 Executive Officer; President, AutoAlliance (Thailand) Co., Ltd.
Jun. 2013 Managing Executive Officer
Apr. 2016 Senior Managing Executive Officer
Jun. 2016 Director and Senior Managing Executive Officer



Number of shares held: 11,400

Ichiro Sakai

Director who is Audit & Supervisory Committee Member

Apr. 1968 Appointed Prosecutor
Dec. 1999 Chief Public Prosecutor of the Yokohama District Public Prosecutors Office
May 2001 Chief of the Research and Training Institute of the Ministry of Justice
Oct. 2002 Superintendent Public Prosecutor of the Hiroshima High Public Prosecutors Office
Jun. 2004 Superintendent Public Prosecutor of the Fukuoka High Public Prosecutors Office
Apr. 2005 Registered as Lawyer (Daiichi Tokyo Bar Association)
Jun. 2005 Outside Audit & Supervisory Board Member, Toray Industries, Inc.
Feb. 2006 Outside Audit & Supervisory Board Member, Kewpie Corporation
Jun. 2007 Outside Audit & Supervisory Board Member, Mazda Motor Corporation
Jun. 2011 Outside Director, Mazda Motor Corporation
Feb. 2014 Outside Director, Kewpie Corporation
Jun. 2019 Director who is Audit & Supervisory Committee Member, Mazda Motor Corporation



Number of shares held: 1,200

Kunihiko Tamano

Director who is Audit & Supervisory Committee Member

Apr. 1974 Joined Itochu Corporation
Jan. 1999 General Manager of Tax Affairs Office, General Accounting Control Division
Jun. 2006 Executive Officer
Apr. 2009 Managing Executive Officer
Jun. 2010 Director and Senior Managing Executive Officer of Nippon Access, Inc.
Apr. 2011 Managing Executive Officer, Assistant to the Chief Financial Officer of Itochu Corporation; General Manager, Global Risk Management Division of Itochu Corporation
Apr. 2014 Advisory Member
Jun. 2014 Representative Director and Vice President of Nippon Access, Inc.
Jun. 2016 Senior Adviser
Jun. 2017 Advisory Member
Jun. 2017 Outside Audit & Supervisory Board Member, Mazda Motor Corporation
Jun. 2019 Director who is Audit & Supervisory Committee Member



Number of shares held: 700

Akira Kitamura

Director who is Audit & Supervisory Committee Member

Apr. 1974 Joined Sumitomo Bank, Ltd. (now Sumitomo Mitsui Banking Corp.)
Jun. 2003 Executive Officer
Apr. 2006 Managing Executive Officer
Apr. 2007 Director & Senior Managing Executive Officer
Apr. 2008 Representative Director & Senior Managing Executive Officer
Apr. 2009 Advisor, Kansai Urban Banking Corporation
Jun. 2009 Vice Chairman (Representative Director)
Mar. 2010 Chairman of the Board & CEO (Representative Director)
Jun. 2016 Advisor
Apr. 2018 Outside Director, ARK Real Estate Co., Ltd.
Jun. 2018 Outside Audit & Supervisory Board Member, Mazda Motor Corporation
Jun. 2019 Director who is Audit & Supervisory Committee Member
Jun. 2020 Audit and Supervisory Board Member (external) of Toyo Aluminum K.K.



Number of shares held: 100

Hiroko Shibasaki

Director who is Audit & Supervisory Committee Member

Apr. 1974 Joined Tokio Marine and Fire Insurance Company, Limited (now Tokio Marine & Nichido Fire Insurance Co., Ltd.)
Jul. 2008 Senior General Manager
Jul. 2010 General Manager, Voice of Customers Dept., Tokio Marine & Nichido Fire Insurance Co., Ltd.
Apr. 2012 Senior General Manager
Apr. 2012 Director
Apr. 2012 General Manager, Fukuoka Chuo Branch, Tokio Marine & Nichido Fire Insurance Co., Ltd.
Apr. 2015 Managing Executive Officer
Apr. 2015 Tokio Marine & Nichido Fire Insurance Co., Ltd.
Apr. 2018 Advisor,
Jun. 2019 Director who is Audit & Supervisory Committee Member, Mazda Motor Corporation



Number of shares held: 900

Mitsuru Ono

Director

Apr. 1981 Joined Sumitomo Bank, Ltd. (now Sumitomo Mitsui Banking Corp.)
Apr. 2011 Executive Officer, General Manager of International Credit Management Dept.
Jun. 2015 Standing Auditor
May 2017 Adviser, Mazda Motor Corporation
Jun. 2017 Director and Senior Managing Executive Officer



Number of shares held: 2,400

Akira Koga

Director

Mar. 1984 Joined the Company
Feb. 2002 General Manager, Corporate Planning Dept.
Mar. 2004 General Manager, Corporate Planning Div.
Nov. 2008 Executive Officer
Apr. 2011 Executive Officer; Executive Vice President, Mazda Motor of America, Inc. (Mazda North American Operations)
Jun. 2013 Managing Executive Officer
Apr. 2016 Senior Managing Executive Officer
Jun. 2018 Director and Senior Managing Executive Officer



Number of shares held: 1,300

Masahiro Moro

Director

Mar. 1983 Joined the Company
Aug. 2002 General Manager, Global Marketing Div.
Mar. 2004 Vice President, Mazda Motor Europe GmbH
Nov. 2008 Executive Officer
Jun. 2013 Managing Executive Officer
Jan. 2016 Managing Executive Officer, President and CEO, Mazda Motor of America, Inc. (Mazda North American Operations)
Apr. 2016 Senior Managing Executive Officer
Apr. 2019 Senior Managing Executive Officer, Chairman and CEO, Mazda Motor of America, Inc. (Mazda North American Operations)
Jun. 2019 Director and Senior Managing Executive Officer



Number of shares held: 200

Kiyoshi Sato

Director

Apr. 1979 Joined Tokyo Electron Ltd.
Dec. 2001 General Manager of Clean Track Business Unit, Tokyo Electron Ltd.
Jun. 2003 Representative Director, President and CEO, Tokyo Electron Ltd.
Apr. 2009 Director and Vice Chairman of the Board, Tokyo Electron Ltd.
Jun. 2011 Director, Tokyo Electron Ltd.
Jul. 2014 Advisor, Tokyo Electron Ltd. (to Jun. 2016)
Jun. 2016 Audit & Supervisory Board Member, Tokyo Electron Yamanashi Ltd.
Jun. 2017 Outside Director, TOSHIBA Machine Co., Ltd. (now Shibaura Machine Co., Ltd.)
Jul. 2017 Advisor, Tokyo Electron Ltd. (to Jun. 2019)
Jun. 2019 Outside Director, Inabata & Co., Ltd.
Jun. 2019 Director, Mazda Motor Corporation



Number of shares held: 300

Michiko Ogawa

Director

Apr. 1986 Joined Matsushita Electric Industrial Co., Ltd. (now Panasonic Corporation)
May 2014 Senior Counselor, In charge of Growth Strategy of Audio Business
Apr. 2015 Home Entertainment Business Division, Panasonic Corporation
Apr. 2015 Executive Officer, In charge of Technics Brand;
Managing Officer, Appliances Company
General Manager, Technics Business Promotion
Home Entertainment Business Division, Panasonic Corporation

Nov. 2015 Executive Officer, In charge of Technics Brand;
Managing Officer, Appliances Company
In charge of Home Entertainment Business
Director, Home Entertainment Business Division
General Manager, Technics Business Promotion, Panasonic Corporation
Executive Officer, In charge of Technics Brand;
Vice President, Appliances Company
In charge of Home Entertainment Business and Communication Business
Director, Home Entertainment Business Division
Jun. 2017 General Manager, Technics Business Promotion, Panasonic Corporation
Executive Officer, In charge of Technics Brand;
Vice President, Appliances Company
In charge of Technology
Director, Corporate Engineering Division
General Manager, Technics Business Promotion, Panasonic Corporation
Feb. 2018 Director, Persol AVC Technology Co., Ltd.
Jun. 2018 Chairman, Japan Audio Society
Jun. 2019 Director, Mazda Motor Corporation
Oct. 2019 Director, In charge of Technics Brand
Vice President, Appliances Company
In charge of Technology
Director, Engineering Division;
General Manager, Technics Business Promotion, Panasonic Corporation



Number of shares held: 4,700

Masatoshi Maruyama

Director who is Audit & Supervisory Committee Member (Full-time)

Apr. 1980 Joined the Company
May 2010 General Manager, Quality Div.
Apr. 2011 Executive Officer; General Manager, Quality Div.
Apr. 2015 Managing Executive Officer
Jun. 2019 Director who is Audit & Supervisory Committee Member



Number of shares held: 1,557

Masahiro Yasuda

Director who is Audit & Supervisory Committee Member (Full-time)

Apr. 1980 Joined the Company
Nov. 2002 Manager of Advanced Product Planning Office
Apr. 2006 Manager of Global Communications Planning Dept.
Jun. 2010 General Manager of Global Communications Planning Dept.
Jul. 2012 Deputy General Manager of Corporate Communications Division
Jun. 2017 Audit & Supervisory Board Member (Full-time)
Jun. 2019 Director who is Audit & Supervisory Committee Member

Executive Officers

President and CEO

Akira Marumoto*

Executive Vice President

Kiyoshi Fujiwara*

Assistant to President; Oversight of Global Marketing, Sales and Customer Service

Senior Managing Executive Officers

Kiyotaka Shobuda*

Oversight of Quality, Brand Enhancement, Purchasing, Production and Business Logistics

Mitsuru Ono*

Oversight of Financial Services and Administrative Domain

Akira Koga*

Oversight of Corporate Planning Domain, Corporate Liaison and MDI & IT

Masahiro Moro*

Oversight of Operations in North America; Chairman and CEO, Mazda Motor of America, Inc. (Mazda North American Operations)

Ichiro Hirose

Oversight of R&D and Cost Innovation

Jeffrey H. Guyton

Assistant to the Officer overseeing Operations in North America and Brand Enhancement; President, Mazda Motor of America, Inc. (Mazda North American Operations)

Fellows

Senior Innovation Fellow

Mitsuo Hitomi

Managing Executive Officers

Kazuhiisa Fujikawa

In charge of Global Purchasing and Cost Innovation

Kazuyuki Fukuhara

President, Mazda Credit Inc.;
President, Mazda Chuhan Co., Ltd.

Ikuro Maeda

In charge of Design and Brand Style

Tetsuya Fujimoto

Assistant to the Officer overseeing Corporate Planning Domain; In charge of Financial Services

Nobuhiko Watabe

In charge of Operations in China;
Chairman, Mazda Motor (China) Co., Ltd.

Hiroshi Inoue

In charge of Asia & Oceania and New Emerging Markets;
President, Mazda South East Asia Ltd.

Yasuhiro Aoyama

In charge of Operations in Europe; Assistant to the Officer overseeing Brand Enhancement; President and CEO, Mazda Motor Europe GmbH

Makoto Yoshihara

Assistant to the Officer overseeing Administrative Domain; In charge of Global Auditing, CSR, Environment, Secretariat, General & Legal Affairs, Compliance and Risk Management

Takeshi Mukai

In charge of Global Production, Global Business Logistics and Cost Innovation

Hiddenori Kawakami

In charge of Global Quality; Assistant to the Officer in charge of Cost Innovation

Executive Officers

Chiharu Mizutani

President and CEO, Mazda Motor Manufacturing de Mexico, S.A. de C.V. (Mazda de Mexico Vehicle Operation)

Masashi Aihara

President, Mazda Toyota Manufacturing U.S.A., Inc.

Ryuichi Umeshita

In charge of Brand Enhancement, Global Marketing, Sales and Customer Service

Kazuhiisa Yoshida

In charge of Global Human Resources, Safety, Health & Disaster Prevention and Mazda Hospital

Hidetoshi Kudo

In charge of R&D Administration, Product Strategy and Technical Research Center

Hiroyuki Matsumoto

In charge of Vehicle Development and Product Planning

Takeji Kojima

In charge of Corporate Communications, Corporate Liaison and Tokyo Office

Akihiro Kidani

General Manager, MDI & IT Div.

Eiji Nakai

In charge of Powertrain Development and Integrated Control System Development

Ikuro Sugiyama

Senior Vice President, Mazda Toyota Manufacturing U.S.A., Inc.

Hironori Tanaka

In charge of Domestic Sales

Noriyuki Takimura

General Manager, Human Resources Div.

Osamu Kawamura

General Manager, China Business Div.

*Executive Officers who also hold the post of Director

Major Affiliates (As of March 31, 2020)

Consolidated Subsidiaries 69

Company name	Country/region	Mazda's share	Business
Mazda Motor of America, Inc.	Irvine, California, U.S.A.	100.0%	Distribution of vehicles and parts
Mazda Canada Inc.	Richmond Hill, Ontario, Canada	100.0%	Distribution of vehicles and parts
Mazda Motor de Mexico, S. de R.L. de C.V.	Mexico City, Mexico	100.0%	Distribution of vehicles and parts
Mazda Servicios de Mexico, S. de R.L. de C.V.	Mexico City, Mexico	100.0%	Human resource services for Mazda Motor de Mexico
Mazda Motor Manufacturing de Mexico, S.A. de C.V.	Salamanca, Guanajuato, Mexico	75.0%	Production and sales of vehicles
Mazda Motor Operaciones de Mexico, S.A. de C.V.	Salamanca, Guanajuato, Mexico	75.0%	Human resource services for Mazda Motor Manufacturing de Mexico
Mazda Motors (Deutschland) GmbH	Leverkusen, North Rhine-Westphalia, Germany	100.0%	Distribution of vehicles and parts
Mazda Motor Logistics Europe N.V.	Willebroek, Antwerp, Belgium	100.0%	Distribution of vehicles and parts
Mazda Motor Europe GmbH	Leverkusen, North Rhine-Westphalia, Germany	100.0%	Overall management of business in Europe
Mazda Automobiles France S.A.S.	Saint-Germain-en-Laye, France	100.0%	Distribution of vehicles and parts
Mazda Motors UK Ltd.	Dartford, Kent, U.K.	100.0%	Distribution of vehicles and parts
Mazda (Suisse) S.A.	Petit-Lancy, Switzerland	100.0%	Distribution of vehicles and parts
Mazda Motor de Portugal Lda.	Lisbon, Portugal	100.0%	Distribution of vehicles and parts
Mazda Motor Italia S.r.l.	Rome, Italy	100.0%	Distribution of vehicles and parts
Mazda Automoviles Espana, S. A.	Madrid, Spain	100.0%	Distribution of vehicles and parts
Mazda Austria GmbH	Klagenfurt, Austria	100.0%	Distribution of vehicles and parts
Mazda Motor Rus, OOO	Moscow, Russia	100.0%	Distribution of vehicles and parts
Mazda Australia Pty. Ltd.	Mulgrave, Victoria, Australia	100.0%	Distribution of vehicles and parts
Mazda Motors of New Zealand Ltd.	Auckland, New Zealand	100.0%	Distribution of vehicles and parts
Mazda Sales (Thailand) Co., Ltd.	Bangkok, Thailand	96.1%	Distribution of vehicles and parts
Mazda Powertrain Manufacturing (Thailand) Co., Ltd.	Chonburi, Thailand	100.0%	Production and sales of vehicle parts
Mazda Malaysia Sdn. Bhd.	Selangor, Malaysia	70.0%	Production (consignment) and sales of vehicles
Mazda Motor (China) Co., Ltd.	Shanghai, China	100.0%	Overall management of business in China
Mazda Motor Taiwan Co., Ltd.	Taipei, Taiwan	100.0%	Distribution of vehicles and parts
Mazda Southern Africa (Pty) Ltd.	Johannesburg, Republic of South Africa	70.0%	Distribution of vehicles and parts
MAZDA DE COLOMBIA S.A.S	Bogotá, Colombia	100.0%	Distribution of vehicles and parts
Mazda Chuhan Co., Ltd.	Minami-ku, Hiroshima-shi, Hiroshima	100.0%	Sales of used cars
Mazda Motor International Co., Ltd.	Fuchu-cho, Aki-gun, Hiroshima	100.0%	Trading company
Mazda Ace Co., Ltd.	Fuchu-cho, Aki-gun, Hiroshima	100.0%	Security/accident prevention, insurance sales, and engineering operations
Mazda Logistics Co., Ltd	Minami-ku, Hiroshima-shi, Hiroshima	100.0%	Distribution of vehicles and parts
Kurashiki Kako Co., Ltd.	Kurashiki-shi, Okayama	75.0%	Production and sales of vehicle parts

Company name	Country/region	Mazda's share	Business
Mazda Engineering & Technology Co., Ltd.	Minami-ku, Hiroshima-shi, Hiroshima	100.0%	Commissioned vehicle development, and manufacturing special use vehicles
Mazda Parts Co., Ltd.	Higashi-ku, Hiroshima-shi, Hiroshima	100.0%	Sales of parts
Hakodate Mazda Co., Ltd.	Hakodate-shi, Hokkaido	100.0%	Distribution of vehicles and parts
Tohoku Mazda Co., Ltd.	Miyagino-ku, Sendai-shi, Miyagi	100.0%	Distribution of vehicles and parts
Fukushima Mazda Co., Ltd.	Koriyama-shi, Fukushima	100.0%	Distribution of vehicles and parts
Kitakanto Mazda Co., Ltd.	Mito-shi, Ibaraki	100.0%	Distribution of vehicles and parts
Koushin Mazda Co., Ltd.	Nagano-shi, Nagano	100.0%	Distribution of vehicles and parts
Kanto Mazda Co., Ltd.	Kita-ku, Tokyo	100.0%	Distribution of vehicles and parts
Shizuoka Mazda Co., Ltd.	Suruga-ku, Shizuoka-shi, Shizuoka	100.0%	Distribution of vehicles and parts
Tokai Mazda Sales Co., Ltd.	Mizuho-ku, Nagoya-shi, Aichi	100.0%	Distribution of vehicles and parts
Hokuriku Mazda Co., Ltd.	Nonoichi-shi, Ishikawa	100.0%	Distribution of vehicles and parts
Keiji Mazda Co., Ltd.	Minami-ku, Kyoto-shi, Kyoto	100.0%	Distribution of vehicles and parts
Kansai Mazda Co., Ltd.	Naniwa-ku, Osaka-shi, Osaka	100.0%	Distribution of vehicles and parts
Nishi Shikoku Mazda Co., Ltd.	Matsuyama-shi, Ehime	100.0%	Distribution of vehicles and parts
Kyushu Mazda Co., Ltd.	Hakata-ku, Fukuoka-shi, Fukuoka	100.0%	Distribution of vehicles and parts
Minami Kyushu Mazda Co., Ltd.	Kagoshima-shi, Kagoshima	100.0%	Distribution of vehicles and parts
Okinawa Mazda Sales Co., Ltd.	Urasoe-shi, Okinawa	100.0%	Distribution of vehicles and parts
Others (21)	—	—	—

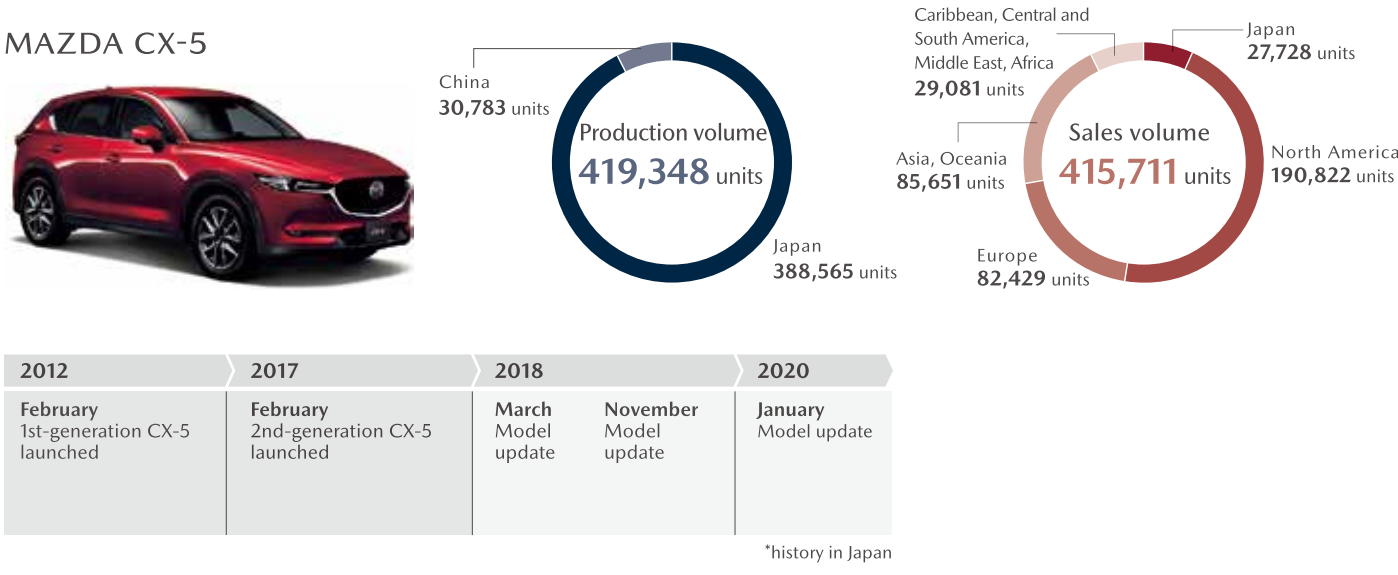
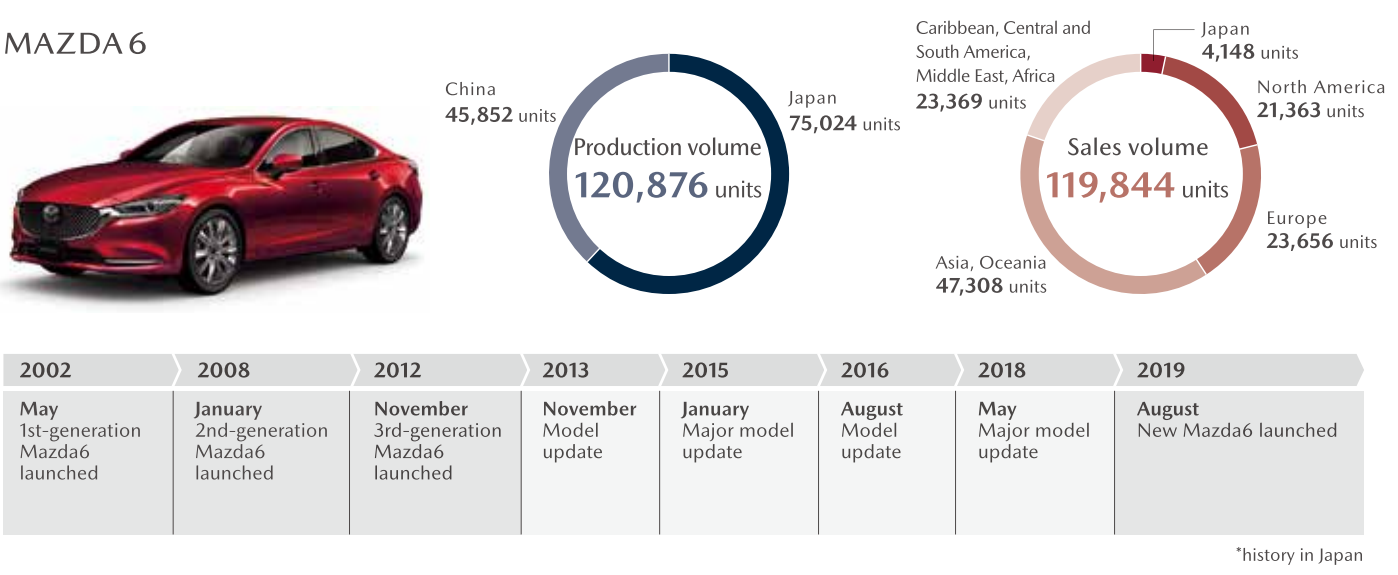
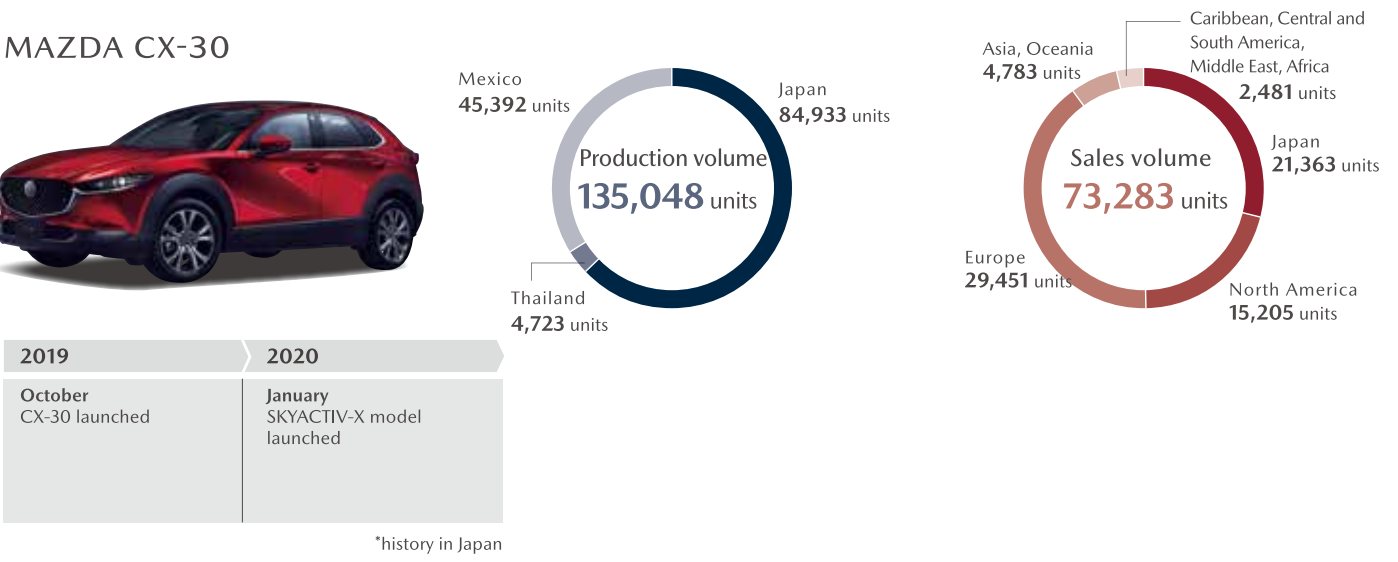
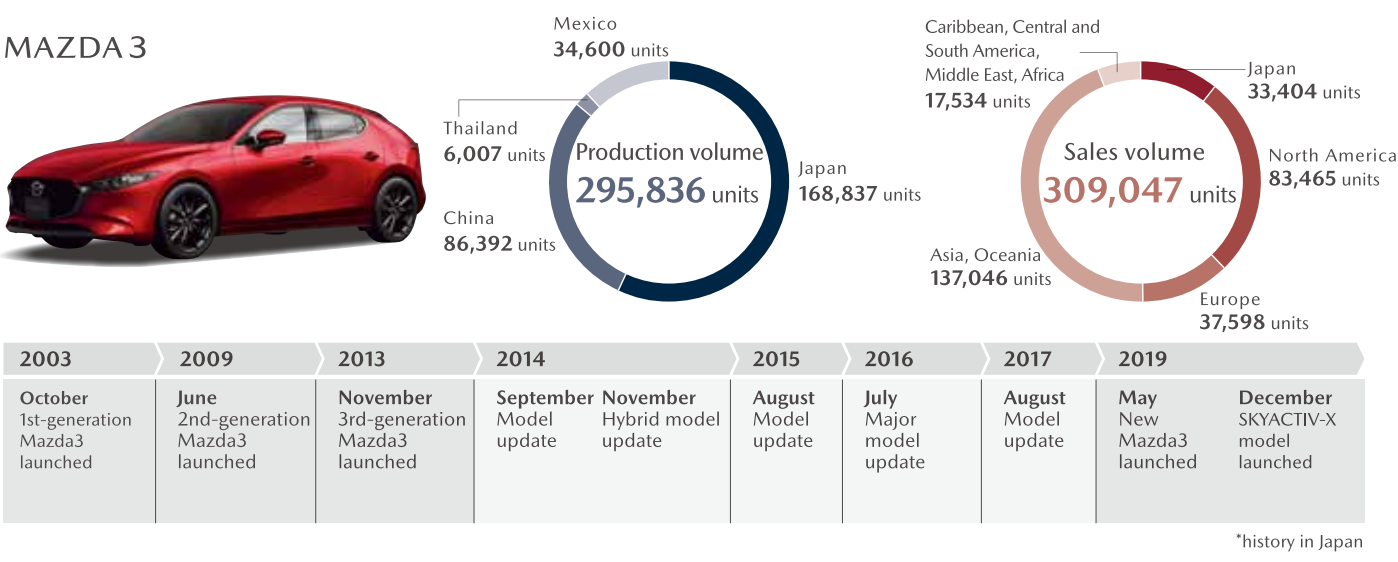
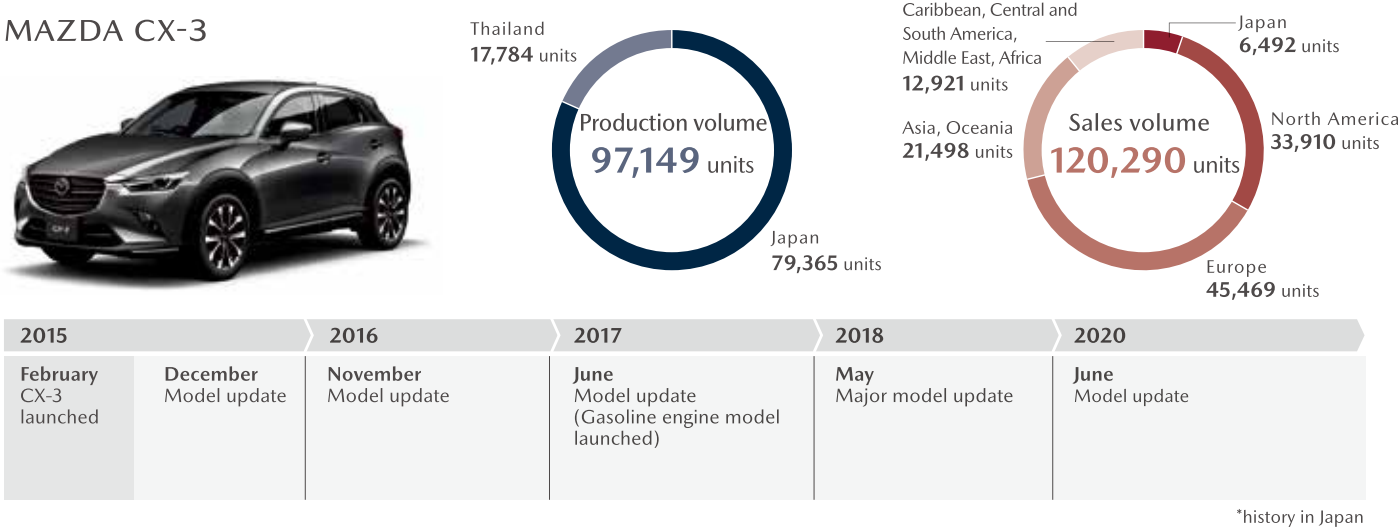
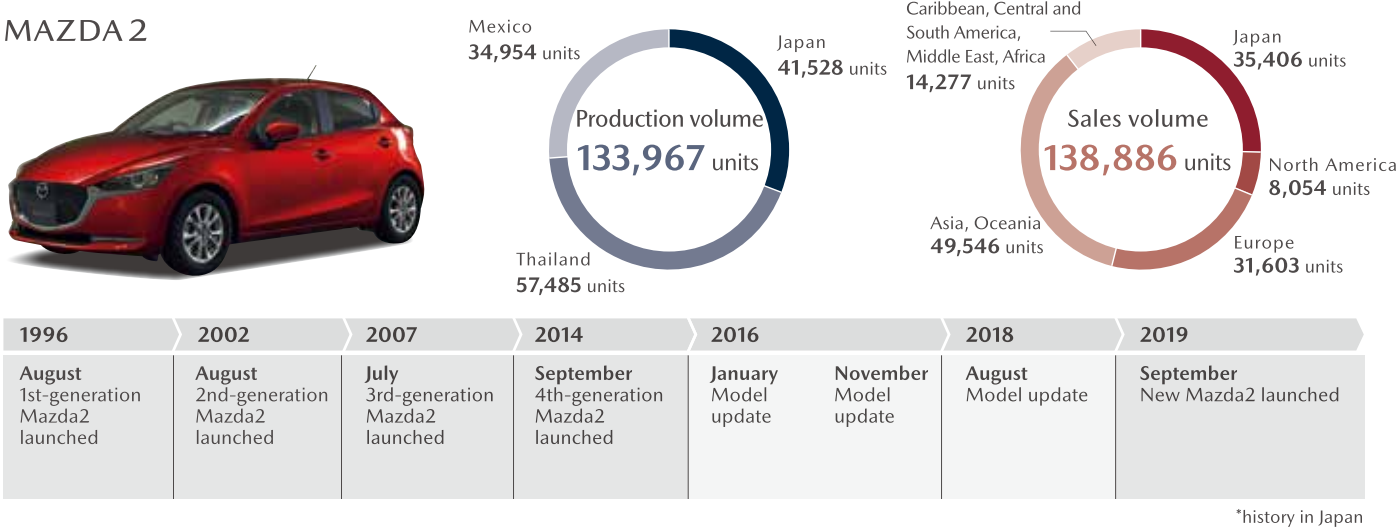
Equity Method Applied Companies 18

Company name	Country/region	Mazda's share	Business
Mazda Toyota Manufacturing, U.S.A., Inc.	Huntsville, Alabama, U.S.A.	50.0%	Production and sales of vehicles
MAZDA SOLLERS Manufacturing Rus LLC	Vladivostok, Russia	50.0%	Production and sales of vehicles
AutoAlliance (Thailand) Co., Ltd.	Rayong, Thailand	50.0%	Production and sales of vehicles
Changan Mazda Automobile Co., Ltd.	Nanjing, China	50.0%	Production and sales of vehicles
Changan Mazda Engine Co., Ltd.	Nanjing, China	50.0%	Production and sales of vehicle parts
FAW Mazda Motor Sales Co., Ltd.	Changchun, China	40.0%	Distribution of vehicles and parts
Toyo Advanced Technologies Co., Ltd.	Minami-ku, Hiroshima-shi, Hiroshima	50.0%	Production and sales of machine tools
Japan Climate Systems Corporation	Higashihiroshima-shi, Hiroshima	33.3%	Production and sales of vehicle parts
Yoshiwa Kogyo Co., Ltd.	Kaita-cho, Aki-gun, Hiroshima	33.3%	Production and sales of vehicle parts
Sanfrece Hiroshima FC.	Naka-ku, Hiroshima-shi, Hiroshima	17.1%	Professional soccer team
Mazda Processing Chugoku Co., Ltd.	Aki-ku, Hiroshima-shi, Hiroshima	29.0%	Attachment of vehicle accessories
Mazda Credit, Inc.	Kita-ku, Osaka-shi, Osaka	47.5%	Automotive retail finance
MCM Energy Service Co., Ltd.	Minami-ku, Hiroshima-shi, Hiroshima	40.0%	Steam and electricity supply
Mazda Parts Sales Hiroshima Co., Ltd.	Saka-cho, Aki-gun, Hiroshima	33.3%	Sales of parts
Others (4)	—	—	—

Car Lineup

*Production volume and sales volume numbers reflect the business results of FY2020.

Passenger vehicles

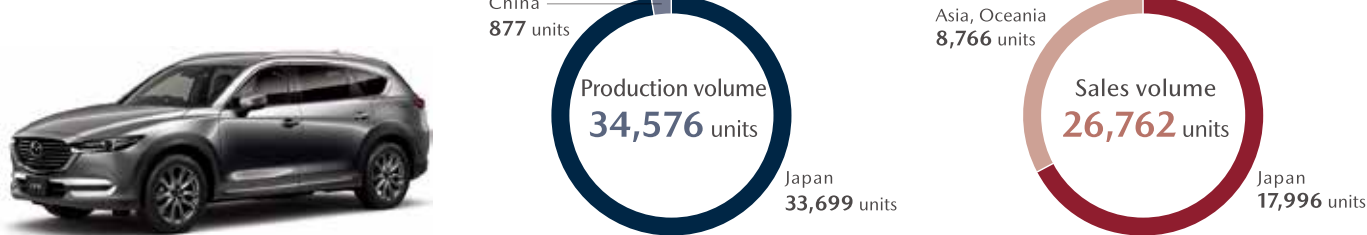


Car Lineup

*Production volume and sales volume numbers reflect the business results of FY2020.

Passenger vehicles

MAZDA CX-8



2017	2018	2019
December CX-8 launched	November Model update (Gasoline engine model launched)	November Model update

*history in Japan

MAZDA ROADSTER (海外市場名: MAZDA MX-5)



1989	1998	2005	2015	2016	2017	2018	2019
September MX-5 launched	January 2nd-generation MX-5 launched	August 3rd-generation MX-5 launched	May 4th-generation MX-5 launched	December MX-5 RF launched	December Model update	July Model update	December Model update

*history in Japan

MAZDA MX-30



▲Mazda MX-30 unveiled at Tokyo Motor Show in October 2019

Vehicles sold outside Japan

MAZDA2 SEDAN	MAZDA CX-4	MAZDA CX-9	MAZDA BT-50
Sales in FY2019 39,348 units	Sales in FY2019 44,682 units	Sales in FY2019 60,725 units	Sales in FY2019 32,096 units

Micro-mini vehicles

MAZDA FLAIR	MAZDA FLAIR WAGON	MAZDA SCRUM WAGON	MAZDA CAROL	MAZDA FLAIR CROSSOVER
Sales in FY2019 6,333 units	Sales in FY2019 13,833 units	Sales in FY2019 1,054 units	Sales in FY2019 4,939 units	Sales in FY2019 3,111 units

Commercial vehicles

MAZDA BONGO BRAWNY VAN	MAZDA BONGO VAN	MAZDA BONGO TRUCK	MAZDA FAMILIA VAN	MAZDA TITAN
Sales in FY2019 591 units	Sales in FY2019 4,081 units	Sales in FY2019 6,338 units	Sales in FY2019 1,716 units	Sales in FY2019 1,433 units

MAZDA SCRUM VAN	MAZDA SCRUM TRUCK
Sales in FY2019 5,400 units	Sales in FY2019 2,475 units

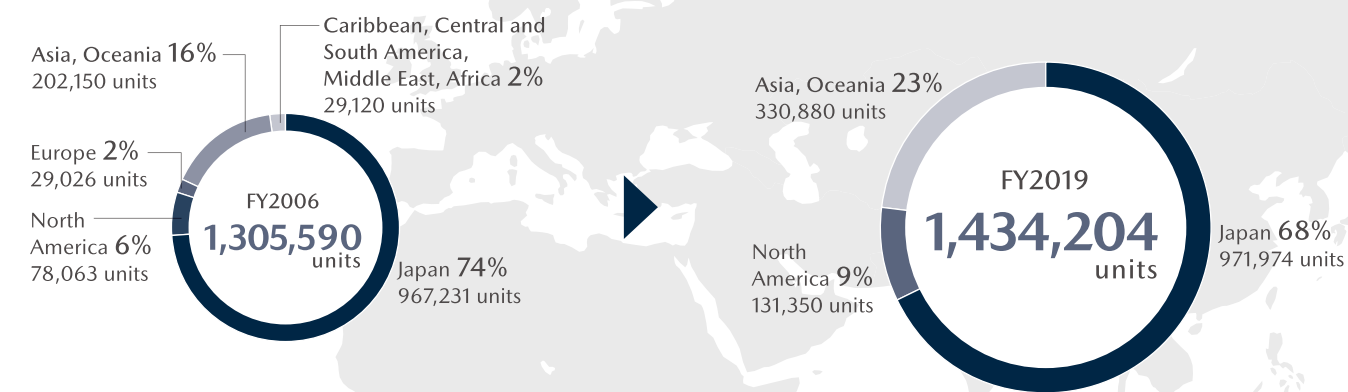
Special needs vehicles

MAZDA ROADSTER	MAZDA ROADSTER RF	MAZDA 2	MAZDA CX-5	MAZDA FLAIR WAGON

History of Mazda's Global Operations (As of March 31, 2020)

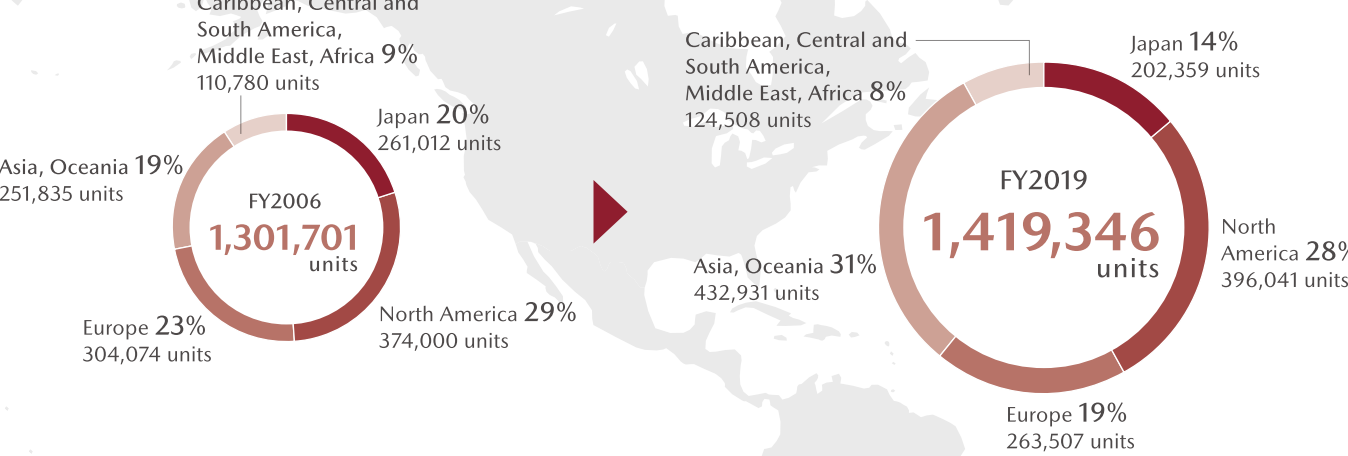
Global unit production

1,434,204 units



Global unit sales

1,419,346 units



Global unit production

	FY2006 ('06.4-'07.3)	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)
Japan	967,231	1,046,948	899,448	827,910	866,992	846,574	879,129
North America	78,063	78,412	66,926	49,281	52,600	48,624	19,101
Europe	29,026	5,708	—	—	—	—	—
Asia, Oceania	202,150	174,039	149,846	251,125	339,479	276,929	283,201
Caribbean, Central and South America, Middle East, Africa	29,120	20,352	17,935	15,188	18,423	13,095	18,583
Total	1,305,590	1,325,459	1,134,155	1,143,504	1,277,494	1,185,222	1,200,014

	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)
Japan	972,533	919,405	989,401	964,640	986,862	1,010,160	971,974
North America	10,007	140,089	213,088	195,148	180,445	168,694	131,350
Europe	—	—	—	—	—	—	—
Asia, Oceania	274,715	306,056	366,109	432,020	452,225	390,811	330,880
Caribbean, Central and South America, Middle East, Africa	12,041	9,513	2,616	—	—	—	—
Total	1,269,296	1,375,063	1,571,214	1,591,808	1,619,532	1,569,665	1,434,204

Global unit sales

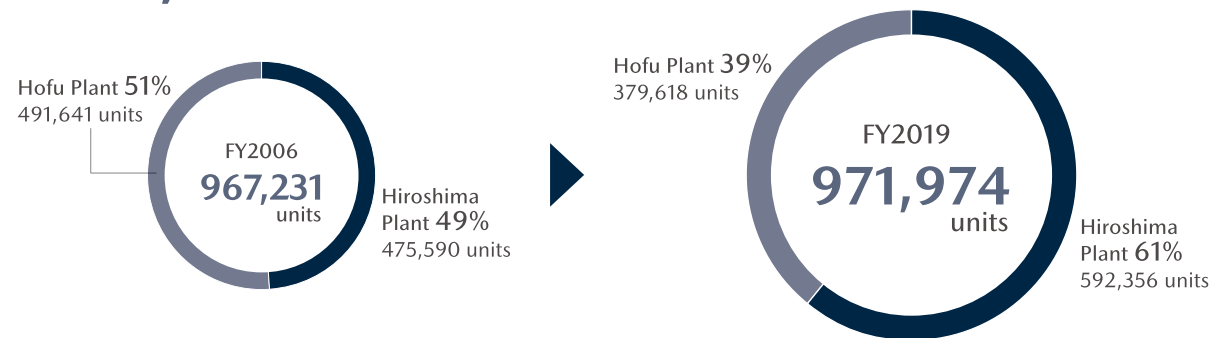
	FY2006 ('06.4-'07.3)	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)
Japan	261,012	255,740	218,562	220,800	205,885	205,538	216,257
North America	374,000	401,243	343,611	303,855	339,712	369,745	370,726
Europe	304,074	326,586	321,645	238,904	211,488	182,685	171,540
Asia, Oceania	251,835	229,174	249,030	323,935	401,987	404,001	400,988
Caribbean, Central and South America, Middle East, Africa	110,780	149,823	127,736	105,919	113,124	84,406	74,987
Total	1,301,701	1,362,566	1,260,584	1,193,413	1,272,196	1,246,375	1,234,498

	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)
Japan	243,598	224,543	232,352	202,698	210,385	214,554	202,359
North America	388,165	422,736	435,732	426,966	433,796	419,860	396,041
Europe	206,724	229,133	256,516	261,550	268,581	269,778	263,507
Asia, Oceania	399,198	419,520	487,110	551,865	592,442	530,373	432,931
Caribbean, Central and South America, Middle East, Africa	93,244	101,362	122,348	115,933	125,561	126,944	124,508
Total	1,330,929	1,397,294	1,534,058	1,559,012	1,630,765	1,561,509	1,419,346

Activities by Region / Japan (As of March 31, 2020)

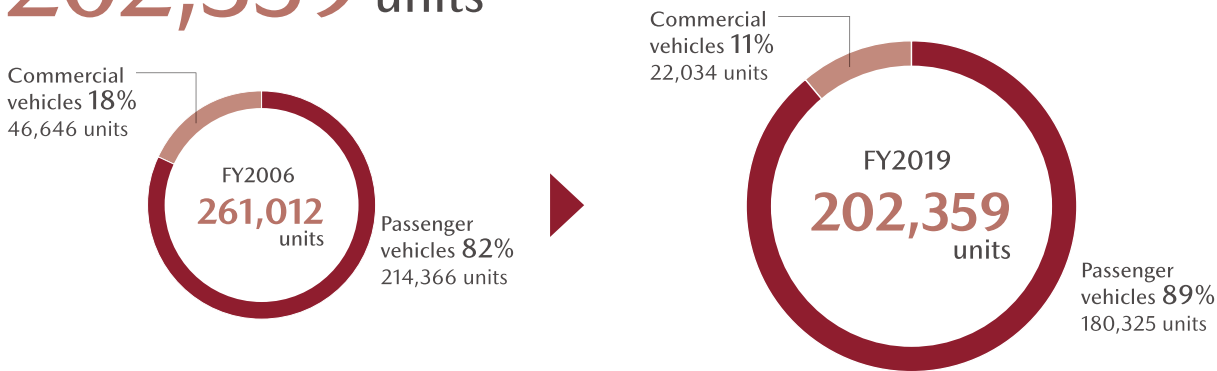
Production volume

971,974 units



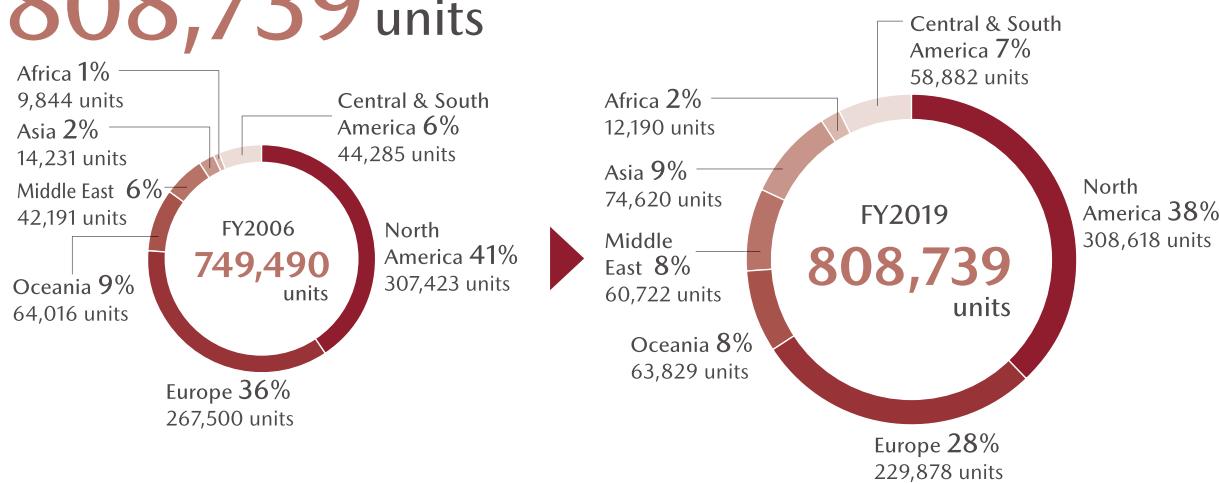
Sales volume

202,359 units



Export volume

808,739 units



R&D Sites

Region	Name	Location	Activities
Japan	Headquarters, R&D Divisions	Fuchu-cho, Aki-gun, Hiroshima	•Product and engineering planning •Design development •Product development •Advanced research for significant new technology
	Mazda R&D Center (Yokohama) (MRY)	Yokohama	•Product and engineering planning •Advanced research for significant new technology

Comprehensive Vehicle Proving Grounds

Plant name	Location	Start of operations	Land area	Activities
Miyoshi Proving Ground	Hiroshima, Japan	June 1965	1,702,000 m ²	Mazda's main proving ground: used to develop basic vehicle functionality for driving, cornering, and stopping. Also, contributes to comfortable and safe vehicle engineering by providing test areas for stability tests, crash tests, and durability tests.
Mine Proving Ground	Yamaguchi, Japan	May 2006	753,000 m ²	Ongoing development of test course facilities that are unavailable at the Miyoshi Proving Ground for further product improvements.
Hokkaido Kenbuchi Proving Ground	Hokkaido, Japan	January 1990	4,700,000 m ²	Technology development and functional tests on frozen roads of systems such as 4WD, ABS, TCS ^{*1} , and DSC ^{*2} that ensure safe driving under hazardous frozen/snow conditions.
Hokkaido Nakasatsunai Proving Ground	Hokkaido, Japan	January 2002	260,000 m ²	Mazda's second proving ground in Hokkaido is for developing vehicle functions for differing conditions in various climates. Mainly performs development tests for safe-driving systems such as ABS, TCS, and DSC under frozen conditions.

*1 Traction Control System (TCS): Mechanism to optimize a vehicle's traction according to the driving conditions

*2 Dynamic Stability Control (DSC): DSC integrates the 4-wheel Anti-lock Braking System (ABS) and Traction Control System (TCS) to optimally control the engine output and 4-wheel individual brake force to prevent side skids. In addition, the system maintains stable driving conditions while cornering on slippery roads or during evasive steering to avoid hazards.

Production Sites

Location	Plant name	District	Products	Capacity	Start of operations	Land area
Fuchu-cho, Aki-gun, Hiroshima	Hiroshima Plant	Head Office	Gasoline reciprocating engines, manual transmissions		March 1931	551,000m ²
		Ujina Plant No. 1 (U1)	CX-30, CX-5, CX-8, CX-9 ³ , MX-30 ⁴ , MX-5, Bongo, and sports cars for Fiat Chrysler Automobiles ⁶	569,000 units/year	November 1966	1,685,000m ²
		Ujina Plant No. 2 (U2)	CX-5		December 1972	
			Gasoline reciprocating engines, diesel engines		December 1964	
Miyoshi, Hiroshima	Miyoshi Plant		Gasoline reciprocating engines		May 1974	1,702,000m ²
Hofu, Yamaguchi	Hofu Plant	Nishinoura district	Hofu Plant No. 1 (H1)	416,000 units/year	September 1982	792,000m ²
			Hofu Plant No. 2 (H2)		February 1992	
		Nakanoseki district	Automatic transmissions, manual transmissions		December 1981	537,000m ²
Press Kogyo Co., Ltd.	Onomichi Plant		Mazda E-Series (Bongo Truck)			

Note: Head Office district includes the surrounding area (Fuchizaki district). Miyoshi Plant land area encompasses the vehicle proving grounds and the engine plant.

*3 For export only

*4 Manufactured since May 2020

*5 Discontinued since May 2020

*6 Discontinued since August 2020

Activities by Region / Japan

(As of March 31, 2020)



Hiroshima Plant



Hofu Plant (Nishinoura)

Production Volume

Country/region	FY2006 ('06.4-'07.3)	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)
Hiroshima	475,590	535,032	456,327	423,521	461,831	498,740	509,229
Hofu	491,641	511,916	443,121	404,389	405,161	347,834	369,900
Total	967,231	1,046,948	899,448	827,910	866,992	846,574	879,129

Country/region	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)
Hiroshima	556,065	507,341	588,659	605,849	623,399	586,544	592,356
Hofu	416,468	412,064	400,742	358,791	363,463	423,616	379,618
Total	972,533	919,405	989,401	964,640	986,862	1,010,160	971,974

Production volume by model (passenger vehicles)

Name	FY2006 ('06.4-'07.3)	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)
Mazda2	68,429	154,099	178,651	162,347	144,912	165,594	124,287
Mazda3	390,331	417,885	349,717	357,393	363,327	317,899	291,181
Mazda5	122,995	104,175	83,208	74,858	81,282	89,180	57,585
Mazda6	126,730	123,111	116,384	61,816	72,594	48,795	88,017
Mazda8	27,361	20,096	7,736	7,712	6,093	6,501	2,524
Mazda CX-3	—	—	—	—	—	—	—
Mazda CX-30	—	—	—	—	—	—	—
Mazda CX-5	—	—	—	—	—	46,699	226,606
Mazda CX-7	74,876	75,823	44,591	54,660	91,739	77,986	3,081
Mazda CX-8	—	—	—	—	—	—	—
Mazda CX-9	16,986	44,347	34,368	36,784	48,694	43,075	40,652
Mazda MX-5	45,543	36,913	16,869	22,187	19,503	14,406	15,133
Mazda RX-8	18,872	10,047	7,658	3,465	2,019	1,716	1,224
Mazda Verisa	13,367	13,841	9,760	11,469	8,969	8,612	4,710
Mazda Biente	—	—	15,402	10,946	11,182	10,562	8,626
Others	6,620	2,900	360	1,480	—	—	—
Total	912,110	1,003,237	864,704	805,117	850,314	831,025	863,626

Name	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)
Mazda2	104,195	100,347	69,694	52,258	51,759	53,902	41,528
Mazda3	291,414	232,567	215,140	206,253	167,587	156,882	168,837
Mazda5	48,459	37,211	14,424	11,104	7,734	—	—
Mazda6	143,162	143,610	139,163	122,231	85,187	93,219	75,024
Mazda8	1,615	788	631	1	—	—	—
Mazda CX-3	—	16,504	142,800	116,117	127,306	134,871	79,365
Mazda CX-30	—	—	—	—	—	—	84,933
Mazda CX-5	308,720	316,288	321,389	324,085	415,012	435,397	388,565
Mazda CX-7	500	—	—	—	—	—	—
Mazda CX-8	—	—	—	—	13,784	35,426	33,699
Mazda CX-9	31,921	37,893	22,378	54,725	54,164	59,251	63,552
Mazda MX-5	10,778	10,008	44,239	63,874	50,723	29,364	25,204
Mazda RX-8	—	—	—	—	—	—	—
Mazda Verisa	3,548	1,248	663	—	—	—	—
Mazda Biente	11,898	7,148	4,656	3,853	3,057	—	—
Others	—	—	—	—	—	—	—
Total	956,210	903,612	975,177	954,501	976,313	998,312	960,707

Production volume by model (commercial vehicles)

Name	FY2006 ('06.4-'07.3)	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)
Mazda E-Series (Bongo Truck)	16,565	12,326	10,688	9,102	6,773	7,587	7,942
Bongo Van	25,048	21,534	18,244	10,144	8,373	7,962	7,561
Brawny Truck	1,353	62	97	—	—	—	—
Brawny Van	5,529	5,684	3,520	2,102	1,058	—	—
Titan	220	120	—	—	—	—	—
Titan Dash	6,406	3,985	2,195	1,445	474	—	—
Total	55,121	43,711	34,744	22,793	16,678	15,549	15,503

Name	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)
Mazda E-Series (Bongo Truck)	9,169	8,522	7,423	5,621	5,954	6,675	6,153
Bongo Van	7,154	7,271	6,801	4,518	4,595	5,173	5,114
Brawny Truck	—	—	—	—	—	—	—
Brawny Van	—	—	—	—	—	—	—
Titan	—	—	—	—	—	—	—
Titan Dash	—	—	—	—	—	—	—
Total	16,323	15,793	14,224	10,139	10,549	11,848	11,267

Domestic Sales Volume

Name	FY2006 ('06.4-'07.3)	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)
Passenger vehicles	214,366	215,479	184,215	192,183	179,508	180,040	190,832
Commercial vehicles	46,646	40,261	34,347	28,617	26,377	25,498	25,425
Total	261,012	255,740	218,562	220,800	205,885	205,538	216,257

Name	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)
Passenger vehicles	216,111	200,861	209,438	178,451	186,385	191,368	180,325
Commercial vehicles	27,487	23,682	22,914	24,247	24,000	23,186	22,034
Total	243,598	224,543	232,352	202,698	210,385	214,554	202,359

Dealerships and outlets

Dealerships	Outlets
212	946

Export Volume

Country/region	FY2006 ('06.4-'07.3)	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)
North America	307,423	279,568	235,917	240,184	284,204	278,911	342,833
Europe	267,500	315,118	284,462	218,844	208,927	173,928	165,842
Oceania	64,016	74,928	70,568	76,602	70,532	90,660	97,586
Middle East	42,191	59,692	62,914	41,481	56,275	22,746	21,228
Asia	14,231	20,609	32,135	31,367	45,893	35,323	31,958
Africa	9,844	15,944	11,532	8,988	7,235	4,420	4,429
Central & South America	44,285	59,294	45,043	31,794	49,399	47,859	38,700
Total	749,490	825,153	742,571	649,260	722,465	653,847	702,576

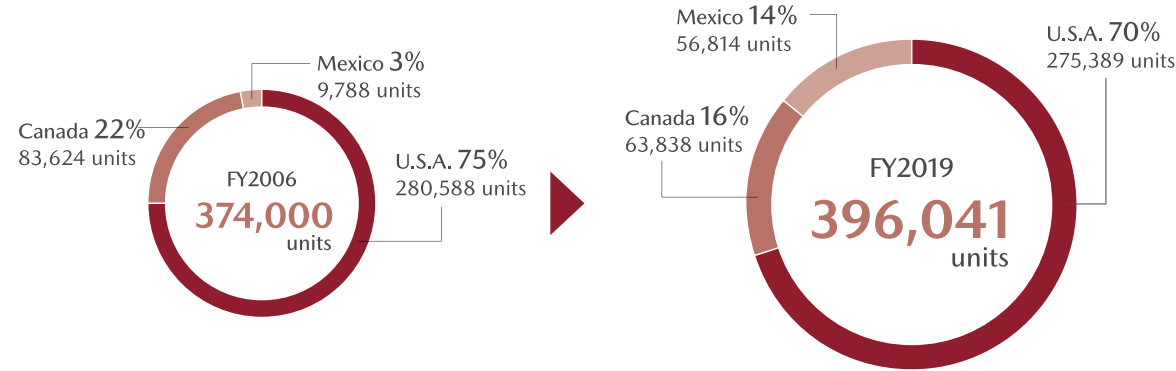
Country/region	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)
North America	345,138	296,023	312,981	301,649	303,487	295,516	308,618
Europe	203,144	200,036	200,458	209,490	213,736	230,249	229,878
Oceania	97,871	86,801	91,221	82,256	83,048	80,510	63,829
Middle East	34,541	50,438	53,344	44,140	45,979	47,839	60,722
Asia	44,116	50,034	63,887	81,224	78,610	85,766	74,620
Africa	4,682	7,872	10,798	13,038	13,974	14,169	12,190
Central & South America	61,308	46,665	54,487	76,327	82,288	81,843	58,882
Total	790,800	737,869	787,176	808,124	821,122	835,892	808,739

Activities by Region / North America (As of March 31, 2020)

Mazda Vehicle Production



Mazda Sales



Regional Headquarters

Country/ region	Plant	Location	Established	Number of employees	Primary business	Investment ratio
U.S.A.	Mazda North American Operations (MNAO)*	Irvine, California	October 1997	—	Importer and distributor of Mazda vehicles, parts and accessories. Technical trend surveys and research, design development, evaluation testing and vehicle certification for the North American market.	—

*Mazda North American Operations (MNAO) is a generic organizational name which comprises Mazda Motor of America, Inc. and Mazda Motor de Mexico S. de R. L. de C. V.

R&D Sites

Country/ region	Plant	Location	Activities
U.S.A.	Mazda North American Operations (MNAO)*	Irvine, California	• Technology and market trend studies in the North American market • Design development for the North American market
		Flat Rock, Michigan	• Evaluation of product conformity with North American market standards

*Mazda North American Operations (MNAO) is a generic organizational name which comprises Mazda Motor of America, Inc. and Mazda Motor de Mexico S. de R. L. de C. V.



Mazda de Mexico Vehicle Operation (MMVO)



Mazda North American Operations (MNAO)

Production Facilities

Country/ region	Plant	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
Mexico	Mazda de Mexico Vehicle Operation (MMVO)*	Salamanca, Guanajuato	January 2014	5,200	Mazda2, Mazda3, CX-30, OEM vehicles for Toyota Motor Corporation	Mazda 75% Sumitomo 25%

*Trade name of Mazda Motor Manufacturing de Mexico, S.A. de C.V. (MMMdM) and Mazda Motor Operaciones de Mexico, S.A. de C.V. (MMOdM) collectively.

History of MMVO

2011	2014	2015	2017	2018	2019
September Established MMVO together with Sumitomo Corporation October Held the groundbreaking ceremony	January Started production of Mazda3 February Held opening ceremony July Started double shift operation	October • Started production of Mazda2 • Started operations at engine machining factory • Announced plans to increase yearly production capacity to 250,000 units by FY 2015	April Started production of SKYACTIV-G 2.0, SKYACTIV-G 1.5, and SKYACTIV-D 1.5 June Started production of compact car for Toyota Motor Corporation	January Started the production of SKYACTIV-G 2.5	May Started the production of Mazda2 (sedan) January Started production of new Mazda3 model September Started production of CX-30

Mazda Vehicle Production

Country/region	Plant	FY2006 ('06.4-'07.3)	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)
U.S.A.	AutoAlliance International, Inc.	68,581	55,784	56,080	39,152	44,875	47,101	19,101
	Ford (Kansas City Plant)	9,482	22,628	10,846	10,129	7,725	1,523	—
Mexico	Mazda de Mexico Vehicle Operation	—	—	—	—	—	—	—
Country/region	Plant	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)
U.S.A.	AutoAlliance International, Inc.	—	—	—	—	—	—	—
	Ford (Kansas City Plant)	—	—	—	—	—	—	—
Mexico	Mazda de Mexico Vehicle Operation	10,007	140,089	213,088	195,148	180,445	168,694	131,350

*The overseas production figures represent Mazda brand units coming off the production line (CKD units excluded). The figures for Mexico, however, include passenger cars for other manufacturers.

Distributors

Country/region	Plant	Location	Established	Number of employees	Investment ratio
U.S.A.	Mazda Motor of America, Inc.	Irvine, California	February 1971	892	Mazda 100%
Canada	Mazda Canada, Inc.	Richmond Hill, Ontario	July 1968	181	Mazda 100%
Mexico	Mazda de Mexico Sales & Commercial Operation*	Centro de la Ciudad Santa Fe, Mexico City	December 2004	92	Mazda 100%

*Trade name of Mazda Motor de Mexico, S. de R.L. de C.V. and Mazda Servicios de Mexico, S. de R.L. de C.V. collectively.

Number of Distributors and Dealerships

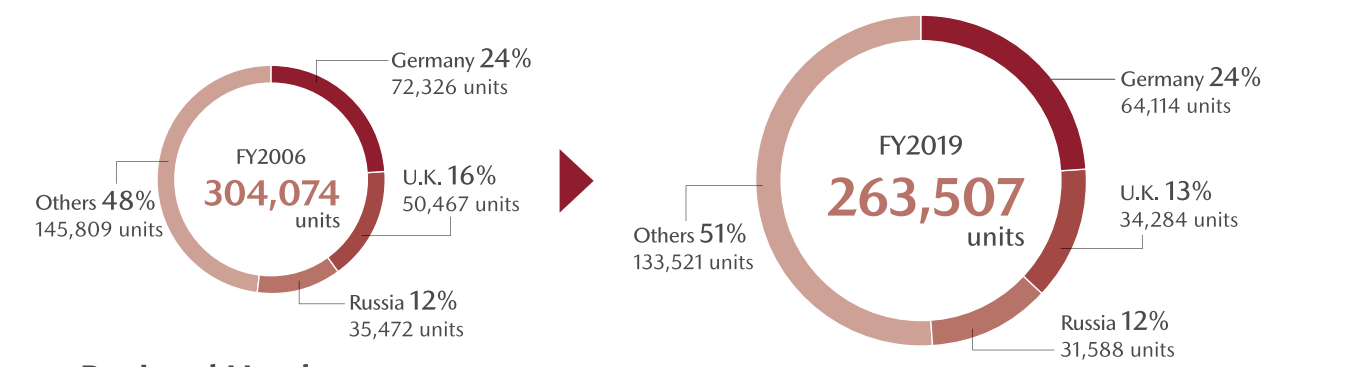
Market	Number of markets	Distributors	Dealerships
U.S.A.	1	1	554
Canada	1	1	164
Mexico	1	1	60

Mazda Sales

Market	FY2006 ('06.4-'07.3)	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)
U.S.A.	280,588	294,725	240,055	209,913	238,184	267,891	273,307
Canada	83,624	88,507	81,253	75,048	75,055	71,783	72,136
Mexico	9,788	18,011	22,303	18,894	26,473	30,071	25,283
Market	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)
U.S.A.	283,721	305,788	305,783	302,195	304,394	287,163	275,389
Canada	69,685	71,582	71,032	71,323	74,658	71,613	63,838
Mexico	34,759	45,366	58,917	53,448	54,744	61,084	56,814

Activities by Region / Europe (As of March 31, 2020)

Mazda Sales



Regional Headquarters

Country/ region	Company name	Location	Established	Number of employees	Primary business	Investment ratio
Germany	Mazda Motor Europe GmbH (MME)	Leverkusen	March 1998	347	Office Sales	Mazda Motor Logistics Europe N.V. 100%
	(European R&D Centre)	Oberursel	December 1987		R&D	
Belgium	Mazda Motor Logistics Europe N.V. (Vehicles and Parts Distribution Center)	Willebroek	August 1998	359	Office Logistics, Sales	Mazda 100%

R&D Sites

Country/region	Company name	Location	Activities
Germany	Mazda Motor Europe GmbH (MME)	Oberursel	<ul style="list-style-type: none">Technology and market trend studies in the European marketDesign development for the European marketEvaluation of product conformity with European market standards

Production Facilities

Country/ region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
Russia ^{*1}	MAZDA SOLLERS Manufacturing Rus (MSMR)	Vladivostok	October 2012	581	CX-5, CX-9, Mazda6	Mazda 50% Sollers 50%

^{*1} Assembly only (Volume is not disclosed)

Production volume

Country/ region	Company name	FY2006 ('06.4-'07.3)	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)
Spain	Ford (Valencia Plant)	29,026	5,708	—	—	—	—	—
Country/ region	Company name	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)
Spain	Ford (Valencia Plant)	—	—	—	—	—	—	—

^{*}The overseas production figures represent Mazda brand units coming off the production line (CKD units excluded).



Mazda Motor Europe GmbH (MME)

Distributors

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
Germany	Mazda Motors (Deutschland) GmbH	Leverkusen	November 1972	180	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Austria	Mazda Austria GmbH	Klagenfurt	July 1981	120	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Portugal	Mazda Motor de Portugal Lda.	Lisbon	February 1995	16	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Italy	Mazda Motor Italia S.p.A.	Rome	December 1999	50	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Spain	Mazda Automoviles Espana, S.A.	Madrid	February 2000	58	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
France	Mazda Automobiles France S.A.S	Saint Germain en Laye Cedex	February 2001	52	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Switzerland	Mazda (Suisse) S.A.	Petit-Lancy	February 2001	46	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
U.K.	Mazda Motors UK Ltd.	Dartford	May 2001	132	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Denmark	Mazda Motor Denmark	Rodovre	April 2003	19	Mazda Motor Logistics Europe N.V. Branch
Norway	Mazda Motor Norge	Kolbotn	April 2004	17	Mazda Motor Logistics Europe N.V. Branch
Sweden	Mazda Motor Sweden	Kungsbacka	April 2004	16	Mazda Motor Logistics Europe N.V. Branch
Russia	Mazda Motor Rus , OOO	Moscow	December 2005	92	Mazda 100%
Ireland	Mazda Motor Ireland	Dublin	July 2006	10	Mazda Motor Logistics Europe N.V. Branch
Czech Republic	Mazda Motor Czech	Prague	October 2006	16	Mazda Motor Logistics Europe N.V. Branch
Slovakia	Mazda Motor Slovakia	Bratislava	October 2006	6	Mazda Motor Logistics Europe N.V. Branch
Belgium/ Luxemburg	Mazda Motor Belux	Willebroek	April 2007	39	Mazda Motor Logistics Europe N.V. Branch
Hungary	Mazda Motor Hungary Kft	Budapest	April 2008	13	Mazda Motor Logistics Europe N.V. 100%
Croatia	Mazda Motor Croatia d.o.o.	Zagreb	April 2008	12	Mazda Motor Logistics Europe N.V. 100%
Slovenia	Mazda Motor Slovenija d.o.o.	Ljubljana	April 2008	8	Mazda Motor Logistics Europe N.V. 100%
Poland	Mazda Motor Poland Co., Ltd.	Warsaw	May 2008	32	Mazda Motor Logistics Europe N.V. Branch
Turkey	Mazda Motor Logistics Europe N.V. Merkezi Belcika Türkiye Istanbul Subesi	Istanbul	June 2008	6	Mazda Motor Logistics Europe N.V. Branch
Netherlands	Mazda Motor Nederland	Waddinxveen	October 2008	34	Mazda Motor Logistics Europe N.V. Branch

Number of Distributors and Dealerships

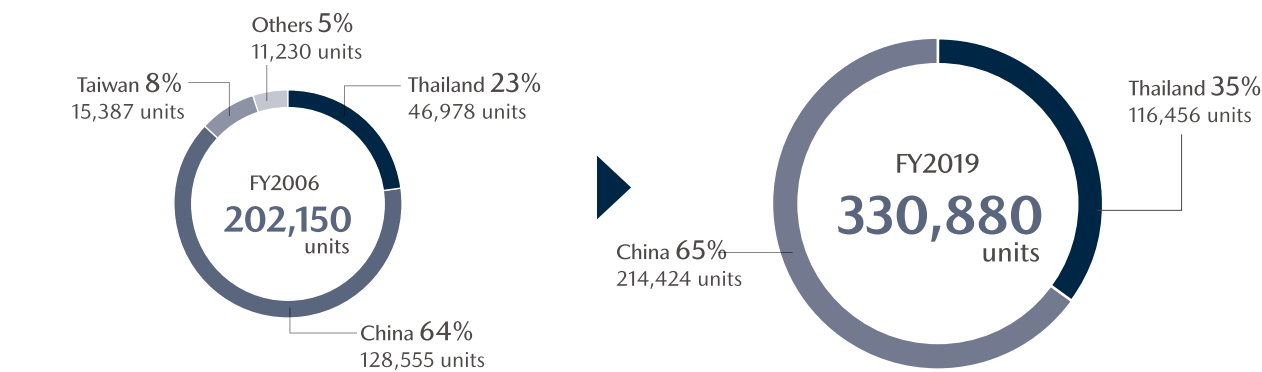
Market	Number of markets	Distributors	Dealerships
Europe	42	30	1,978

Mazda Sales

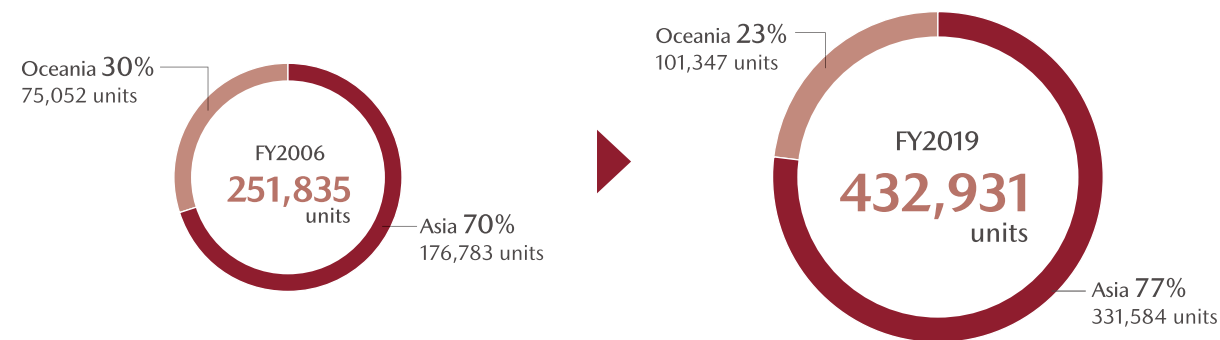
Market	FY2006 ('06.4-'07.3)	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)
Germany	72,326	66,160	57,289	50,492	47,978	41,114	39,628
U.K.	50,467	53,162	46,228	51,083	41,246	30,438	25,601
Russia	35,472	57,675	69,994	22,447	29,008	43,561	42,163
Others	145,809	149,589	148,134	114,882	93,256	67,572	64,148
Market	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)
Germany	47,430	51,442	59,961	62,994	68,167	67,377	64,114
U.K.	34,612	40,017	47,997	44,552	38,091	38,512	34,284
Russia	44,164	46,349	24,657	22,235	26,629	32,303	31,588
Others	80,518	91,325	123,901	131,769	135,694	131,586	133,521

Activities by Region / Asia, Oceania (As of March 31, 2020)

Production Volume



Sales volume



Regional Headquarters

Country/ region	Company name	Location	Established	Number of employees	Primary business	Investment ratio
Thailand	Mazda South East Asia, Ltd. (MSEA)	Bangkok	August 2005	-	Overall management of business in the ASEAN region	Mazda 100%
China	Mazda Motor (China) Co., Ltd. (MCO)	Pudong New District, Shanghai	January 2005	99	Overall management of business in China	Mazda 100%
	Mazda Motor (China) Co., Ltd. Beijing Branch (MCO-Beijing)	Chaoyang District, Beijing	November 2007		Branch Office of MCO	-
	Mazda Motor (China) Co., Ltd. China Engineering Support Center (MCO-CESC)	Jiading District, Shanghai	August 2005		Branch Office of MCO / Workshops, market research and technology studies for the Chinese market, as well as technical support in the region	-

R&D Sites

Country/region	Company name	Location	Activities
China	Mazda Motor (China) Co., Ltd. China Engineering Support Center (MCO-CESC)	Shanghai	• Technology and market trend studies in the Chinese market

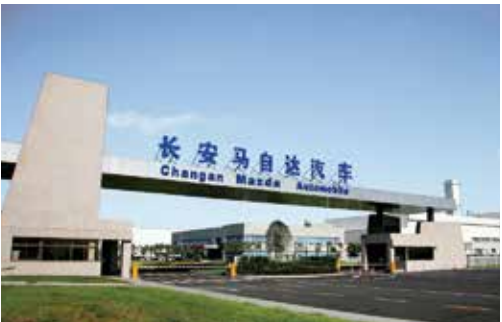
Production Facilities

Country/ region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
Thailand	AutoAlliance (Thailand) Co., Ltd. (AAT)	Rayong Province	May 1998 (Established in November 1995)	6,438	Mazda2, Mazda3, CX-3, CX-30, BT-50	Mazda 50% Ford 50%
	Mazda Powertrain Manufacturing (Thailand) Co., Ltd. (MPMT)	Chonburi Province	January 2015	1,014	Transmission and engines for vehicles	Mazda 100%
China	FAW Car Co., Ltd. (FCC) ^{*1}	Changchun, Jilin Province	March 2003	-	Mazda6, CX-4	Local 100%
	Changan Mazda Automobile Co., Ltd. (CMA)	Nanjing, Jiangsu Province	October 2007	3,027	Mazda3, CX-30 ^{*4} , CX-5, CX-8	Changan Automobile 50% Mazda 50%
	Changan Mazda Engine Co., Ltd. (CME)	Nanjing, Jiangsu Province	April 2007 (Established in September 2005)	1,070	Engines for vehicles	Changan Automobile 50% Mazda 50%
Vietnam ^{*2}	Thaco Mazda Automobile Manufacturing Company	Nui Thanh District, Quang Nam Province	October 2011	-	Mazda3, Mazda6, CX-5, CX-8	Local 100%
Malaysia ^{*2}	Mazda Malaysia Sdn. Bhd. (MMSB)	Shah Alam, Selangor	Established in September 2012 ^{*3}	138	CX-5, CX-8	Mazda 70% Local 30%

^{*1} Name changed to China FAW Corporation Limited in June 2020
^{*2} Assembly only (Volume is not disclosed) ^{*3} New plant established in May 2018 ^{*4} Manufactured since April 2020



AutoAlliance (Thailand) Co., Ltd. (AAT)



Changan Mazda Automobile Co., Ltd. (CMA)

History of AAT

1995		1998		2000		2005		2006		2007		2009	
November Established		May Started production of Mazda Fighter (B series) December Started exports		August Reached 100,000 BU units		May Reached 500,000 BU units		February Started production of 1st-generation BT-50		July Cumulative production volume reaches 1,000,000 units		July Opening ceremony held for new passenger vehicle September Started production of Mazda2	
2010		2011		2012		2014		2015					
August Announced plans to invest 350 million USD in pickup truck plant		February Started production of 2nd-generation Mazda3 May Started production of 2nd-generation BT-50		May Increased production capacity at pickup truck plant		February Started production of 3rd-generation Mazda3		October Started production of CX-3					
2019													
May Started production of new Mazda3 November Started production of CX-30													

History of FCC

2003	2014	2016
April Started production of 1st-generation Mazda6	April Started production of Mazda6	March Started production of CX-4

Activities by Region / Asia, Oceania

(As of March 31, 2020)

History of CMA

2001		2005		2006					
April Changan Ford Automobile Co., Ltd. (CAF) established by Changan Automobile and Ford		January <ul style="list-style-type: none">Obtained approval from the government to build a vehicle production plant in Nanjing as the second CAF plantMazda announced plans to join the project by investing in CAF		February Production of Mazda3 started at the CAF Chongqing Plant. March <ul style="list-style-type: none">A three-company joint venture created after Mazda's investment in CAFEquity ratio: 50% (Changan Automobile), 35% (Ford), and 15% (Mazda)New company named Changan Ford Mazda Automobile Co., Ltd. (CFMA)					
2007		2008		2010		2011			
September Completion ceremony held at the CFMA Nanjing Plant October The production of Mazda2 started at the CFMA Nanjing Plant		February Capital investment in CFMA increased (Capital: 293,440,000 USD → 351,440,000 USD)		May Moved production of Mazda3 from Chongqing Plant to Nanjing Plant.		August <ul style="list-style-type: none">Increased production capacity at CFMA Nanjing Plant.Started production of 2nd-generation Mazda2			
2012		2013		2014		2018		2019	
November Established Changan Mazda Automobile Co., Ltd. (CMA)		June Started the production of CX-5		April Started the production of Mazda3		April Started the production of CX-8		August Started production of new Mazda3	

Mazda Vehicle Production

Country/ region	Company name	FY2006 ('06.4-'07.3)	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)
Thailand	AutoAlliance (Thailand) Co., Ltd.	46,978	52,977	38,711	39,775	95,657	76,185	120,746
China	FAW Car Co., Ltd. (FCC) ^{*1}	128,555	107,956	105,998	198,725	240,301	196,885	157,934
	Changan Mazda Automobile Co., Ltd. (CMA)							
Taiwan	Ford Lio Ho Motor Co., Ltd.	15,387	12,483	4,937	12,485	3,521	3,571	4,348
Vietnam	Thaco Mazda Automobile Manufacturing Company	420	—	—	—	—	288	173
Others		10,810	285	200	140	—	—	—
Country/ region	Company name	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)
Thailand	AutoAlliance (Thailand) Co., Ltd.	77,351	84,540	126,378	134,770	133,188	141,246	116,456
China	FAW Car Co., Ltd. (FCC) ^{*1}	190,555	215,262	234,821	292,181	316,973	248,872	214,424
	Changan Mazda Automobile Co., Ltd. (CMA)							
Taiwan	Ford Lio Ho Motor Co., Ltd.	6,089	5,454	2,234	238	—	—	—
Vietnam	Thaco Mazda Automobile Manufacturing Company	720	800	2,676	4,831	2,064	693	—
Others		—	—	—	—	—	—	—

*The overseas production figures represent Mazda-brand units coming off the production line (CKD units excluded).

*1 Name changed to China FAW Corporation Limited in June 2020

Distributors

Country/region	Company name	Location	Established	Number of employees	Investment ratio
Thailand	Mazda Sales (Thailand) Co., Ltd.	Bangkok	June 1990	187	Mazda 96.1% KKS 3.9%
China	FAW Mazda Motor Sales Co., Ltd.	Changchun, Jilin Province	March 2005	284	FAW Car 56% Mazda 40% FAW Group 4%
	Changan Mazda Automobile Corporation, Ltd.	Nanjing, Jiangsu Province	April 2007	251	Sales department of CMA
Taiwan	Mazda Motor Taiwan Co., Ltd.	Taipei	December 2013	56	Mazda 100%
Australia	Mazda Australia Pty Ltd.	Mount Waverley, Victoria	April 1967	321	Mazda 100%
New Zealand	Mazda Motors of New Zealand Ltd.	Mt Wellington, Auckland	June 1972	44	Mazda 100%

Number of Distributors and Dealerships

Region	Number of markets	Distributors	Dealerships
Asia	15	17	338
Oceania	14	14	191
China	1	2	478
Taiwan	1	1	40

Mazda Sales

Market	FY2006 ('06.4-'07.3)	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)
China	129,128	101,005	134,564	196,166	235,800	222,635	174,687
Taiwan	20,386	14,970	9,151	13,192	16,207	15,477	12,342
Other Asian regions	27,269	25,400	19,929	27,878	56,183	67,040	102,677
Oceania	75,052	87,799	85,386	86,699	93,797	98,849	111,282
Market	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)
China	196,483	214,628	235,024	291,688	322,420	247,339	211,634
Taiwan	14,524	15,389	21,579	22,997	23,046	21,710	16,003
Other Asian regions	75,583	77,853	102,319	105,933	117,436	137,572	103,947
Oceania	112,608	111,650	128,188	131,247	129,540	123,752	101,347

Sales in FY2019

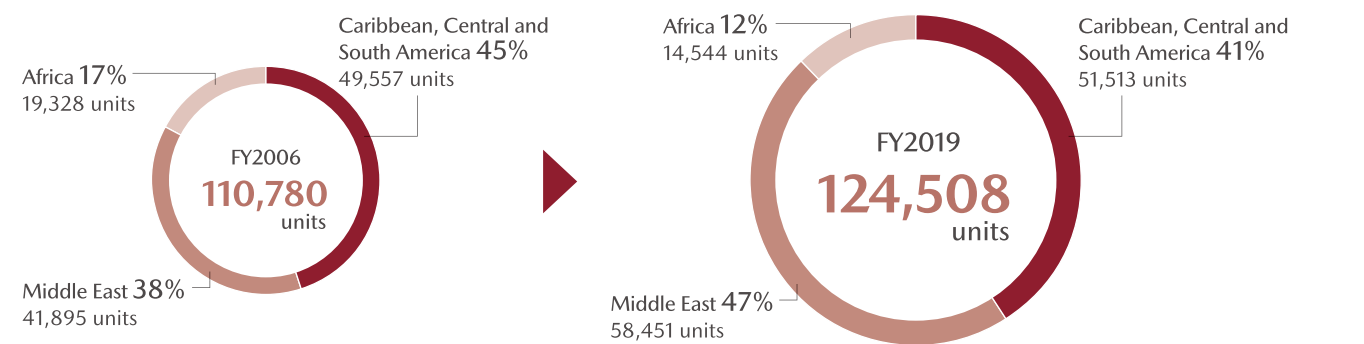
Asia		Oceania	
China	211,634 units	Australia	90,020 units
Taiwan	16,003 units	Others	11,327 units
Thailand	51,702 units		
Other Asian regions	52,245 units		

Activities by Region / Caribbean, Central and South America, Middle East, Africa

(As of March 31, 2020)

Mazda Sales

124,508 units



Mazda Vehicle Production

Country/ region	Company name	FY2006 ('06.4-'07.3)	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)
South Africa	Ford Motor Company of Southern Africa (Pty) Ltd.	6,457	6,214	4,135	3,917	3,690	2,951	3,098
Zimbabwe	Willowvale Mazda Motor Industries (PVT) Ltd.	1,182	1,517	1,468	684	337	813	246
Colombia	Compania Colombiana Automotriz S.A. (CCA)	4,109	6,173	3,316	3,727	5,018	3,223	3,905
Ecuador	Manufacturas, Armaduras y Repuestos Equatorianos S.A. (MARESA)	5,976	6,448	9,016	6,860	9,378	6,108	11,334
Others		11,396	—	—	—	—	—	—

Country/ region	Company name	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)
South Africa	Ford Motor Company of Southern Africa (Pty) Ltd.	3,154	2,283	932	—	—	—	—
Zimbabwe	Willowvale Mazda Motor Industries (PVT) Ltd.	1	—	—	—	—	—	—
Colombia	Compania Colombiana Automotriz S.A. (CCA)	2,044	351	—	—	—	—	—
Ecuador	Manufacturas, Armaduras y Repuestos Equatorianos S.A. (MARESA)	6,842	6,879	1,684	—	—	—	—
Others		—	—	—	—	—	—	—

*The overseas production figures represent Mazda brand units coming off the production line (CKD units excluded).



Head Office of Mazda Southern Africa



A new-generation dealership in downtown Bogotá, the capital of Colombia

Distributors

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
Colombia	Mazda de Colombia S.A.S (MCOL)	Bogotá	May 2014	65	Mazda 100%
South Africa	Mazda Southern Africa (Pty) Ltd (MSA)	Midland	July 2013	41	Mazda 70% Itochu Corporation 30%

Number of Distributors and Dealerships

Region	Number of markets	Distributors	Dealerships
Caribbean, Central and South America*	36	35	214
Middle East	13	13	80
Africa	39	25	121

* Excluding Mexico

Mazda Sales

Market	FY2006 ('06.4-'07.3)	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)
Caribbean, Central and South America	49,557	61,731	47,802	33,752	43,464	38,401	35,311
Middle East	41,895	64,163	56,965	55,659	54,078	33,410	29,852
Africa	19,328	23,929	22,969	16,508	15,582	12,595	9,824

Market	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)
Caribbean, Central and South America	42,342	44,922	48,671	49,691	54,232	58,086	51,513
Middle East	39,408	44,690	54,742	48,635	53,087	50,084	58,451
Africa	11,494	11,750	18,935	17,607	18,242	18,774	14,544

Sales in FY2019

Caribbean, Central and South America		Middle East		Africa	
Chile	15,266 units	Saudi Arabia	38,164 units	South Africa	11,412 units
Colombia	20,327 units	Israel	9,513 units	Others	3,132 units
Others	15,920 units	Others	10,774 units		

History

Corporate

1920	January	Toyo Cork Kogyo Co. Ltd. is founded
	February	Shinpachi Kaizuka becomes the first president
	June	Headquarters and factory of the company move from Nakajimashinmachi to Yoshijima in Hiroshima
1921	March	Jujiro Matsuda becomes the second president
1922	December	Osaka office is established
1924	February	Tokyo office is established
1925	December	Factory fire burns 70% of the equipment resulting in production suspension
1927	September	Company is renamed to Toyo Kogyo Co., Ltd.
1931	May	Location of the headquarters is registered in Shinchi, Fuchu-mura, Aki-gun
	July	Mazda enters an exclusive agency agreement with Mitsubishi Corporation in terms of three-wheeled trucks and other models
1934	March	Mazda is registered as a trademark
1935	November	Nagoya office is established
1936	April	A caravan of three-wheeled trucks travels 2,700km from Kagoshima to Tokyo as part of an advertising campaign
	August	Japan sales agreement with Mitsubishi is canceled
1938	January	Mazda is designated as a plant collectively controlled by the army and the navy under the Military Industry and Mobilization Act
1941	February	Ministry of Commerce and Industry orders Mazda to build wartime standard three-wheeled truck
	April	Construction of small arms factory in Head Office district is completed
1943	January	Mazda becomes a licensed maker of manufacturing equipment (rock drills) and a licensed machine tool manufacturer
1944	January	Arms and machine tools departments are designated to manufacture munitions by ministers in charge of army, navy and military goods
	April	Rock drills, airplane engine parts and automobile departments are also designated to manufacture munitions
	July	Establishment of Toyo Cork Manufacturing Corp. by joint investment with Uchiyama Cork Kogyosho



President Jujiro Matsuda

1945	August	About 200 employees involved in the building removal work in the city of Hiroshima fall victim to the atomic bombing
	August	Designations to manufacture munitions are canceled, and Mazda lends part of its company buildings to Hiroshima Prefecture to house all of its government departments in
	November	Conversion of production plants from three-wheeled trucks, rock drills and machine tools to civilian production is approved
1946	February	Toyo Kogyo Co., Ltd. labor union is formed
1949	October	Fulfilled plan to establish one sales company in each prefecture of Japan
1951	December	Tsuneji Matsuda becomes the third president, Jujiro Matsuda becomes the chairman
1952	April	Factories designated to be the object of reparations after the war are exonerated
1954	April	Participates in the first All Japan Motor Show
	September	Signs an agreement with Acme Resin for resin coated sand production technology
1955	December	Holds a ceremony for the first usage of a continuous gas carburizing furnace
1956	June	Establishes mass production system for foundry with shell mold method
1958	June	Ignition ceremony is held at the new forging plant in Fuchizaki district
	November	Establishes technical alliance with Founir Institute of Technology to manufacture liquid resin, shell molds and shell mold cores
1959	June	Establishes technical alliance with Canadian Nickel Products Company to manufacture ductile cast iron
	July	A new "m" design symbol mark is launched
	August	Completion of a new factory manufacturing rock drills in Fuchizaki area
	September	Completion of a resin manufacturing plant and production of coated sand goes 100% domestic



1920

1945

Product

1922	July	Production of compressed cork board begins
1929	April	Production of tooling machines begins
	November	Prototype 250cc two-stroke engine for motorcycle is completed
1930	October	Company-built motorcycles win the auto race of Hiroshima's Shokon-sai (memorial service for the war dead)
1931	October	Production of three-wheeled truck, Mazda-go, type DA begins
1932		Three-wheeled trucks are exported to Dalian, Fengtian, Qingdao for the first time
1934	January	Starts sale of three-wheeled truck type DC, Production of machine tools and air compressors begins
1935	October	First shipment of rock drills to Choshinko hydropower company (Korea) is made
	October	Production and sales of gauge blocks begin
	December	Starts sale of three-wheeled truck Type KC36
1938	May	Starts sale of three-wheeled truck Type GA, "Green Panel"
1939	February	Production of Type 97 motorcycle with a side car begins
1940	May	Prototype of a small four-wheeled passenger car is built



Three-wheeled truck

1945	December	Resumes production of three-wheeled trucks
1946	January	Resumes production of rock drills and tools
1949	April	Starts sale of three-wheeled truck Type-GB
	August	Resumes production of three-wheeled trucks for India
1950	April	Starts sale of three-wheeled passenger car Type-PB
	May	Starts sale of rock drills developed completely in-house, including TY24 jack hammer and TY44 light drifter
	June	Starts sale of four-wheeled truck Type CA with 1t capacity
	September	Starts sale of three-wheeled truck Type CT with 1t capacity
1952	October	Type-CTL1 with 2t capacity completes a non-stop run from Hiroshima to Tokyo
1955	November	Starts production of Japan's first TY24-LD leg rock drill
	December	Starts selling Toyo Coated Sand for shell molding
1957	August	Starts sale of Type-HBR 2t three-wheeled truck with round steering wheel
	October	Installs first transfer machine
	November	Starts sale of Type-MAR 1t three-wheeled truck with round steering wheel
1958	April	Starts sale of Romper, four-wheeled light truck
1959	March	Starts sale of D1100 and D1500 four-wheeled trucks featuring a water-cooled engine
	May	Starts sale of K360 three-wheeled micro-mini truck
	June	Starts sale of T600 small three-wheeled truck
	October	Starts sale of T1100 and T1500 three-wheeled trucks featuring a water-cooled engine



Three-wheeled truck Type CT



K360

1960

1960	April	Opening ceremony for a newly completed paint and assembly shop with production capacity of 20,000 units per month
	October	Full-scale operation begins at the new shell-molding casting plant
1961	April	Local assembly in Korea begins
	June	Introduction of vice president system, Kohei Matsuda becomes vice president
	June	Toyo Kogyo's new company hospital is completed
	July	Receives approval from the government for technical assistance contract regarding rotary engine with NSU / Wankel
	October	Local assembly in the Philippines begins
	December	Vehicle distribution center with 5,000 units of capacity is built within the headquarters' premises
1962	March	Technological alliance regarding passenger vehicle design technology with Carrozzeria Bertone
	June	Tokyo Office is upgraded to Tokyo Branch
	September	Technical collaboration agreement regarding automobile manufacturing with the government of Burma (Myanmar) and Burmese international trading commerce
1963	March	Local assembly in Burma (Myanmar) begins
	April	Osaka Office is upgraded to Osaka Branch
	June	Technical alliance with Chrysler regarding powder metallurgy technology
	June	Local assembly in South Africa begins
1964	March	A new wharf exclusively for loading vehicles onto vehicle carrier ships is completed
	October	Inauguration of Toyo-maru, Japan's first drive-in vehicle carrier ship, for exclusive use by Mazda
1965	January	Enters technical alliance with Perkins regarding diesel engines
	May	Ceremony to mark completion of Miyoshi Proving Ground
	October	Opening ceremony for Toyo Ohashi bridge and company exclusive road



Opening ceremony for Toyo Ohashi bridge

1960	May	Starts sale of R360 Coupe, micro-mini passenger vehicle
1961	February	Starts sale of B360 four-wheeled micro-mini truck
	May	Starts sale of B360 light van, micro-mini commercial vehicle
	August	Starts sale of B1500 small four-wheeled truck
1962	February	Starts sale of micro-mini passenger vehicle Carol
	April	Starts sale of D2000 four-wheeled truck with 2t capacity and T2000 three-wheeled truck
	September	Starts sale of B1500 van, compact commercial vehicle
	November	Starts sale of compact passenger vehicle, Carol 600
	December	Highest production volume among automakers in Japan for three years running
1963	October	Starts sale of compact commercial vehicle, Mazda 800 van (Familia van)
1964	January	Starts sale of E2000, 2t truck
	September	Displays Mazda Cosmo, a rotary engine featured sports car at the 11th Tokyo Motor Show as a reference model
	October	Starts sale of Mazda 800 sedan (known as Familia in Japan), compact passenger vehicle
1965	May	Starts sale of E2300, medium-size, 3.5t truck
	May	Starts sale of Light Bus, a 25-passenger small-size bus
	June	Starts sale of Kraft, 1.5t truck
	October	Starts sale of Mazda B1500 (Mazda Proceed in Japan) truck with 1t capacity



R360 Coupe



Carol

1966	November	Ceremony to mark start of operations at Ujina Plant No. 1, a plant exclusively for passenger vehicle production
1967	March	Full-scale exports to Europe begin
	April	"Mazda Motors" distributor is established in Australia
1968	June	Starts joint research regarding emission gas control with Inter-Industry Emission Control (IIEC) group members including Ford Motor Company and Mobil Oil Corporation
	July	"Mazda Motors of Canada" distributor is established in Canada
	August	Establishment of Mazda Motor of Benelux, parts distributor, in Belgium
	September	Local production of passenger vehicles begins at a joint venture in Malaysia
1969	February	Operation start of Japan's first computer operated automobile emissions automatic analysis system with on-line and real-time processing capabilities
1970	January	JATCO, a joint venture with Ford Motor Company and Nissan, is established
	January	"Mazda Motors of America" (North West) distributor is established in the USA
	November	Kohei Matsuda becomes the fourth president
1971	January	Mazda's biggest distributor in the USA, Mazda Motor of America (MMA) is established
	February	Local assembly in Indonesia begins
1972	January	Completion of the first vehicle distribution center for export
	September	Pollution countermeasures system for rotary engines, Mazda REAPS (RE Anti Pollution System) is completed
	October	Completion of Mazda Training Center in Taibi
	November	Mazda Technical Center is established in the USA
	December	Ceremony to mark completion of Ujina Plant No. 2, a plant exclusively for production of passenger vehicles, now capable of producing 60,000 units per month

1966

1966	May	Starts sale of Bongo, compact commercial vehicle
	August	Starts sale of compact passenger vehicle, Mazda 1500/1800 (Luce in Japan)
1967	January	Starts sale of E2500 Diesel, 2t truck
	May	Starts sale of rotary engine vehicle, Mazda 110S (Mazda Cosmo Sport in Japan)
	November	Starts sale of second generation Mazda 1000/1200/1300 (Familia in Japan)
1968	July	Starts sale of rotary engine-powered R100 Coupe (Familia Rotary Coupe in Japan)
	November	Starts sale of micro-mini commercial vehicles, B-series (Porter Van/Truck in Japan)
1969	April	Starts sale of four-wheeled micro-mini light truck, Porter Cab
	October	Starts sale of E3800/4100 (Boxer in Japan), medium-size, 4t truck
	October	Starts sale of high-end rotary engine-powered model, R130 Coupe (Luce Rotary Coupe in Japan)
1970	May	Starts sale of compact passenger vehicle, Mazda 616 (Capella in Japan)
1971	August	Starts sale of E-series (Titan in Japan), medium-size, 2t to 3.5t truck
	September	Starts sale of Mazda 808/818 (Grand Familia in Japan), compact passenger vehicle
	September	Starts sale of RX-3 (Mazda Savanna in Japan), compact passenger vehicle
	December	Starts sample production of small pickup trucks for Ford
1972	April	Starts sale of Mazda Parkway 26 minibus
	May	Three Mazdas dominate the TS-b category of The Japanese Grand Prix
	July	Starts sale of the micro-mini passenger vehicle, Chantez (Japan exclusive)
	November	Starts sale of second generation Mazda 929/RX-4 (Luce in Japan)



Cosmo Sport (110S)

History

Corporate

1973	October	Pollution countermeasures system for reciprocating engines, Mazda CEAPS, is completed
1974	January	Local assembly in the Philippines begins
	May	Completes Miyoshi diesel engine plant
1975	January	Starts AM (All Mazda) Dispatch, a program to temporarily dispatch employees to dealers throughout Japan
	January	Starts local production in Thailand
	February	Reorganizes sales structure in the USA to a three-company system
	April	Introduces CI system and adopts new corporate symbol



New corporate symbol

1977	December	Yoshiki Yamasaki becomes the fifth president
1978	March	Starts SE (Sales Expansion) Dispatch, a program to temporarily dispatch employees to dealers throughout Japan
1979	November	Enters a capital tie-up with Ford Motor Company, which acquired a 25% equity interest in Mazda

1981	April	Establishes Mazda North America (MANA)
	April	Establishes European Office
	December	Starts operations at Hofu Transmission Plant in Nakanoseki district
	December	Establishes Ford's sales channel, Autorama
1982	September	Full-fledged production begins at the Hofu Plant (Nishinoura district)
1983	April	Starts local production at CCA in Colombia
	September	Makes an investment in Korean manufacturer, Kia Motors
	December	Establishes new corporate philosophy: Mazda creates new value and spreads joy



Hofu Plant (Nishinoura district)

1984	May	Company is renamed to Mazda Motor Corporation
	October	Establishes the Mazda Foundation
	November	Kenichi Yamamoto becomes the sixth president
1985	March	Establishes Mazda Beijing Office
	April	Starts local production in India and first T-series (Titan in Japan) comes off the line at Swaraj Mazda
	May	Newly establishes a comprehensive performance test course in Miyoshi Proving Ground
1986	February	Launches Mazda Track Club, world-wide track-and-field sports club
1987	March	Local assembly in Taiwan begins
	April	Establishes the Mazda Research and Development Center Ann Arbor in the USA
	June	Opens a new Technical Research Center (Yokohama)
	September	Mazda MX-6, the first production model at Mazda Motor Manufacturing USA Corporation (MMUC) comes off the line
	December	Norimasa Furuta becomes the seventh president
1988	May	Starts Mazda Innovation (MI) Plan
	May	Reaches an OEM agreement for micro-mini vehicles with Suzuki Motors Co., Ltd.
	May	Completes the Mazda Research and Development Center in Irvine, Calif., USA
	July	Consolidates operations in the USA and establishes Mazda Motor of America, Inc. (MMA) and Mazda Research & Development of North America, Inc. (MRA)
	October	Establishes European distributor, Mazda Motor Europe (MME)
1989	February	Industrial Machinery Division is separated to establish Mazda Earth Technologies Corporation Co., Ltd. and Toyo Advanced Technologies Co., Ltd.
	March	Mazda and Ford decide to invest in Autorama
	April	Establishes Mazda Eunos and Mazda Autozam dealership channels
	June	Tokyo Branch renamed Tokyo Head Office

1990	January	Holds a ceremony to mark completion of the Kenbuchi Proving Ground in Hokkaido
	May	Grand opening of European R&D Representative Office (MRE) in Germany
1991	November	National sales channel Mazda Auto in Japan is renamed to Anfini
	December	Yoshihiro Wada becomes the eighth president
1992	February	Full-scale production begins at Hofu No.2 production plant
	June	MMUC becomes AutoAlliance International, Inc., (AAI) an equal partnership between Mazda and Ford
	September	Starts local production in China

1973

1980

1984

1990

Product

1973	June	Starts sale of Luce AP, Japan's first model to be eligible for Japan's low-emission vehicle tax break
	September	Starts sale of third generation Mazda 1000/1200/1300 (Familia Presto in Japan)
1974	February	Launches second generation Mazda 616/RX-2 (Capella in Japan)
1975	April	Introduces Road Pacer AP (Japan exclusive)
	October	Introduces a series of rotary engine models equipped with 40% better fuel economy
	October	Starts sale of second generation Mazda 121/121L (Cosmo AP in Japan)
1976	February	Starts sale of models equipped with Mazda lean combustion engine to comply with 1976 gas emission regulations
	May	RX-3 (Savanna in Japan) marks its 100th victory in Japanese races with a win at the JAF Grand Prix
1977	January	Starts sale of fourth generation Mazda 323/GLC (Familia AP in Japan)
	April	Starts sale of second-generation B-Series (Proceed in Japan)
	May	Starts sale of second generation E2000/2500/2700/3000 (Titan in Japan) equipped with a new 3.0-liter diesel engine
	August	Starts sale of second generation E1300/1600/2200 (Bongo Wide-Low in Japan), super low, flat bed trucks
	September	First victory of a rotary engine powered model, March 76S Mazda, at Fuji GC series
1978	January	Starts sale of E1300/1400/1600/2200 Vans (Bongo Multi Van in Japan), flat floor vans free of protrusion from the wheel housings
	March	Starts sale of RX-7 (Savanna RX-7 in Japan), a compact specialty car
	October	Starts sale of third-generation Mazda 626 (Capella in Japan)
1979	February	RX-7 wins GTU class at 24 Hours of Daytona
	June	Starts supplying commercial vehicles to Ford Asia Pacific, notably Econovan and Ford Trader



Luce AP

1980	May	Starts supplying Ford with manual transmission for passenger vehicles (MTX)
	June	Starts sale of fifth generation Mazda 323/GLC (Familia in Japan) hatchback adopting front engine - front wheel drive layout
	September	Starts sale of fifth generation Mazda 323/GLC (Familia in Japan) saloon
	September	Starts supplying Ford Asia Pacific with passenger vehicle "Laser"
	October	Starts sale of third generation T-series (Titan in Japan), first of its class to adopt Two-way shift (sub-transmission)
	December	Fifth generation Mazda Familia (known as Mazda 323/GLC outside Japan) wins Car of the Year Japan
1981	July	Mazda RX-7 wins the 24 Hours of Spa at Circuit de Spa-Francorchamps, claiming the first ever victory for a Japanese automobile at the event
	September	Starts sale of third generation Mazda 929 (Cosmo in Japan)
	October	Starts sale of fourth generation Mazda 929 (Luce in Japan)
1982	January	Starts sale of second generation T2000/3000 bus (Parkway in Japan)
	January	Starts supplying Ford with automatic transmission for passenger vehicles
	June	Mazda RX-7 254 completes the Le Mans 24-Hour endurance race for the first time, ranking 14th
	July	Starts supplying Ford with diesel engines for commercial vehicles
	September	Starts sale of fourth generation Mazda 626 (Capella in Japan), adopting front engine - front wheel drive layout
	October	Starts supplying Autorama with passenger vehicles, notably the Laser and the Telstar
	December	Mazda Capella/Ford Telstar wins Car of the Year Japan
1983	June	Starts sale of Bongo Brawny van and wagon, 1t commercial vehicles
	September	Starts sale of third-generation E-series (Bongo in Japan) van and wagon

5th generation Familia (GLC/323)



1984	January	Starts sale of third-generation E-series (Bongo in Japan) truck
	January	Starts sale of Bongo Brawny truck with 1.5t loading capacity
1985	January	Starts sale of sixth generation Mazda 323 (Familia in Japan)
	October	Starts sale of second-generation RX-7
	October	Adds Japan's first full-time AWD system to Mazda 323 (Familia in Japan) lineup
1986	February	Starts sale of Ford Festiva
	September	Starts sale of fifth-generation Mazda 929 (Luce in Japan) equipped with Mazda's first V-shaped 6-cylinder engine
1987	January	Starts sale of Mazda Etude (Japan exclusive), compact passenger vehicle
	February	Victory of Mazda323 4WD (Familia in Japan) in the second round of the WRC, Swedish Rally, becoming the first Japanese car to carry home an overall win
	March	Succeeds in developing a diesel engine with pressure wave supercharger
	May	Starts sale of fifth-generation Mazda 626 (Capella in Japan), adopting world's first speed-sensitive four-wheeled steering system
1988	August	Succeeds in developing hi-reflex coat, a new painting technology that enables high-quality finish
	September	Starts sale of Mazda MPV, multi-purpose vehicle, in the North American market
	October	Starts sale of compact passenger vehicle, Persona (Japan exclusive)
1989	February	Starts sale of seventh generation Mazda 323 (Familia in Japan) and five-door model Mazda 323F (Familia Astina in Japan)
	June	Starts sale of first-generation Scrum (Japan exclusive), micro-mini commercial vehicles
	September	Imports Citroen BX from France and starts sale at Eunos dealers
	September	Starts sale of light-weight sports car, MX-5 (Eunos Roadster in Japan)
	November	Starts sale of Eunos 100 and Eunos 300 compact passenger vehicles
	November	Re-enters the micro-mini passenger vehicle market with second-generation Carol



Eunos Roadster (MX-5)


1990	January	Introduces Mazda MPV
	February	Announces the US launch of Mazda Navajo, an OEM model produced by Ford
	February	Imports Lancia Thema and Autobianki Y10 from Italy and starts sale of them at Autozam dealers
	April	Starts sale of fourth-generation Eunos Cosmo (Japan exclusive), featuring a newly developed three-rotor rotary engine
	September	RX-7 (Savanna RX-7 in Japan) becomes first in history to reach a total of 100 wins in the IMSA racing series in the USA by a single car model
	September	Starts sale of Mazda 121 (Revue in Japan), compact passenger vehicle
1991	January	Starts sale of Proceed Marvie, passenger vehicle
	May	Starts sale of Mazda 929 (Sentia in Japan), passenger vehicle
	June	Starts sale of MX-3/Eunos 30X (Eunos Presso in Japan), featuring the world's first mass-produced 1.8-liter V6 DOHC engine
	June	Starts sale of MX-3/Eunos 30X (AZ-3 in Japan), compact passenger vehicle
	June	Mazda 787B wins the 59th edition of Le Mans 24-Hour Endurance Race claiming the first victory for a Japanese automobile
	October	Starts sale of Mazda 626 (Cronos in Japan), passenger vehicle
	November	Starts sale of Mazda 626 (Anfini MS-6 in Japan), Mazda 929 (Anfini MS-9 in Japan), passenger vehicle
	December	Starts sale of third generation Mazda RX-7 (Anfini RX-7 in Japan)
	December	Mazda RX-7 (Anfini RX-7 in Japan) wins the RJC New Car of the Year award
1992	January	Starts sale of Mazda MX-6, passenger vehicle
	February	Starts sale of Xedos 6 (Eunos 500 in Japan), compact passenger vehicle
	March	Starts sale of Mazda 929 (Anfini MS-8 in Japan), passenger vehicle
	May	Starts sale of Autozam Clef (Japan exclusive), passenger vehicle
	October	Starts sale of Autozam AZ-1 (Japan exclusive), micro-mini passenger vehicle

Mazda 787B during the 59th Le Mans 24-Hour endurance race



History

Corporate

1993	October	Mazda and Nissan Motor Corporation enter into an OEM supply agreement for mutual supply of commercial vehicles
	December	Mazda and Ford enter into a long-term strategic relationship to enhance competitive strength
1994	May	Mazda Museum opens within the headquarters' premises
	November	Mazda becomes first Japanese automaker to acquire ISO 9002 certification
1995	November	Mazda and Ford jointly establish production company, AutoAlliance (Thailand) Co., Ltd.
		
		AutoAlliance (Thailand) Co., Ltd. (AAT)
1996	April	National sales channel in Japan Anfini is renamed to Mazda Anfini
	April	Integrates Eunos dealers with either Mazda Anfini dealers or Mazda dealers
	May	Ford's stake in Mazda increases from 25% to 33.4%
	June	Mazda becomes first Japanese automaker to acquire ISO 9001 certification
	June	Henry D.G. Wallace becomes the ninth president.
	December	Launches Mazda Digital Innovation (MDI)
1997	April	Implements a new personnel system
	June	Inaugurates new brand symbol:
	October	Integrates North American subsidiaries into MMA, commonly known as Mazda North American Operations (MNAO)
	November	James E. Miller becomes 10th president



1998	April	National sales channel in Japan Autozam is renamed to Mazda Autozam
	April	Defines product philosophy to act as a guide for product development
	June	Consolidates MME and MPE in Belgium and establishes Mazda Motor Europe GmbH (MME)
	July	Starts mass production of small pickup trucks at production company AAT in Thailand
	August	Establishes Mazda Motor Logistics Europe N.V. (MLE)
		
		Mazda Motor Logistics Europe N.V. (MLE)
1999	April	New brand message "Get it and be moved." is launched
	June	Mazda reaches an agreement with Mitsubishi Motors to supply small commercial vehicles to Mitsubishi
	December	Mark Fields becomes 11th president
2000	June	Earns ISO 14001 certification for all production sites in Japan
	July	Defines Mazda's brand DNA for passenger cars and deepens Mazda's product development philosophy
	November	Announces Millennium Plan, Medium-Term Management Plan
2001	March	Introduces Special Early Retirement Program
	September	Closes Ujina Plant No.2 (U2)
2002	January	Completes Nakasatsunai Proving Ground in Hokkaido
	March	Opens company day-care center
	April	Starts full-scale communications campaign: Mazda's new brand message, Zoom-Zoom
	May	Enhances corporate governance by taking measures such as the introduction of an executive officer system
	June	Lewis Booth becomes 12th president
	July	Introduces environmentally-friendly Three-Layer Wet Paint system
	December	Mazda establishes Management Advisory Committee to further enhance corporate governance

1998

2003	April	Introduces new personnel system, Tobiuo system
	August	Hisakazu Imaki becomes 13th president
2004	April	Ends production at Hiroshima Plant No.1 (F Plant) as part of production system restructuring in Japan
	May	Ujina Plant No.2 resumes operation for the first time in two years and eight months
	September	Transfers all shares in Mazda Car Rental Corporation
	November	Formulates new medium-term management plan, Mazda Momentum
	December	A fire broke out at the Ujina Plant No.1; it took about four months to fully recover
2005	January	Establishes Mazda's China operations management office, Mazda Motor (Shanghai) Business Management & Consulting Co., Ltd.
	February	Mazda Museum situated at Mazda headquarters in Hiroshima is fully renovated
	August	Establishes operations management office in Thailand, Mazda South East Asia Ltd.
	September	Establishes Changan Ford Mazda Engine Co., Ltd. in Nanjing through joint investment with Ford Motor Company and Changan Automotive Group



Mazda Museum

2003

2006	April	Changan Ford is renamed to Changan Ford Mazda Automobile Co., Ltd. (CFMA) after investment from Mazda
	May	Holds opening ceremony for Mine Proving Ground
		
		Opening ceremony for Mine Proving Ground
2007	March	Formulates new mid-term plan: Mazda Advancement Plan
	March	Announces long-term vision for technology development: Sustainable Zoom-Zoom
	July	Implementation of mixed production: both V-shaped six-cylinder and in-line four-cylinder engines were processed on the same machining line
2008	June	Announces Mazda's initiatives to reduce CO ₂ emissions - reducing the fuel consumption of Mazda vehicles by an average 30 percent by 2015
	November	Ford's stake in Mazda changes from 33.4% to 13.8%
	November	Takashi Yamanouchi becomes 14th president
	December	Obtains naming rights for the new Hiroshima baseball stadium and names it Mazda Zoom-Zoom Stadium Hiroshima

2006

Product

1993	June	Starts sale of Ford-made B-Series trucks in North America
	September	Starts sale of Mazda 323F (Lantis in Japan), compact passenger vehicle
	October	Starts sale of Mazda Xedos9 (Eunos 800 in Japan), featuring the world's first Miller cycle engine
1994	June	Starts sale of eighth-generation 323 (Familia in Japan) in two types: sedan and three-door hatchback NEO
	August	Starts sale of the sixth-generation 626 (Capella in Japan)
	September	Starts sale of AZ-Wagon (Japan exclusive, Suzuki OEM)
	October	Starts sale of Familia van (Nissan OEM)
1995	February	Starts sale of Proceed Levante (Japan exclusive, Suzuki OEM)
	May	Hydrogen RE vehicle is certified by minister of transport and starts running on public roads
	June	Starts sale of Bongo Friendee
	October	Develops advanced safety vehicle Mazda ASV-2
	November	Starts sale of third-generation Carol (Japan exclusive)
	November	Starts sale of second-generation Mazda 929 (Sentia in Japan)
1996	March	Starts sale of Ford-produced Mazda 121 in European markets
	August	Starts sale of Mazda 121 (Demio in Japan), compact passenger vehicle
	November	Mazda 121 (Demio in Japan) wins the RJC New Car of the Year in Japan
1997	August	Starts sale of seventh-generation Mazda 626 (Capella in Japan)
	December	Develops the Demio FCEV, fuel-cell electric vehicle



1st generation Demio (Mazda2)

1998	January	Starts sale of second-generation MX-5 (Roadster in Japan)
	May	Starts sale of Bongo EV
	June	Starts sale of ninth-generation Mazda 323 (Familia in Japan)
	October	Starts sale of fourth-generation Carol (Japan exclusive, Suzuki OEM.)
	October	Starts sale of AZ-Offroad (Japan exclusive), micro-mini passenger vehicle
1999	March	Starts sale of Laputa (Japan exclusive), micro-mini passenger vehicle
	April	Starts sale of Mazda5 (Premacy in Japan), compact passenger vehicle
	June	Starts sale of fourth-generation E-series van and truck (Bongo in Japan)
	June	Starts sale of second-generation Mazda8 (Mazda MPV in Japan)
2000	June	Starts sale of fifth-generation T-series (Titan in Japan)
	July	MX-5 is recognized by the Guinness World Records as the open two-seater compact sports car with the largest number of units produced in the world
	August	Starts sale of Tribute, jointly developed with Ford
	October	Starts sale of Titan Dash, a 1.5t compact truck
2001	February	Develops a new fuel-cell electric vehicle, Premacy FC-EV, and starts first test run on public roads in Japan
	May	Starts sale of limited edition Mazdaspeed MX-5 and Mazdaspeed Protege (Roadster and Familia in Japan)
	May	Starts production of Mazda5 (Premacy in Japan) at Faw Hainan Motor Co., Ltd. (FHC) in China
2002	January	Starts production of new in-line four-cylinder engine (MZR engine)
	February	Starts sale of micro-mini passenger vehicle, Spiano (Japan exclusive)
	May	Starts sale of all-new midsize car, Mazda6 (Atenza in Japan)
	August	Starts sale of second-generation Mazda2 (Demio in Japan)
	November	Mazda6 (Atenza in Japan) wins 2003 RJC Car of the Year



1st generation Premacy (Mazda5)





1st generation Atenza (Mazda6)

2003	January	Begins production of RENESIS rotary engine
	April	Starts sale of four-door, four-seater sports car, Mazda RX-8
	June	New-generation rotary engine, Renesis wins International Engine of the Year 2003
	October	Starts sale of the next generation sports compact, Mazda3 (Axela in Japan)
		
		1st generation Axela (Mazda3)
	November	Mazda RX-8 wins 2004 RJC Car of the Year
	December	Mazda Bongo becomes first of its class to employ diesel engine with DPF to meet Japan's New Short-term Diesel Emissions Regulations and the Automobile NOx/PM Control Law
2004	June	Starts sale of sixth-generation Titan truck series, Isuzu OEM vehicles
	June	Starts sale of new compact car, Mazda Verisa (Japan exclusive)
2005	February	Starts sale of second-generation Mazda5 (Premacy in Japan)
	August	Starts sale of third-generation MX-5 (Roadster in Japan)
	November	MX-5 (Roadster in Japan) wins 2005-2006 Car of the Year Japan



Verisa

2006	February	Starts sale of third-generation Mazda8 (Mazda MPV in Japan)
	May	Mazda develops high-strength heat-resistant bioplastic for interior parts with Hiroshima area partners
	May	Starts sale of Mazda CX-7 crossover SUV in North America
		
		CX-7
2007	January	Starts sale of seven-seater Mazda CX-9 crossover SUV in North America
	April	Starts engine mass production at the Changan Ford Mazda Automobile Co., Ltd. (Nanjing)
	July	Starts sale of third-generation Mazda2 (Demio in Japan)
	November	Mazda2 (Demio in Japan) receives RJC Car of the Year in Japan
2008	January	Mazda CX-9 Wins 2008 North American Truck of the Year
	January	Starts sale of second-generation Mazda6 (Atenza in Japan)
	March	Third-generation Mazda2 (Demio in Japan) wins World Car of the Year award
	July	Starts sale of tall-type Biente minivan
		
		1st generation Biente
	September	Develops a unique idling stop system using direct injection engine technology
	October	Mazda RX-8 Hydrogen RE vehicle runs on public roads in Norway, in collaboration with Norwegian national hydrogen project, HyNor

History

Corporate

- 2009 March** Opens training centers in Beijing, Shanghai and Shenzhen
- July** Inaugurates new passenger car plant at AutoAlliance Thailand (AAT)
- November** With the public offering of new shares, Ford's share-holding ratio in Mazda changes from 13.8% to 11.0%
- 2010 March** Enters an agreement with Toyota Motor Corporation on the supply of hybrid technology under license
- September** Joins Hiroshima Moritsukuri Forum. Begins forest conservation activities in the local community through Mazda no Mori (Mazda Forest)
- November** Ford's stake in Mazda changes from 11.0% to 3.5%; Mazda and Ford agreed to continue the strategic partnership
- 2011 February** Mazda and Hiroshima University sign comprehensive cooperation agreement
- June** Introduces outside director system
- 2012 January** Completes new wing of the Mazda Hospital (in-patient ward)
- February** Announces Structural Reform Plan that strengthens Framework for Medium- and Long-Term Initiatives
- September** Establishes MAZDA SOLLOERS Manufacturing Rus, a new joint venture production company in Russia with OJSC Sollers
- November** Reached agreement with Toyota to produce Toyota vehicles at new plant in Mexico

- 2013 January** Mazda and Fiat sign an agreement to produce an open-top two-seater sports car
- June** Announces support for "Support Our Kids" homestay program for child victims of the Great East Japan Earthquake
- June** Masamichi Kogai becomes 15th president
- July** Begins construction of new transmission plant in Thailand
- August** Announces addition of engine machining factory to Mexican plant
- 2014 May** A Mazda-exclusive vehicle assembly facility is completed at Inokom Corporation in Malaysia
- July** Announces new concept for next-generation dealer showrooms
- September** Mazda renews headquarters' lobby
- October** Mazda vehicles now available in all ten ASEAN member countries



Mexico plant "MMVO"

- 2015 April** Announces structural reform stage 2 of mid-term management plan
- May** Toyota and Mazda team up to make cars better
- May** Hiroshima Industry-University-Government Collaboration Promotion Conference on Automobile Sector



Toyota and Mazda team up to make cars better

- 2016 January** Opens Mazda Brand Space Osaka, a showroom directly run by Mazda



Mazda Brand Space Osaka

- April** Starts global roll-out of Aqua-tech Paint System
- June** Starts collaborative research with the University of Hyogo
- July** Mazda and Isuzu agree on OEM supply of Isuzu next-generation pick-up trucks
- September** Signs special investment contract with the Russian government for establishment of an engine plant by the joint venture production company created with the Russia's Sollers
- November** Introduces Mazda car insurance: Sky Plus

2009

2013

2015

2016

Product

- 2009 June** Starts sale of second-generation Mazda3 (Axela in Japan), featuring the i-stop idling stop system
- June** Starts introducing the environment-friendly, water-based paint system Aqua-tech
- 2010 July** Starts sale of third-generation Mazda5 (Premacy in Japan)
- September** Announces Mazda's new design theme, "Kodo - Soul of Motion" and the design concept model, Mazda SHINARI



Mazda Shinari

- October** Reveals next-generation Skyactiv Technologies
- 2011 February** Builds 900,000th Roadster/MX-5, applies to Guinness World Records to update record for best-selling two-seat sports car
- November** Develops 'i-ELOOP' capacitor-based brake energy regeneration system
- 2012 February** Starts sale of Mazda CX-5 crossover SUV, fully adopting new-generation Skyactiv technology and Mazda's new Kodo - Soul of Motion design theme
- June** Starts sale of micro-mini tall-type Mazda Flairwagon (Japan exclusive)
- October** Starts sale of Flair and Flair Custom Style micro-mini passenger vehicles (Japan exclusive)
- November** Starts sale of third-generation Mazda6 (Atenza in Japan), featuring i-Activsense advanced safety technologies
- November** Mazda CX-5 wins Car of the Year Japan



All-new CX-5

- 2013 September** Announces next-generation car connectivity System 'Mazda Connect'
- November** Mazda6 (Atenza in Japan) receives 2014 RJC Car of the Year Japan
- November** Launches third-generation Mazda3 (Axela in Japan), adopting Skyactiv-Hybrid for the first time
- 2014 January** Starts sale of SUV-type minicar, Flair Crossover (Japan exclusive)
- June** Accumulated production volume of Axela (Mazda3) for driving schools reaches 10,000 units
- September** World premiere of all-new Mazda MX-5 (Roadster)



Premiere of all-new Roadster (MX-5/Miata) (photo taken at THANKS DAY in JAPAN)

- September** Starts sale of fourth-generation Mazda2 (Demio in Japan)
- October** Mazda2 (Demio in Japan) receives 2014-2015 Car of the Year Japan

- 2015 January** Starts production of Skyactiv-Drive at MPMT, a new transmission plant in Thailand
- February** Starts sale of Mazda CX-3 compact crossover SUV



CX-3

- May** Starts sale of fourth-generation MX-5 (Roadster in Japan)
- June** Mazda Introduces Digital Owner's Manuals Starting with All-New Roadster in Japan
- September** Mazda to Unveil Mazda KOERU Concept at Frankfurt Motor Show Mazda receives German Design Awards in three categories
- October** Hosts world premiere of Mazda RX-Vision concept model at 2015 Tokyo Motor Show



Mazda RX-VISION

- November** World premiere of the CX-9, a new 3-row seating mid-size crossover SUV, at the Los Angeles Auto Show
- December** MX-5 (Roadster in Japan) wins 2015-2016 Car of the Year Japan

- 2016 January** Mazda RX-VISION selected as the most beautiful concept car in France
- March** Mazda MX-5 (Roadster in Japan) wins both World Car of the Year (WCOTY) and World Car Design of the Year (WCDOTY)
- March** World premiere of MX-5 RF retractable hard roof model
- April** World premiere of CX-4, an all-new crossover SUV
- May** Starts sale of second-generation Mazda CX-9 in North America



CX-9

- June** Starts sale of Mazda CX-4 crossover SUV in China
- July** Announces Skyactiv-Vehicle Dynamics, a series of new-generation vehicle motion control technologies
- November** Announces of new body color Soul Red Crystal
- December** Starts sale of Mazda Roadster RF retractable hardtop



Mazda MX-5 (Roadster) RF

History

Corporate

- 2017 February** Recognized as a Certified Health and Productivity Management Organization - White 500
- March** Announces the standardization of the "i-ACTIVSENSE" advanced safety technology
- August** Signs an agreement to enter a business and capital alliance with Toyota Motor Corporation
- August** Announces the start of a first-generation MX-5 (Roadster in Japan) restoration service
- August** Announces long-term vision for technology development, 'Sustainable Zoom-Zoom 2030'



Announces Sustainable Zoom-Zoom 2030

- September** Mazda listed on the global Dow Jones Sustainability Index for the first time
- September** Announces conclusion of joint technology development agreement and establishment of a new company with Denso Corporation and Toyota Motor Corporation

- 2018 January** Mazda, Toyota select Alabama for new U.S. auto manufacturing plant
- January** Signs the United Nations Global Compact initiative
- March** Establishes MTMUS, a new joint venture company with Toyota Motor Corporation that will produce vehicles in the USA



Groundbreaking ceremony at MTMUS

- March** Mazda, ELIIY Power, and Ube Industries enter a joint agreement to develop 12V lithium-ion batteries used in vehicle start systems
- April** Double shift operation to be introduced at Hofu Plant No. 2 in August of this year
- June** Akira Marumoto becomes 16th president
- October** Announces electrification and connectivity technology strategies
- 2019 January** Changes name of joint engine production company in China to Changan Mazda Engine Co., Ltd
- January** Acquires Ford's stake in Changan Ford Mazda Engine Co.,Ltd.
- June** Isuzu, Suzuki, Subaru, Daihatsu, and Mazda enter a business and capital alliance with MONET
- June** Transitions to a company with an audit and supervisory committee
- November** Announces Medium-Term Management Plan

Corporate

- 2020 January** Celebrates the 100th anniversary of its founding
- May** Joins IP Open Access Declaration Against Covid-19



Ceremony of the 100th anniversary

2017

2018

2020

Product

- 2017 February** Starts sale of second-generation Mazda CX-5
- June** CX-3 passes the Worldwide harmonized Light duty driving Test Cycle (WLTC)
- August** Updates the Axela (Mazda3) models - introduces the "360° View Monitor"
- August** Announces the next-generation Skyactiv-X gasoline engine with compression ignition
- October** Mazda unveils next-generation design vision model, Mazda Vision-Coupe, at Tokyo Motor Show
- November** Mazda installs a front grille on Mazda CX-5 made from eco-friendly high-quality bioengineered plastic
- December** Starts sale of CX-8 three-row crossover SUV



CX-8

- 2018 February** Mazda Vision-Coupe selected as the most beautiful concept car in France
- March** Mazda Vision-Coupe wins the Concept Car of the Year award in Europe
- April** Skyactiv-X next-generation gasoline engine receives the golden 2018 Edison Award
- October** Develops G-Vectoring Control Plus (GVC Plus), a vehicle motion control technology
- November** Mazda CX-8 wins Car of the Year award from Japan Automotive Hall of Fame
- December** Starts testing new transportation services using connectivity technologies in Miyoshi, Hiroshima prefecture
- 2019 January** Develops world's first cold-stamped parts using 1310 MPa-class high-strength steel and begins utilizing them in its vehicles starting with the new Mazda3 model
- April** Announces a new model for driving schools - a compact sedan specially designed to meet all the needs of learner drivers
- May** Starts sale of all-new Mazda3 featuring new-generation Skyactiv-Vehicle Architecture
- August** Model name changes from Atenza to Mazda6
- September** Model name changes from Demio to Mazda2
- October** Starts sale of CX-30 crossover SUV
- October** Reveals Mazda MX-30, first mass-produced EV at Tokyo Motor Show



All-new Mazda3



CX-30

Product

- 2020 April** Mazda Taking Pre-orders for its 100th Anniversary Special Edition Series in Japan
- April** Mazda3 Wins 2020 World Car Design of the Year
- June** Starts sale of Mazda official goods "Mazda Collection"
- June** Unveils all-new Mazda BT-50

■Updates

Updates on Directors, Officers and Auditors and Company Profile can be accessed at the following
<https://www.mazda.com/ja/about/profile/>

■Mazda Information Disclosure Tools

Mazda's approach, activities and data are also included in the following materials.

Sustainability Report

Mazda's CSR (Corporate Social Responsibility) report
<https://www.mazda.com/ja/csr/download/>

Annual Report

Mazda's annual report for investors
<https://www.mazda.com/ja/investors/library/annual/>

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