

The List of Directors and Officers

<Directors>

Representative Director and Chairman of the Board	Kiyotaka Shobuda
Representative Director	Akira Marumoto
Representative Director	Kiyoshi Fujiwara
Director	Mitsuru Ono
Director	Akira Koga
Director	Masahiro Moro
Director	Yasuhiro Aoyama
Director	Kiyoshi Sato
Director	Michiko Ogawa
Director and Audit & Supervisory Committee Member (Full-time)	Masatoshi Maruyama
Director and Audit & Supervisory Committee Member (Full-time)	Nobuhiko Watabe
Director and Audit & Supervisory Committee Member	Ichiro Sakai
Director and Audit & Supervisory Committee Member	Akira Kitamura
Director and Audit & Supervisory Committee Member	Hiroko Shibasaki
Director and Audit & Supervisory Committee Member	Masato Sugimori

<Executive Officers>

* President and CEO	Akira Marumoto	
* Executive Vice President and COO	Kiyoshi Fujiwara	Oversight of Innovation, Carbon Neutrality, Partnership and New Business
* Senior Managing Executive Officer	Mitsuru Ono	Oversight of Financial Services and Corporate Planning & Development
* Senior Managing Executive Officer	Akira Koga	Oversight of Corporate Strategy, Product Strategy, Cost Planning and MDI & IT
* Senior Managing Executive Officer	Masahiro Moro	Oversight of Communication, Corporate Communications, Corporate Liaison and Administrative Domain
* Senior Managing Executive Officer	Yasuhiro Aoyama	Oversight of Global Marketing, Sales and Customer Service
Senior Managing Executive Officer	Ichiro Hirose	Oversight of R&D and Cost Innovation
Senior Managing Executive Officer	Takeshi Mukai	Oversight of Quality, Purchasing, Production and Business Logistics; In charge of Cost Innovation
Senior Managing Executive Officer	Jeffrey H. Guyton	Oversight of Operations in North America; President and CEO, Mazda Motor of America, Inc. (Mazda North American Operations)

Managing Executive Officer	Ikuo Maeda	In charge of Design and Brand Style
Managing Executive Officer	Tetsuya Fujimoto	In charge of Financial Services and Corporate Planning & Development
Managing Executive Officer	Hiroshi Inoue	In charge of Asia & Oceania and New Emerging Markets; President, Mazda South East Asia Ltd.
Managing Executive Officer	Makoto Yoshihara	Assistant to the Officer overseeing Administrative Domain; In charge of Global Auditing, CSR, Environment, Secretariat, General & Legal Affairs, Compliance and Risk Management
Managing Executive Officer	Hidenori Kawakami	In charge of Global Quality; Assistant to the Officer in charge of Cost Innovation
Managing Executive Officer	Hidetoshi Kudo	In charge of Brand Enhancement, Digitalization Promotion, Global Marketing, Sales and Customer Service
Managing Executive Officer	Takeji Kojima	In charge of R&D Administration, Product Strategy, Technical Research Center and Carbon Neutrality
Executive Officer	Masashi Aihara	President, Mazda Toyota Manufacturing U.S.A., Inc.
Executive Officer	Ryuichi Umeshita	Executive Vice President, Mazda Motor of America, Inc. (Mazda North American Operations)
Executive Officer	Kazuhisa Yoshida	In charge of Global Human Resources, Safety, Health & Disaster Prevention and Mazda Hospital
Executive Officer	Hiroyuki Matsumoto	In charge of Vehicle Development and Product Planning
Executive Officer	Akihiro Kidani	In charge of MDI & IT
Executive Officer	Eiji Nakai	In charge of Powertrain Development and Integrated Control System Development
Executive Officer	Ikuo Sugiyama	Senior Vice President, Mazda Toyota Manufacturing U.S.A., Inc.
Executive Officer	Hironori Tanaka	In charge of Domestic Sales
Executive Officer	Noriyuki Takimura	In charge of Corporate Communications, Corporate Liaison and Operations in the Greater Tokyo Metropolitan Area
Executive Officer	Osamu Kawamura	In charge of Operations in China
Executive Officer	Takuji Iwashita	President and CEO, Mazda Motor Manufacturing de Mexico, S.A. de C.V. (Mazda de Mexico Vehicle Operation)
Executive Officer	Kazuhiko Sumi	General Manager, Purchasing Div.
Executive Officer	Kazuyoshi Todou	General Manager, Domestic Business Div.

< Fellow >

Senior Innovation Fellow	Mitsuo Hitomi
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* Executive Officers who also hold the post of Director