# COMPANY PROFILE 2018

MAZDA IN BRIEF 2018


## Vision of Mazda*

We love cars and want people to enjoy fulfilling lives through cars.

We envision cars existing sustainably with the earth and society,

and we will continue to tackle challenges with creative ideas.

1. Brighten people's lives through car ownership.
2. Offer cars that are sustainable with the earth and society to more people.
3. Embrace challenges to seek to master the Doh ("Way" or "Path") of creativity.

CONTENTS



* Mazda revised its Corporate Vision in April 2015, with the following objectives, aiming to be recognized as a corporate group gaining sincere trust of its stakeholders.
- Clarify the attributes of the Mazda brand, and make concerted efforts across the Mazda Group to realize the Corporate Vision.
- Promote the Group-wide dialogue process to share, understand and agree the goal of the Corporate Vision through the continuous thorough discussions.
- Closely link the Corporate Vision to our daily business activities.


# It all begins with Driving Celebration

## More than a means of transportation, cars that satisfy the heart and mind.

People have been holding on to one dream since ancient times. They want to travel to distant unknown lands. With time, this overwhelming desire led to the invention of various means of transportation. To horse-drawn carriages, trains, ships, airplanes and, of course, automobiles. In order to go further and quicker. Numerous technical innovations have led to the automobile becoming an intimate part of a great many peoples' lives.

Moreover, persons who were not satisfied merely by the ability to move around selected a destination of their own choosing, discovering many things along the roads they took to pioneer new worlds that provided personal satisfaction. In this manner, the automobile evolved from a simple means of transportation to becoming a presence in our lives that provides contentment to both the heart and mind.

Mazda's concept of driving pleasure is not about the adrenalin and acceleration one might experience on a roller coaster. It is a product of the car's ability to accelerate, turn and brake exactly as you intend in common driving situations – on your daily commute, going to the store and on longer trips with your family. A Mazda feels like a tool you've been using for years, and the interaction makes you want to keep on driving. And because it's engineered to match people's sensitivities, the car's movements feel natural to passengers, who can enjoy the ride in comfort and with peace of mind. The car is breathtaking at first glance and its look changes with the scenery and the light, holding your gaze and igniting your desire to drive again. Owning, driving and living with such a car provides a deep sense of emotional fulfillment. That is Mazda's driving pleasure.


# Inherited DNA

## An unyielding spirit of challenge that spurns conventional wisdom in a quest to discover the essence

There is something deeply ingrained into Mazda's car-making philosophy: An unyielding spirit of challenge, cultivated in Hiroshima. It is the same intrepid spirit that empowered the people of Hiroshima to rebuild after the devastation of the war and drove them to continually take on new challenges in the hope of a brighter future. As a company rooted in the community of Hiroshima, Mazda has undoubtedly inherited this spirit.

One example representative of our constant desire to take on challenges is the development of the rotary engine, known as the "Dream Engine". Although the common feeling at the time was that it was an impossible task, Mazda was not held captive to this so-called common sense, but rather forged on through repeated trial and error until finally becoming the world's first automaker to successfully mass-produce a vehicle with a two-rotor rotary engine in 1967. Moreover, a Mazda vehicle won the Le Mans 24-Hour endurance race in 1991, marking not only the first time a Japanese-made vehicle won but also the first time win for a rotary-engine car. The proof of solid results from Mazda's unyielding spirit to take on any challenge is seen in the development of our revolutionary Skyactiv technology, the establishment of the Kodo — Soul of Motion design philosophy filled with vitality and emotion, and similar efforts.

We dare to take on challenges that others consider to be difficult, or even impossible, and we don't mind doing things differently from others in our quest to discover the essence. Our deeply held belief that new technology can only be created by persistently taking on any challenge is the source of the pride in craftsmanship that imbues all of Mazda's automobile design and manufacturing efforts.

# Now and into the Future

## Zoom-Zoom. Through the past and into the future. Cars that enrich your life.

That joy you felt as a child running fast and free as the wind. The feeling of excitement from watching that sleek-driving car of your dreams. Zoom-Zoom. That is a pleasure that no one tires of experiencing. More than anything, Mazda hopes to provide cars to our customer that purely and simply embody driving pleasure.

Our ideal is to create an emotional tie between the driver and the car by imitating the bond between the rider and their favorite horse. The "oneness between car and driver" gives you a sense of unity, as if the car became a part of you. We want to create attractive vehicles that will take car design to the realm of art and inspire their drivers. Achieving this goal will make Mazda stand out as a brand like no other. Moreover, Mazda maintains a solemn promise with our customers to give maximum consideration to the environment and safety. By creating a long-term vision and continuing to produce cars in harmony with the Earth, society, and people, we are convinced we can build an exciting future for everyone.

This is because our customers share their precious time driving our cars daily. We want to deepen the bonds with our customers and enrich their lives each time they get into and drive our cars. This has been and will continue to remain our philosophy forever. At Mazda, we are devoted to the art and science of vehicle manufacturing without compromising as we constantly and directly take on the challenge of providing our customers across the globe with exciting and satisfying cars.

# Car Lineup

## Passenger vehicles

MAZDA DEMIO
Mazda2

MAZDA AXELA
Mazda3

MAZDA ATENZA
Mazda6

MAZDA CX-3

MAZDA CX-5

MAZDA CX-8

MAZDA ROADSTER
MX-5 Miata

## Vehicles sold outside Japan

MAZDA2 SEDAN

MAZDA CX-4

MAZDA CX-9

MAZDA BT-50

## Micro-mini vehicles

MAZDA FLAIR

MAZDA FLAIR WAGON

MAZDA SCRUM WAGON

MAZDA CAROL

MAZDA FLAIR CROSSOVER

## Commercial vehicles

MAZDA BONGO VAN

MAZDA BONGO TRUCK

MAZDA FAMILIA VAN

MAZDA TITAN

MAZDA SCRUM VAN

MAZDA SCRUM TRUCK

## Special needs vehicles

MAZDA ROADSTER

MAZDA AXELA

MAZDA DEMIO

MAZDA CX-5

MAZDA FLAIR WAGON

# Structural Reform Stage 2

## Aiming for qualitative growth and brand value improvement

Mazda started the medium-term Structural Reform Plan in FY2012 and Structural Reform Stage 2 in FY2016 in order to implement the main initiatives in the areas of products, sales, production, and finance. We have managed to increase our global sales from 1.25 million units in FY2011 to an expected 1.62 million units in FY2018. This growth in unit production was spurred by the introduction of new-generation products that feature the full range of the Skyactiv technology and Kodo design from 2012. We have also managed to build an impressive lineup by continuously introducing updated models that feature the latest technologies and equipment, including advanced safety technologies. As far as our sales efforts are concerned, we have been aiming to improve our global sales potential by implementing various measures, which included boosting right-price sales through brand value promotion and intensifying trade cycle management based on the improvement of vehicle residual value. We have also been focusing on reforming our sales network in the United States and other areas while enhancing customer care and developing new-generation dealerships.

As part of our manufacturing efforts, we have been striving to make our development and production processes more efficient by introducing integrated planning, common architectures, and model-based development. Moreover, we have increased our overseas production capacities in Mexico, Thailand, and other countries, and we have also built a flexible production system that enables plants to support each other and respond to the changes in demand.

### Management indexes for FY2018 (Assumed exchange rate: 110 yen for USD/130 yen for EUR) (Announced on October 31, 2018)

**Global Production Units**

1.617 million units

**Return on sales (ROS)**

2% or more

| | Structural Reform Plan | Structural Reform Stage 2 |
|---|---|---|
| | Change of business structure by structural reforms | Qualitative growth and brand value improvement |
| | FY2012-FY2015 | FY2016-FY2018 |
| Product and R&D | • Introduce 6 new car models that feature the Skyactiv technology | • Introduce 6 new car models and updated models<br>• Develop and introduce the new Skyactiv technology and new-generation design |
| Brand and Sales | • Start right-price sales and volume growth<br>• Brand value improvement | • Start right-price sales and reform the sales frontline<br>• Develop new-generation dealerships and reorganize the dealer network<br>• Improve retention |
| Global Production | • Optimize costs through Monotsukuri (Manufacturing) Innovation<br>• Enhance the global production system (ASEAN/Mexico/Russia) | • Improve the flexibility for crossover production<br>• Enhance global swing production<br>• Improve production efficiency at overseas facilities |
| Strengthen financial structure | • Shift to profitable earnings structure even under strong-yen environment<br>• Recover financial base and resume dividends | • Achieve a equity ratio of 45% or more<br>• Achieve a dividend payout ratio of 20% or more |

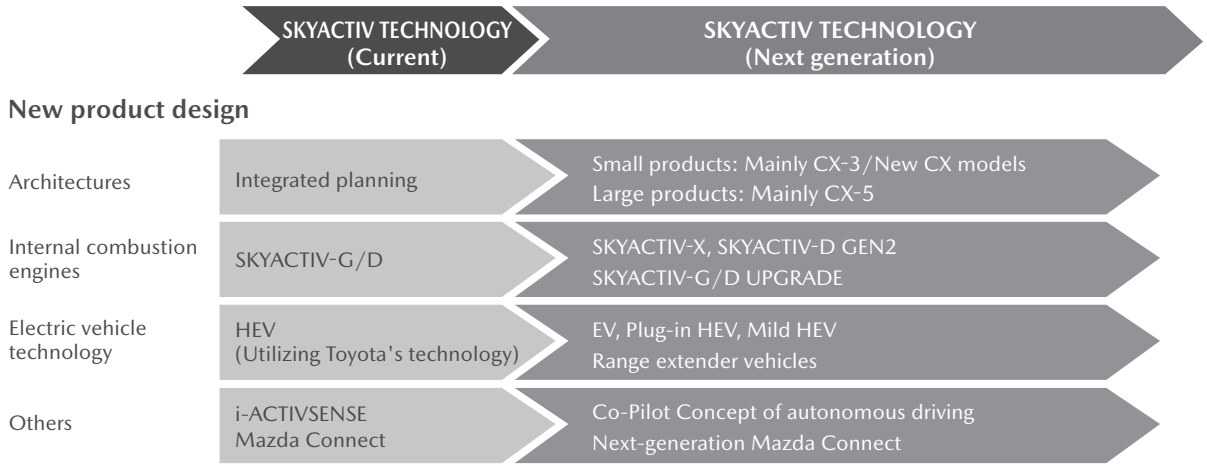
# Future Goals

We are currently in the process of creating the next medium-term plan for Mazda based on Structural Reform Stage 2. Before making our next medium-term plan public, we have decided to publish the essential goals of our efforts to achieve sustainable growth under the title "Future Goals."

We are going to dedicate the next three years to preparing for the subsequent stage in order to improve our competitiveness by developing and introducing next-generation technologies and products and to boost our sales network reforms with a focus on the United States. Furthermore, we are going to promote alliances with manufacturers such as Toyota Motor Corporation and start implementing measures for full-scale growth in FY2021 after starting the operation of our new plant in the United States.

## ■ Product and Technology R&D

Our development efforts are going to focus on designing new and more competitive products. In addition to developing internal combustion engines, we are going to boost the development of next-generation technologies and products such as electric vehicle technologies, autonomous driving technologies, connectivity, and next-generation design. Our aim is to make our products more appealing to consumers. In particular, we are going to design new and more competitive products with our next-generation Skyactiv technology. Specifically, we are going to further develop Skyactiv technology by dividing our vehicle architecture into two categories, as opposed to the single structure we developed under the concept of integrated planning. The first category includes small products, whereas the second category includes large products. This division of our product design into two different categories aims to respond to the needs of a larger spectrum of customers by providing them with optimal value. By doing so, we are seeking to optimize our product strategy in order to provide the best possible products in terms of customer needs, segment characteristics, profits, costs, and so forth. The goal of these new product strategies is to expand the global production of crossover models, increase our net revenue by focusing on products with high added value, and strengthen our position in the US market. We are going to unveil a more detailed plan at a suitable time.




| Small products<br>Mainly CX-3/New CX models | Large products<br>Mainly CX-5 and also CX-8/CX-9 |
|---|---|
| ● Further improving cost competitiveness and production flexibility<br>● Quickly responding to the changes in demand for the CX models at various global production sites | ● Strengthening our product competitiveness and increasing our brand value<br>● Increasing our net revenue by introducing a wider variety of powertrains, including electric models |

## ■ Reforming Our Sales Network

We are planning to develop a new marketing strategy that is adapted to the characteristics of the US market, which is crucial for Mazda, in order to build a sales system with the goal set at 400,000 units for 2021. To enhance our network, we need to intensify engagement with the Mazda brand, and encourage both qualitative and quantitative growth by investing in our dealerships. We are planning to add another 10 billion yen in FY2018 to the previously allocated sum to rebuild our network for the promotion of dealership investment. We are going to invest approximately 40 billion yen in this project over the next four years. We are going to increase the number of next-generation brand dealerships to 300 in 35 crucial markets. Our goal is to increase the average number of units sold per dealership to 1,000 and to reach a 55% repeat purchase rate. We want to continuously expand our sales network by increasing the profitability of our dealerships and improving our franchise value. At the same time, we are also planning to thoroughly revise our marketing strategy, provide all-encompassing support adopted to each market, enhance the training program for our sales staff, and introduce trade cycle management with the goal of improving customer experience. This will allow us to improve our residual value, reduce incentives, and achieve right-price sales.

### Reforming Our Sales Network (For the US Market)

**Boosting the enhancement of the US sales network and building a system with a sales capacity of 400,000 units**

**Goals for the Period between 2018 and 2021** (Expanding the Sales Network and Increasing Growth in Crucial Markets)

- Encouraging qualitative and quantitative growth through a stronger engagement with the Mazda brand
- Increasing investment in rebuilding our networks. Allocating 10 billion yen for the first FY (with a plan to invest approximately 40 billion yen over the next four years)

- ✓ Increasing the number of next-generation brand dealerships to 300 with a focus on 35 crucial markets
- ✓ Increasing the average number of units sold at each next-generation brand dealership to 1,000 per year
- ✓ Achieving a 55% repeat purchase rate in 35 crucial markets


| Strengthening the brand value by thoroughly revising our marketing strategies | Increasing investment at our dealerships in marketing campaigns aimed at local markets | Enhancing the training program for our sales staff and introducing trade cycle management in order to improve customer experience |
|---|---|---|

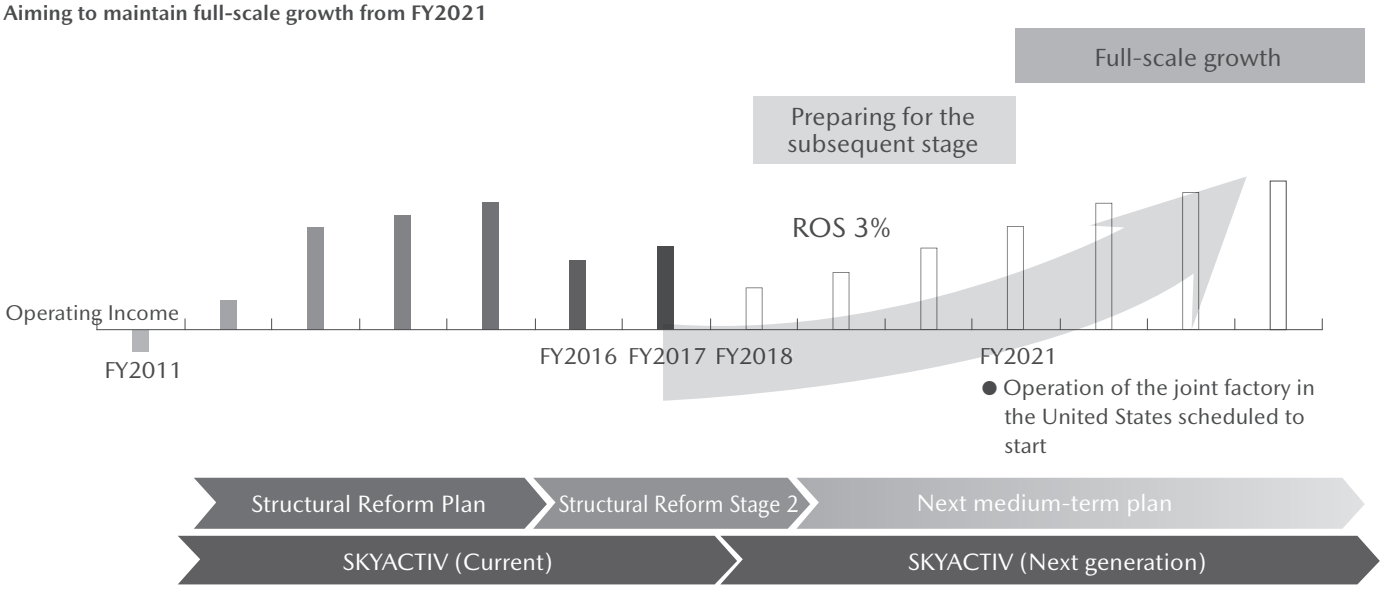
**Improving our residual value, reducing incentives, and achieving right-prices sales**

## Building Alliances


Mazda provides an optimal system of mutual support between different products, technologies, and regions. We promote partnership strategies that are based on equality. In our future endeavors to develop next-generation technologies, we will stay committed to further improving the competitiveness of our internal combustion engines by introducing the next-generation Skyactiv technology. However, we will also need to broaden our development efforts to include electric vehicle technologies, autonomous driving technologies, connectivity, and the like. In order to be able to do that, we are going to utilize the technologies we own and our unique development and production processes, which include integrated planning and model-based development, as our assets to combine them with the assets that Toyota Motor Corporation and our suppliers have to offer. We hope this cooperation will create results that are beneficial to all of us.

## Future Growth Plan

**Aiming to maintain full-scale growth from FY2021**



# Company Profile and Major Data

## Company Profile (As of March 31, 2018)

| | |
|---|---|
| Company name | Mazda Motor Corporation |
| Founded | January 30, 1920 |
| Headquarters | 3-1 Shinchi, Fuchu-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<br>Shares Issued: 631,803,979<br>Shares Number of shareholders: 162,708 |
| Capital | 284,000,000,000 |
| Employees | Unconsolidated Total: 22,617 (Male: 20,538 Female: 2,079) (including dispatchees)<br>Consolidated: 49,755 |
| 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<br>Overseas: China, Thailand, Mexico, Vietnam*1, Malaysia*2, Russia*2 |
| Sales companies | Japan: 220<br>Overseas: 140 |
| Principal products | Four-wheeled vehicles, gasoline reciprocating engines, diesel engines, automatic and manual transmissions for vehicles |

*1 Some models are assembled locally (Volume is not disclosed)
*2 Assembly only (Volume is not disclosed)

## Global Production

| | FY2012 ('12.4-'13.3) | 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) |
|---|---|---|---|---|---|---|
| Japan | 879,129 | 972,533 | 919,405 | 989,401 | 964,640 | 986,862 |
| Overseas | 320,885 | 296,763 | 455,659 | 581,798 | 627,168 | 632,670 |
| Global Production | 1,200,014 | 1,269,296 | 1,375,064 | 1,571,199 | 1,591,808 | 1,619,532 |

(As of March 31, 2018) (Units)

## Global Sales

| | FY2012 ('12.4-'13.3) | 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) |
|---|---|---|---|---|---|---|
| Japan | 216,257 | 243,598 | 224,543 | 232,352 | 202,698 | 210,385 |
| Overseas | 1,018,246 | 1,087,323 | 1,172,746 | 1,301,891 | 1,356,428 | 1,420,386 |
| Global Sales | 1,234,503 | 1,330,921 | 1,397,289 | 1,534,243 | 1,559,126 | 1,630,771 |

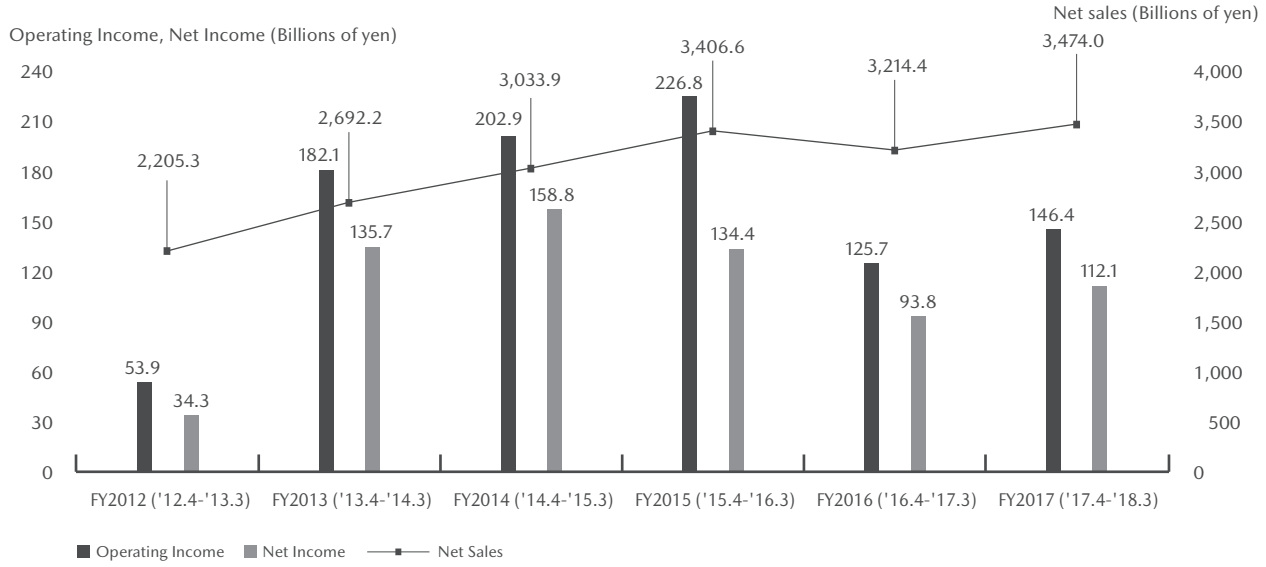
(As of March 31, 2018) (Units)

## Financial Summary (Consolidated) (As of March 31, 2018)

| ¥ in billions, except for unit amounts | | FY2012 ('12.4-'13.3) | 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) |
|---|---|---|---|---|---|---|---|
| | Japan | 588.0 | 655.7 | 617.4 | 660.9 | 587.0 | 631.2 |
| | Overseas | 1,617.3 | 2,036.5 | 2,416.5 | 2,745.7 | 2,627.4 | 2,842.8 |
| Net Sales | | 2,205.3 | 2,692.2 | 3,033.9 | 3,406.6 | 3,214.4 | 3,474.0 |
| Operating income | | 53.9 | 182.1 | 202.9 | 226.8 | 125.7 | 146.4 |
| Ordinary income | | 33.1 | 140.7 | 212.6 | 223.6 | 139.5 | 172.1 |
| Income before taxes | | 39.1 | 97.4 | 209.3 | 167.0 | 128.4 | 157.5 |
| Net Income | | 34.3 | 135.7 | 158.8 | 134.4 | 93.8 | 112.1 |
| Capital investment | | 77.2 | 133.2 | 131.0 | 89.2 | 94.4 | 104.1 |
| Depreciation and amortization | | 60.0 | 57.7 | 68.9 | 79.0 | 82.4 | 87.0 |
| Research and Development cost | | 89.9 | 99.4 | 108.4 | 116.6 | 126.9 | 136.0 |
| Total assets | | 1,978.6 | 2,246.0 | 2,473.3 | 2,548.4 | 2,524.6 | 2,728.1 |
| Financial debts | | 719.0 | 742.7 | 701.0 | 617.1 | 491.4 | 497.9 |
| Net financial debts | | 274.1 | 263.0 | 171.9 | 48.4 | -35.4 | -107.0 |
| Cash flows | | 8.7 | 16.3 | 108.9 | 154.7 | 97.3 | 47.8 |
| Production volume (Thousands of units) | Japan | 879 | 973 | 919 | 989 | 965 | 987 |
| | Overseas | 321 | 296 | 456 | 582 | 627 | 633 |
| | | 1,200 | 1,269 | 1,375 | 1,571 | 1,592 | 1,620 |
| Sales volume (Thousands of units) | Japan | 216 | 244 | 225 | 232 | 203 | 210 |
| | N. America | 372 | 391 | 425 | 438 | 429 | 435 |
| | Europe | 172 | 207 | 229 | 257 | 262 | 269 |
| | China | 175 | 196 | 215 | 235 | 292 | 322 |
| | Others | 300 | 293 | 303 | 372 | 373 | 394 |
| | | 1,235 | 1,331 | 1,397 | 1,534 | 1,559 | 1,631 |

Note: Cash flows represent net cash flow from operating activities and from investing activities

## Operating Results



# The List of Directors, Officers and Audit & Supervisory Board Members

(As of October 01, 2018)

## Directors and Audit & Supervisory Board Members

Representative Director and Chairman of the Board
Masamichi Kogai

Representative Director
Akira Marumoto

Representative Director
Kiyoshi Fujiwara

Director
Yuji Nakamine

Director
Nobuhide Inamoto

Director
Kiyotaka Shobuda

Director
Mitsuru Ono

Director
Akira Koga

Director
Ichiro Sakai

Director
Kazuaki Jono

## Audit & Supervisory Board Members

Audit & Supervisory Board Members (Full-time)

Hirofumi Kawamura

Masahiro Yasuda

Audit & Supervisory Board Members

Takao Hotta

Kunihiko Tamano

Akira Kitamura

## Executive Officers (* Executive Officers who also hold the post of Director)

| | | |
|---|---|---|
| *President and CEO | Akira Marumoto | |
| *Executive Vice President | Kiyoshi Fujiwara | Assistant to President; Oversight of Operations in North America, R&D and MDI |
| *Senior Managing Executive Officer | Yuji Nakamine | Oversight of Operations in Europe, Asia & Oceania, Middle East & Africa and New Emerging Markets |
| | Nobuhide Inamoto | Oversight of Operations in China, Domestic Sales and Fleet Sales |
| | Kiyotaka Shobuda | Oversight of Quality, Brand Enhancement, Purchasing, Production and Business Logistics |
| | Mitsuru Ono | Oversight of Financial Services and Administrative Domain; Assistant to the Officer overseeing Fleet Sales |
| | Akira Koga | Oversight of Corporate Planning Domain; In charge of Global IT Solution and MDI |
| Senior Managing Executive Officer | Jeffrey H. Guyton | Assistant to the Officer overseeing Brand Enhancement; President and CEO, Mazda Motor Europe GmbH |
| | Masahiro Moro | Oversight of Marketing Strategy; Assistant to the Officer overseeing Brand Enhancement; President and CEO, Mazda Motor of America, Inc. (Mazda North American Operations) |
| Managing Executive Officer Senior Technical Fellow | Mitsuo Hitomi | In charge of Technical Research Center and Integrated Control System Development |
| Managing Executive Officer | Masatoshi Maruyama | In charge of Global Production and Global Business Logistics |
| | Kazuhisa Fujikawa | In charge of Global Purchasing and Cost Innovation |
| | Kazuyuki Fukuhara | In charge of Domestic Sales and Fleet Sales; President, Mazda Chuhan Co., Ltd. |
| | Ikuo 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 | Global Sales Coordination; In charge of Brand Enhancement and Global Marketing |
| | Ichiro Hirose | In charge of Powertrain Development, Vehicle Development, Product Planning and Cost Innovation |
| | Raita Nishiyama | Oversight of Tokyo Office; In charge of Corporate Liaison; Assistant to the Officer in charge of Corporate Planning and Corporate Communications |
| | 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 Quality; Assistant to the Officer in charge of Cost Innovation |
| Executive Officer | Hidenori Kawakami | Assistant to the Officer in charge of Global Production; General Manager, Hofu Plant |
| | Chiharu Mizutani | President and CEO, Mazda Motor Manufacturing de Mexico, S.A. de C.V. (Mazda de Mexico Vehicle Operation) |
| | Masashi Aihara | General Manager, US Production Preparation Office; President, Mazda Toyota Manufacturing, U.S.A., Inc. |
| | Ryuichi Umeshita | In charge of Customer Service; Assistant to the Officer in charge of Brand Enhancement and Global Marketing |
| | Kazuhisa Yoshida | In charge of Global Human Resources, Safety, Health & Disaster Prevention and Mazda Hospital |
| | Hidetoshi Kudo | In charge of R&D Administration and Product Strategy |
| | Hiroyuki Matsumoto | General Manager, Vehicle Development Div. |
| | Takeji Kojima | General Manager, Corporate Communications Div. |

# Major Affiliates

## Consolidated Subsidiaries 68 (As of March 31, 2018)

| 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 |

## Consolidated Subsidiaries 68 (As of March 31, 2018)

| 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 (20) | — | — | — |

## Equity Method Applied Companies 18 (As of March 31, 2018)

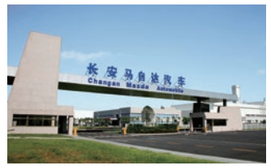
| Company name | Country/Region | Mazda's Share | Business |
|---|---|---|---|
| Mazda Toyota Manufacturing, U.S.A., Inc. | Huntsville, Alabama, U.S.A. | 50.0% | Production and sales of vehicles |
| MAZDA SOLLERS Manufacturing Rus LLC | Vladivostok, Russia | 50.0% | Production and sales of vehicles |
| 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 Ford Mazda Engines Co., Ltd. | Nanjing, China | 25.0% | 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 |
| Sanfrecce Hiroshima FC. | Nishi-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 |
| SMM Auto Finance, Inc. | Chuo-ku, Osaka-shi, Osaka | 49.0% | 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) | — | — | — |

# Research & Development Activities by Region


Mazda Headquarters

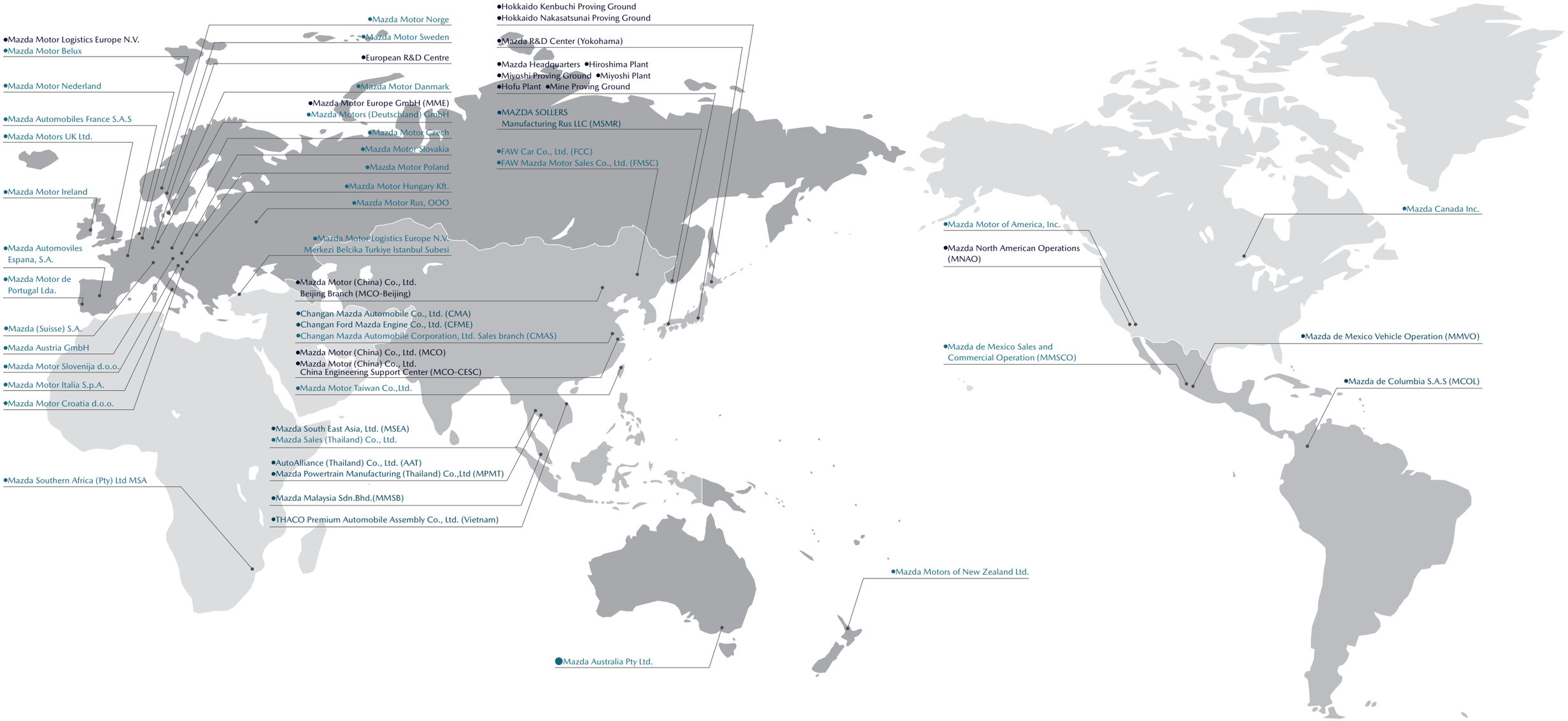

Hiroshima Plant


Hofu Plant (Nishinoura)


Changan Mazda Automobile Co., Ltd. (CMA)


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


Mazda de Mexico Vehicle Operation (MMVO)




**Global unit sales**
1,630,771 units

**Global Sales companies**
360

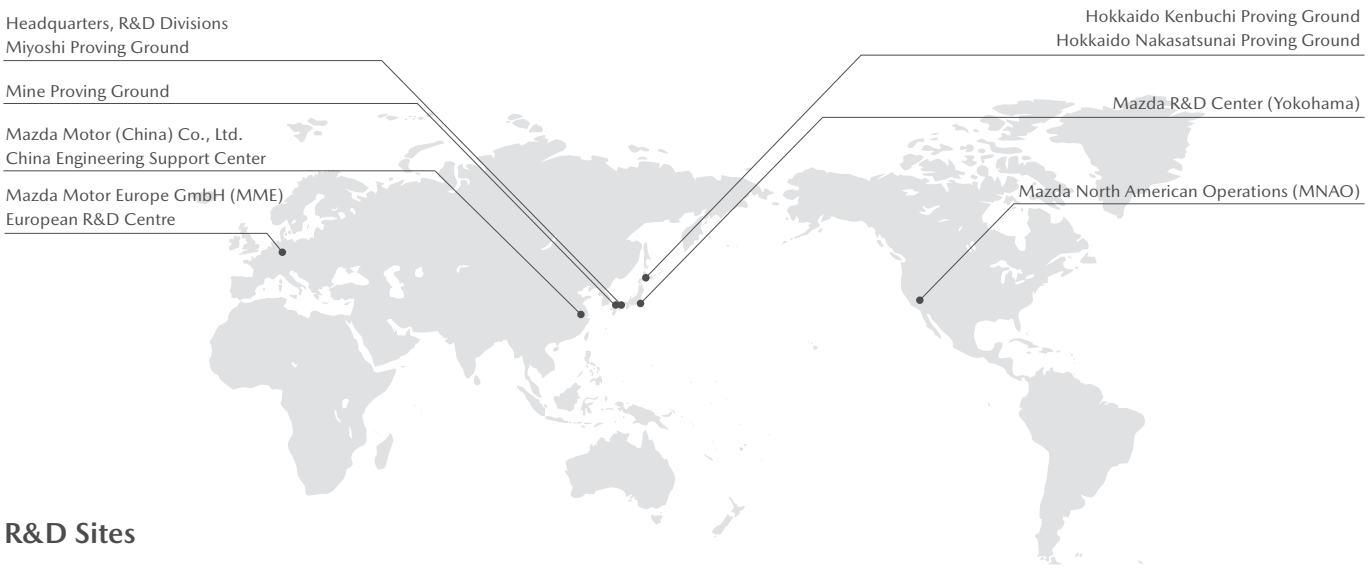
**Employees**
49,755

**Operating income**
146.4 billion yen

**Net income**
112.1 billion yen

Regional Headquarters / R&D sites
Production sites
Distributors
(As of FY2017)

# Research & Development




## R&D Sites

Mazda is dedicated to developing vehicles that are distinctive and innovative, using the latest and most advanced technologies to satisfy the diverse needs of customers worldwide. To accomplish this, Mazda created a global R&D network with operations in Japan, the United States, Germany and China.

| | Name | Location | Activities |
|---|---|---|---|
| Japan | Headquarters, R&D Divisions | Fuchu-cho, Aki-gun, Hiroshima | ・Product and engineering planning<br>・Design development<br>・Product development<br>・Advanced research for significant new technology |
| | Mazda R&D Center (Yokohama) | Yokohama | ・Product and engineering planning<br>・Advanced research for significant new technology |
| U.S.A. | Mazda North American Operations (MNAO)*1 | Irvine, CA<br>Flat Rock, Michigan | ・Technology and market trend studies in the North American market<br>・Design development for the North American market<br>・Evaluation of product conformity with North American market standards |
| Europe | Mazda Motor Europe GmbH (MME)<br>European R&D Centre | Oberursel, State of Hessen, Germany | ・Technology and market trend studies in the European market<br>・Design development for the European market<br>・Evaluation of product conformity with European market standards |
| China | Mazda Motor (China) Co., Ltd.<br>China Engineering Support Center | Jiading District, Shanghai | ・Technology and market trend studies in the Chinese market |

*1 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.

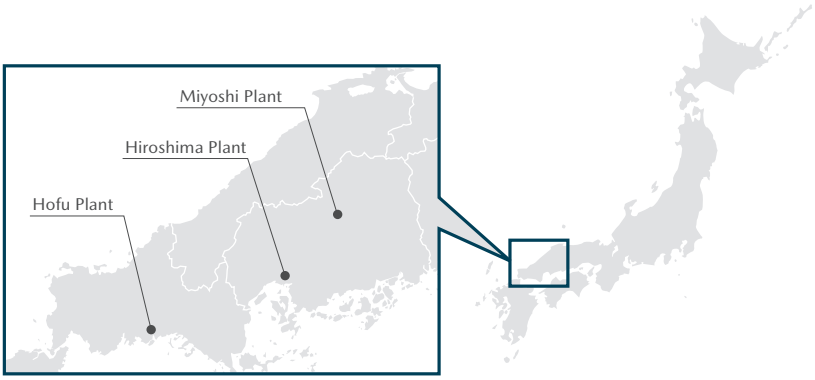
## Comprehensive Vehicle Proving Grounds

| Plant Name | Location | Start of operations | Land Area | Activities |
|---|---|---|---|---|
| Miyoshi Proving Ground | Hiroshima, Japan | June 1965 | 1,702,000m$^2$ | 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 | 753,000m$^2$ | 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 | 4,700,000m$^2$ | Technology development and functional tests on frozen roads of systems such as AWD, ABS, TCS*2, and DSC*3 that ensure safe driving under hazardous frozen/snow conditions. |
| Hokkaido Nakasatsunai Proving Ground | Hokkaido, Japan | January 2002 | 260,000m$^2$ | 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. |

*2 Traction Control System (TCS): Mechanism to optimize a vehicle's traction according to the driving conditions
*3 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.

# Activities by Region/Japan

- Mazda became a vehicle manufacturer in 1931, when it began producing three-wheeled trucks. Mazda moved into passenger vehicle production in 1960 with the launch of the Mazda R360 Coupe micro-mini.
- Mazda has manufacturing facilities in Hiroshima and Yamaguchi in Western Japan. Both feature unique flexible, high-quality and synchronized production lines.




## Production in Japan

### 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 | 569,000 units/year | March 1931 | 551,000m² |
| | | Ujina district | Ujina Plant No.1 (U1) | CX-3, CX-5, CX-8, CX-9 *1, Roadster, Bongo, and sports cars for Fiat Chrysler Automobiles | | November 1966 | 1,685,000m² |
| | | | Ujina Plant No.2 (U2) | CX-5 | | December 1972 | |
| | | | | Gasoline reciprocating engines, diesel engines | | December 1964 | |
| Hiroshima, Japan | Miyoshi Plant | | | Gasoline reciprocating engines | | May 1974 | 1,702,000m² |
| Hofu, Yamaguchi | Hofu Plant | Nishinoura | Hofu Plant No.1 (H1) | Mazda3, Mazda2, Mazda CX-3 | 416,000 units/year | September 1982 | 792,000m² |
| | | | Hofu Plant No.2 (H2)*2 | Mazda6, CX-5 | | February 1992 | |
| | | Nakanoseki district | | Automatic transmissions, manual transmissions | | December 1981 | 537,000m² |
| 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.
*1 For export only.
*2 Single shift operation (switched to double shift operation on August 20, 2018)

**Domestic production in FY2017**

**986,862 units**

**Passenger vehicle production in FY2017**

**976,313 units**

**Commercial vehicle production in FY2017**

**10,549 units**

### Production Volume by Model

| Model | FY2012 ('12.4-'13.3) | 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) |
|---|---|---|---|---|---|---|
| Passenger vehicles | | | | | | |
| Demio (Mazda2) | 124,287 | 104,195 | 100,347 | 69,694 | 52,258 | 51,759 |
| Axela (Mazda3) | 291,181 | 291,414 | 232,567 | 215,140 | 206,253 | 167,587 |
| Premacy (Mazda5) | 57,585 | 48,459 | 37,211 | 14,424 | 11,104 | 7,734 |
| Atenza (Mazda6) | 88,017 | 143,162 | 143,610 | 139,163 | 122,231 | 85,187 |
| MPV (Mazda8) | 2,524 | 1,615 | 788 | 631 | 1 | 0 |
| Mazda CX-3 | — | — | 16,504 | 142,800 | 116,117 | 127,306 |
| Mazda CX-5 | 226,606 | 308,720 | 316,288 | 321,389 | 324,085 | 415,012 |
| Mazda CX-7 | 3,081 | 500 | — | — | — | — |
| Mazda CX-8 | — | — | — | — | — | 13,784 |
| Mazda CX-9 | 40,652 | 31,921 | 37,893 | 22,378 | 54,725 | 54,164 |
| Mazda Roadster (MX-5/Miata) | 15,133 | 10,778 | 10,008 | 44,239 | 63,874 | 50,723 |
| Mazda RX-8 | 1,224 | — | — | — | — | — |
| Mazda Verisa | 4,710 | 3,548 | 1,248 | 663 | — | — |
| Mazda Biante | 8,626 | 11,898 | 7,148 | 4,656 | 3,853 | 3,057 |
| Passenger vehicles total | 863,626 | 956,210 | 903,612 | 975,177 | 954,501 | 976,313 |
| Commercial vehicles | | | | | | |
| Mazda E-Series (Bongo Van/Truck) | 15,503 | 16,323 | 15,793 | 14,224 | 10,139 | 10,549 |
| Commercial vehicles total | 15,503 | 16,323 | 15,793 | 14,224 | 10,139 | 10,549 |
| Total | 879,129 | 972,533 | 919,405 | 989,401 | 964,640 | 986,862 |
| Breakdown | | | | | | |
| Rotary engine vehicles | 1,224 | — | — | — | — | — |
| Diesel engine vehicles | 95,852 | 135,464 | 161,714 | 192,677 | 142,988 | 127,634 |

(As of March 31, 2018) (Units)

# Activities by Region／Japan

## Sales in Japan

### Dealerships and outlets (As of March 31, 2018)

| Dealerships | Outlets |
|---|---|
| 220 | 969 |

**Total vehicle sales in FY2017**

210,385 units

**Passenger vehicle sales in FY2017**

186,385 units

**Commercial vehicle sales in FY2017**

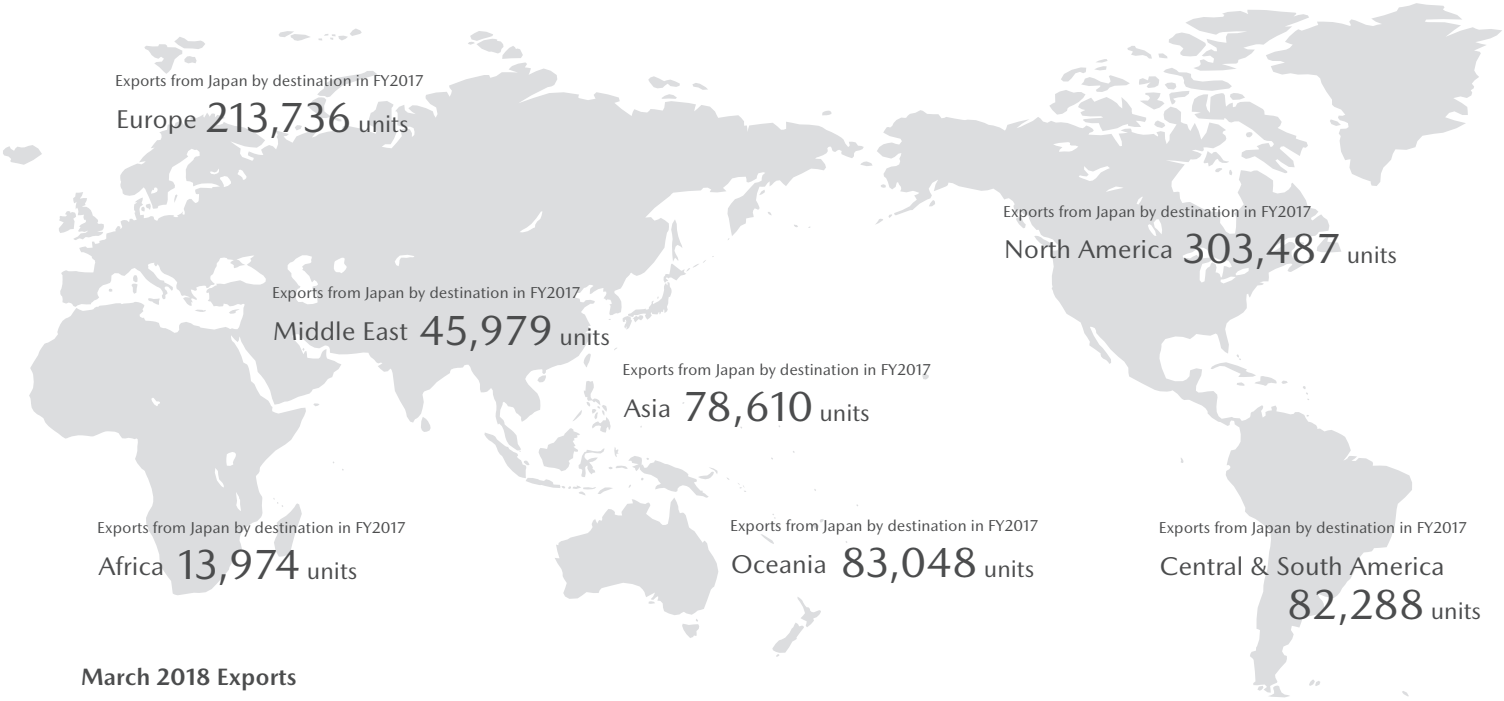
24,000 units

### Sales by Model

| Model | FY2012 ('12.4-'13.3) | 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) |
|---|---|---|---|---|---|---|
| Passenger vehicles | | | | | | |
| Demio | 52,691 | 40,800 | 62,920 | 66,176 | 53,319 | 50,026 |
| Axela | 14,040 | 31,827 | 33,217 | 23,486 | 28,745 | 23,128 |
| Premacy | 14,389 | 17,540 | 8,802 | 6,527 | 5,465 | 3,718 |
| Atenza | 11,149 | 20,417 | 11,502 | 10,407 | 9,206 | 4,523 |
| MPV | 2,259 | 1,203 | 480 | 467 | 25 | 0 |
| CX-3 | — | — | 7,992 | 30,479 | 16,206 | 15,384 |
| CX-5 | 40,762 | 39,073 | 27,497 | 26,545 | 27,167 | 38,153 |
| CX-7 | 19 | — | — | — | — | — |
| CX-8 | — | — | — | — | — | 13,102 |
| Roadster | 888 | 722 | 462 | 10,446 | 7,219 | 5,690 |
| RX-8 | 1,241 | 42 | 2 | 1 | — | — |
| Verisa | 5,134 | 3,979 | 1,446 | 682 | — | — |
| Biante | 7,111 | 9,355 | 4,165 | 2,893 | 2,733 | 1,704 |
| Registered vehicles-total | 149,683 | 164,958 | 158,485 | 178,120 | 150,085 | 155,428 |
| Carol | 9,592 | 9,625 | 8,277 | 7,104 | 6,784 | 6,261 |
| AZ-Wagon/Flair | 23,191 | 19,146 | 11,439 | 8,138 | 7,476 | 10,797 |
| AZ-Offroad | 394 | 373 | 2 | — | — | — |
| Flair Crossover | — | 2,394 | 10,314 | 6,435 | 5,027 | 3,890 |
| Scrum Wagon | 2,144 | 1,641 | 1,131 | 1,601 | 1,557 | 1,646 |
| Flair Wagon | 5,829 | 17,974 | 11,212 | 8,040 | 7,522 | 8,363 |
| Micro-mini vehicles-total | 41,150 | 51,153 | 42,375 | 31,318 | 28,366 | 30,957 |
| Passenger vehicles-total | 190,833 | 216,111 | 200,860 | 209,438 | 178,451 | 186,385 |
| Commercial vehicles | | | | | | |
| Familia Van | 2,529 | 2,232 | 2,195 | 1,966 | 1,913 | 1,688 |
| Bongo Series | 9,887 | 10,560 | 9,377 | 9,040 | 10,380 | 10,528 |
| Titan/Titan Dash | 2,233 | 2,597 | 2,389 | 2,268 | 2,028 | 2,046 |
| Registered vehicles-total | 14,649 | 15,389 | 13,961 | 13,274 | 14,321 | 14,262 |
| Scrum Van/Truck | 10,775 | 12,098 | 9,721 | 9,640 | 9,926 | 9,738 |
| Micro-mini vehicles-total | 10,775 | 12,098 | 9,721 | 9,640 | 9,926 | 9,738 |
| Commercial vehicles-total | 25,424 | 27,487 | 23,682 | 22,914 | 24,247 | 24,000 |
| Total | 216,257 | 243,598 | 224,542 | 232,352 | 202,698 | 210,385 |

(As of March 31, 2018) (Units)

# Exports




**March 2018 Exports**

# 821,122 units

## Exports from Japan by Destination

| | FY2012 ('12.4-'13.3) | 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) |
|---|---|---|---|---|---|---|
| North America | 342,833 | 345,138 | 296,023 | 312,981 | 301,649 | 303,487 |
| Europe | 165,874 | 203,144 | 200,036 | 200,458 | 209,490 | 213,736 |
| Oceania | 97,586 | 97,871 | 86,801 | 91,221 | 82,256 | 83,048 |
| Middle East | 21,228 | 34,541 | 50,438 | 53,344 | 44,140 | 45,979 |
| Asia | 31,958 | 44,116 | 50,034 | 63,887 | 81,224 | 78,610 |
| Africa | 4,429 | 4,711 | 8,165 | 10,798 | 13,038 | 13,974 |
| Central & South America | 38,700 | 61,279 | 46,372 | 54,487 | 76,327 | 82,288 |
| Total | 702,608 | 790,800 | 737,869 | 787,176 | 808,124 | 821,122 |

(As of March 31, 2018) (Units)

## Exports by Model

| Model | FY2012 ('12.4-'13.3) | 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) |
|---|---|---|---|---|---|---|
| Demio (Mazda2) | 70,952 | 66,123 | 38,139 | 914 | 215 | 1,741 |
| Axela (Mazda3) | 280,067 | 259,646 | 199,302 | 191,628 | 176,494 | 146,408 |
| Premacy (Mazda5) | 39,915 | 29,113 | 28,154 | 5,469 | 2,780 | 2,281 |
| Atenza (Mazda6) | 66,816 | 120,515 | 128,713 | 128,401 | 114,455 | 81,386 |
| MPV (Mazda8) | 867 | 464 | 315 | 140 | — | — |
| Mazda CX-3 | — | — | 6,277 | 108,229 | 103,253 | 110,587 |
| Mazda CX-5 | 183,533 | 269,737 | 286,007 | 294,097 | 298,830 | 377,036 |
| Mazda CX-7 | 3,132 | 580 | — | — | — | — |
| Mazda CX-8 | — | — | — | — | — | 1 |
| Mazda CX-9 | 40,640 | 31,795 | 37,766 | 23,051 | 54,092 | 54,168 |
| Mazda Roadster (MX-5/Miata) | 14,234 | 10,134 | 9,690 | 32,135 | 55,660 | 44,696 |
| Mazda RX-8 | 19 | — | — | — | — | — |
| Mazda Biante | 2,433 | 2,693 | 3,506 | 3,112 | 2,345 | 2,818 |
| Total | 702,608 | 790,800 | 737,869 | 787,176 | 808,124 | 821,122 |

Note: Figures exclude parts for overseas production (KD set)
*2 The sub-name "Miata" is appended for the North American market.

(As of March 31, 2018) (Units)

# Activities by Region/North America


- Mazda began selling vehicles in North America with the establishment of affiliate companies in Canada in 1968, and in the USA in 1971.
- In January 2014, operations began at Mazda's production facility in Mexico, a joint venture between Mazda and Sumitomo Corporation.

## Regional Headquarters

| Country/ region | Company name | Location | Established | Number of employees | Primary business | Investment ratio |
|---|---|---|---|---|---|---|
| U.S.A. | 1 Mazda North American Operations (MNAO)* | Irvine, CA | 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.

(As of March 31, 2018)

## Production Facilities

| Country/ region | Company name | Location | Start of Mazda production | Number of employees | Primary products | Investment ratio |
|---|---|---|---|---|---|---|
| Mexico | 2 Mazda de Mexico Vehicle Operation (MMVO)* | Salamanca, Guanajuato | January 2014 | 5,200 | Mazda2, Mazda3, OEM vehicles for Toyota Motor Corporation | Mazda 75%<br>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.

(As of March 31, 2018)

## Distributors

| Country/ region | Company name | Location | Established | Number of employees | Investment ratio |
|---|---|---|---|---|---|
| U.S.A. | Mazda Motor of America, Inc. | Irvine, CA | February 1971 | 793 | Mazda 100% |
| Canada | Mazda Canada Inc. | Richmond Hill, Ontario | July 1968 | 172 | Mazda 100% |
| Mexico | Mazda de Mexico Sales and Commercial Operation* | Centro de la Ciudad Santa Fe, Mexico City | December 2004 | 75 | 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.

(As of March 31, 2018)

## Vehicle production in FY2017

# 180,445 units

## Sales in FY2017

# 433,785 units

**Vehicle production in FY2017**

| | |
|---|---|
| **Mexico** | 180,445 units |

(As of March 31, 2018)

**Sales in FY2017**

| | |
|---|---|
| **U.S.A.** | 304,394 units |
| **Canada** | 74,647 units |
| **Mexico** | 54,744 units |

(As of March 31, 2018)


Mazda de Mexico Vehicle Operation (MMVO)

Mazda North American Operations (MNAO)

## Mazda Vehicle Production

| Country/ region | Plant | FY2012 ('12.4-'13.3) | 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) |
|---|---|---|---|---|---|---|---|
| U.S.A. | AutoAlliance International, Inc. | 19,101 | – | – | – | – | – |
| | Total | 19,101 | – | – | – | – | – |
| Mexico | MMVO | 0 | 10,007 | 140,089 | 213,088 | 195,148 | 180,445 |
| | Grand Total | 19,101 | 10,007 | 140,089 | 213,088 | 195,148 | 180,445 |

Note: Indicates volume of vehicles produced under the Mazda brand name

(As of March 31, 2018) (Units)

## Mazda Sales

| | FY2012 ('12.4-'13.3) | 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) |
|---|---|---|---|---|---|---|
| U.S.A. | 273,307 | 283,721 | 305,788 | 305,783 | 302,195 | 304,394 |
| Canada | 72,136 | 69,685 | 71,582 | 71,032 | 71,323 | 74,647 |
| Mexico | 25,283 | 34,759 | 45,366 | 58,917 | 53,448 | 54,744 |
| Total | 370,726 | 388,165 | 422,736 | 435,732 | 426,966 | 433,785 |

(As of March 31, 2018) (Units)

## Number of Distributors and Dealerships

| | Number of markets | Distributors | Dealerships |
|---|---|---|---|
| U.S.A. | 1 | 1 | 582 |
| Canada | 1 | 1 | 164 |
| Mexico | 1 | 1 | 57 |
| Total | 3 | 3 | 803 |

(As of March 31, 2018)

## Product lineup in major markets

| | U.S.A. | Canada | Mexico |
|---|---|---|---|
| Mazda2 | | | ● |
| Mazda3 | ● | ● | ● |
| Mazda6 | ● | ● | ● |
| CX-3 | ● | ● | ● |
| CX-5 | ● | ● | ● |
| CX-9 | ● | ● | ● |
| MX-5 Miata | ● | ● | ● |

# Activities by Region/Europe


- Sales of Mazda vehicles began in Europe in 1967. An affiliate company was established in Germany in 1972.
- Mazda re-established its sales network in key European markets at the beginning of the new millennium. The company took direct control of distribution in each country, enabling a consistent strategic approach to efficient sales and marketing activities.


## Regional Headquarters

| Country/ region | Company name | Location | Established | Number of employees | Primary business | Investment ratio |
|---|---|---|---|---|---|---|
| Germany | 1 Mazda Motor Europe GmbH (MME) | Leverkusen | March 1998 | 311 | Operations | Mazda Motor Logistics Europe N.V. 100% |
| | 2 (European R&D Centre) | Oberursel | December 1987 | | R&D | |
| Belgium | 3 Mazda Motor Logistics Europe N.V. (Vehicles and Parts Distribution Center) | Willebroek | August 1998 | 351 | Office Logistics Sales | Mazda 100% |

(As of March 31, 2018)

## Production Facilities

| Country/ region | Company name | Location | Start of Mazda production | Number of employees | Primary products | Investment ratio |
|---|---|---|---|---|---|---|
| Russia * | 4 MAZDA SOLLERS Manufacturing Rus (MSMR) | Vladivostok, Primorsky Region | October 2012 | 458 | CX-5, CX-9, and Mazda6 | Mazda 50%<br>Sollers 50% |

*1 Some models are assembled locally (The production volume of the locally assembled models is not disclosed)
*2 Assembly only (Volume is not disclosed)

(As of March 31, 2018)

## Distributors

| Country/ region | Company name | Location | Established | Number of employees | Investment ratio |
|---|---|---|---|---|---|
| Germany | Mazda Motors (Deutschland) GmbH | Leverkusen | November 1972 | 149 | Mazda 75%<br>Mazda Motor Logistics Europe N.V. 25% |
| Austria | Mazda Austria GmbH | Klagenfurt | July 1981 | 112 | Mazda 75%<br>Mazda Motor Logistics Europe N.V. 25% |
| Portugal | Mazda Motor de Portugal Lda. | Lisbon | February 1995 | 15 | Mazda 75%<br>Mazda Motor Logistics Europe N.V. 25% |
| Italy | Mazda Motor Italia S.p.A. | Rome | December 1999 | 50 | Mazda 75%<br>Mazda Motor Logistics Europe N.V. 25% |
| Spain | Mazda Automoviles Espana, S.A. | Madrid | February 2000 | 52 | Mazda 75%<br>Mazda Motor Logistics Europe N.V. 25% |
| France | Mazda Automobiles France S.A.S | Saint Germain en Laye Cedex | February 2001 | 49 | Mazda 75%<br>Mazda Motor Logistics Europe N.V. 25% |
| Switzerland | Mazda (Suisse) S.A. | Petit-Lancy | February 2001 | 46 | Mazda 75%<br>Mazda Motor Logistics Europe N.V. 25% |

(As of March 31, 2018)

## Distributors

| Country/ region | Company name | Location | Established | Number of employees | Investment ratio |
|---|---|---|---|---|---|
| U.K. | Mazda Motors UK Ltd. | Dartford, Kent | May 2001 | 126 | Mazda 75%<br>Mazda Motor Logistics Europe N.V. 25% |
| Denmark | Mazda Motor Danmark | Rodovre | April 2003 | 20 | Mazda Motor Logistics Europe N.V. Branch |
| Norway | Mazda Motor Norge | Kolbotn | April 2004 | 18 | 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 | 83 | Mazda 100% |
| Ireland | Mazda Motor Ireland | Dublin | July 2006 | 12 | Mazda Motor Logistics Europe N.V. Branch |
| Czech Republic | Mazda Motor Czech | Prague | October 2006 | 15 | Mazda Motor Logistics Europe N.V. Branch |
| Slovakia | Mazda Motor Slovakia | Bratislava | October 2006 | 5 | Mazda Motor Logistics Europe N.V. Branch |
| Belgium/ Luxemburg | Mazda Motor Belux | Willebroek | April 2007 | 36 | Mazda Motor Logistics Europe N.V. Branch |
| Hungary | Mazda Motor Hungary Kft. | Budapest | April 2008 | 11 | Mazda Motor Logistics Europe N.V. 100% |
| Croatia | Mazda Motor Croatia d.o.o. | Zagreb | April 2008 | 11 | 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 | 27 | Mazda Motor Logistics Europe N.V. Branch |
| Turkey | Mazda Motor Logistics Europe N.V.<br>Merkezi Belcika Turkiye Istanbul Subesi | Istanbul | June 2008 | 10 | Mazda Motor Logistics Europe N.V. Branch |
| Netherlands | Mazda Motor Nederland | Waddinxveen | October 2008 | 31 | Mazda Motor Logistics Europe N.V. Branch |

(As of March 31, 2018)

### Sales in FY2017

**268,598 units**

### Sales in FY2017

| | | | |
|---|---|---|---|
| **Germany** | 68,167 units | **U.K.** | 38,091 units |
| **Russia** | 26,629 units | **Others** | 135,711 units |

(As of March 31, 2018)

## Mazda Sales

| | FY2012 ('12.4-'13.3) | 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) |
|---|---|---|---|---|---|---|
| Europe | 171,540 | 206,724 | 229,133 | 256,629 | 261,664 | 268,598 |

(As of March 31, 2018) (Units)

Mazda Motor Europe GmbH (MME)

## Number of Distributors and Dealerships

| | Number of markets | Distributors | Dealerships |
|---|---|---|---|
| Europe | 41 | 30 | 1,729 |

(As of March 31, 2018)

## Product lineup in major markets

| | Germany | U.K. | Russia |
|---|---|---|---|
| Mazda2 | ● | ● | |
| Mazda3 | ● | ● | ● |
| Mazda6 | ● | ● | ● |
| CX-3 | ● | ● | |
| CX-5 | ● | ● | ● |
| CX-9 | | | ● |
| MX-5 | ● | ● | |

# Activities by Region／Asia, Oceania


- Mazda began sales in Australia when it established an affiliate company in the country in 1967. It was the company's first overseas office.

- In Thailand Mazda began producing pickup trucks in 1998 at a production facility jointly owned by Ford. Production was later expanded to include the Mazda2, Mazda3 and CX-3.

- Mazda officially entered the Chinese market in 2001 and established a local affiliate company in 2005 to implement a unified brand strategy over two sales channels, FAW Mazda and Changan Mazda.

- In April 2014, production of Mazda6 ATENZA and Mazda3 AXELA began at the Changchun Plant and Nanjing Plant respectively.

- Mazda's new transmission plant has started the operation in January 2015.

## Vehicle production in FY2017

# 452,225 units

**Vehicle production in FY2017**

| | |
|---|---|
| **Thailand** | 133,188 units |
| **China** | 316,973 units |
| **Vietnam** | 2,064 units |

(As of March 31, 2018)

Mazda Powertrain Manufacturing (Thailand) Co., Ltd.

## Sales in FY2017

# 592,442 units

**Sales (Asia) in FY2017**

| | |
|---|---|
| **Thailand** | 56,379 units |
| **China** | 322,420 units |
| **Taiwan** | 23,046 units |
| **Vietnam** | 28,170 units |
| **Others** | 32,887 units |

(As of March 31, 2018)

**Sales (Oceania) in FY2017**

| | |
|---|---|
| **Australia** | 115,636 units |
| **New Zealand** | 12,316 units |
| **Others** | 1,588 units |

(As of March 31, 2018)

Mazda2 (Demio)


Mazda3 (Axela)

Mazda CX-4

# Activities by Region/Asia, Oceania

## Regional Headquarters and Companies

| Country/region | Company name | Location | Established | Number of employees | Primary business | Investment ratio |
|---|---|---|---|---|---|---|
| Thailand | ❶ Mazda South East Asia, Ltd. (MSEA) | Bangkok | August 2005 | — | Overall management of business in the ASEAN region | Mazda 100% |
| China | ❺ Mazda Motor (China) Co., Ltd. (MCO) | Pudong New District, Shanghai | January 2005 | 111 | Overall management of business in China | Mazda 100% |
| | ❻ Mazda Motor (China) Co., Ltd. Beijing Branch (MCO-Beijing) | Chaoyang District, Beijing | November 2007 | | Branch Office of MCO | — |
| | ❺ 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 | — |

(As of March 31, 2018)

## Production Facilities

| Country/region | Company name | Location | Start of Mazda production | Number of employees | Primary products | Investment ratio |
|---|---|---|---|---|---|---|
| Thailand | ❷ AutoAlliance (Thailand) Co., Ltd. (AAT) | Rayong Province | May 1998*2 (Established in November 1995) | 7,001 | Mazda2, Mazda3, CX-3, BT-50 | Mazda 50%<br>Ford 50% |
| | ❷ Mazda Powertrain Manufacturing (Thailand) Co., Ltd. (MPMT) | Chonburi Province | January 2015 | 933 | Transmission and engines for vehicles | Mazda 100% |
| China | ❼ FAW Car Co., Ltd. (FCC) | Changchun, Jilin Province | March 2003 | — | Mazda6, CX-4 | Local 100% |
| | ❽ Changan Mazda Automobile Co., Ltd. (CMA) | Nanjing | October 2007 | 3,684 | Mazda3, CX-5 | Changan Automobile 50%<br>Mazda 50% |
| | ❽ Changan Ford Mazda Engine Co., Ltd. (CFME) | Nanjing | April 2007 (Established in September 2005) | 1,448 | Engines for vehicles | Changan Automobile 50%<br>Mazda 25%<br>Ford 25% |
| Vietnam*1 | ❸ THACO Premium Automobile Assembly Co.,LTD. | Nui Thanh district, Quang Nam province | October 2011 | — | Mazda2, Mazda3, Mazda6, CX-5 | Local 100% |
| Malaysia*2 | ❹ Mazda Malaysia Sdn. Bhd. (MMSB) | Shah Alam, Selangor | Established in September 2012*3 | 129 | Mazda3, CX-5 | Mazda 70%<br>Local 30% |

(As of March 31, 2018)

*1 Some models are assembled locally (The production volume of the locally assembled models is not disclosed)
*2 Assembly only (Volume is not disclosed)

## Distributors

| Country/region | Company name | Location | Established | Number of employees | Outlets | Investment ratio |
|---|---|---|---|---|---|---|
| Thailand | Mazda Sales (Thailand) Co., Ltd. | Bangkok | June 1990 | 201 | — | Mazda 96.1%<br>KKS 3.9% |
| China | FAW Mazda Motor Sales Co., Ltd. (FMSC) | Changchun, Jilin Province | March 2005 | 313 | 219 | FAW Car 56%<br>Mazda 40%<br>FAW Group 4% |
| | Changan Mazda Automobile Corporation, Ltd. Sales branch (CMAS) | Nanjing | April 2007 | 262 | 241 | Sales department of CMA |
| Taiwan | Mazda Motor Taiwan Co., Ltd. | Taipei | December 2013 | 55 | — | Mazda 100% |
| Australia | Mazda Australia Pty Ltd. | Mount Waverley, Victoria | April 1967 | 244 | — | Mazda 100% |
| New Zealand | Mazda Motors of New Zealand Ltd. | Mt Wellington, Auckland | June 1972 | 46 | — | Mazda 100% |

(As of March 31, 2018)

## Mazda Vehicle Production

| Country/ region | Company name | FY2012 ('12.4-'13.3) | 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) |
|---|---|---|---|---|---|---|---|
| Thailand | AutoAlliance (Thailand) Co., Ltd. (AAT) | 120,746 | 77,351 | 84,540 | 126,378 | 134,770 | 133,188 |
| China | FAW Car Co., Ltd. (FCC) | 100,371 | 118,435 | 97,469 | 73,357 | 102,821 | 124,257 |
| | Changan Mazda Automobile Co., Ltd. (CMA) | 57,563 | 72,120 | 117,793 | 161,464 | 189,360 | 192,716 |
| Taiwan | Ford Lio Ho Motor Co., Ltd. (FLH) | 4,348 | 6,089 | 5,454 | 2,234 | 238 | 0 |
| Vietnam | THACO Premium Automobile Assembly Co.,LTD. | 173 | 720 | 800 | 2,676 | 4,831 | 2,064 |

Note: Indicates volume of vehicles produced under the Mazda brand name

(As of March 31, 2018) (Units)

## Mazda Sales

| | FY2012 ('12.4-'13.3) | 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) |
|---|---|---|---|---|---|---|
| Asia | 102,640 | 75,575 | 77,848 | 102,316 | 105,930 | 117,436 |
| Oceania | 111,282 | 112,608 | 111,650 | 128,188 | 131,247 | 129,540 |
| China | 174,687 | 196,483 | 214,628 | 235,024 | 291,688 | 322,420 |
| Taiwan | 12,342 | 14,524 | 15,389 | 21,579 | 22,997 | 23,046 |

(As of March 31, 2018) (Units)

## Number of Distributors and Dealerships

| | Number of markets | Distributors | Dealerships |
|---|---|---|---|
| Asia | 16 | 16 | 318 |
| Oceania | 14 | 14 | 185 |
| China | 1 | 2 | 460 |
| Taiwan | 1 | 1 | 39 |

(As of March 31, 2018)

## Product lineup in major markets

| | Asia | | | | Oceania | |
|---|---|---|---|---|---|---|
| | Thailand | China | Taiwan | Vietnam | Australia | New Zealand |
| Mazda2 | ● | ● | ● | ● | ● | ● |
| Mazda3 | ● | ● | ● | ● | ● | ● |
| Mazda6 | | ● | ● | ● | ● | ● |
| CX-3 | ● | ● | ● | | ● | ● |
| CX-4 | | ● | | | | |
| CX-5 | ● | ● | ● | ● | ● | ● |
| CX-8 | | | | | ● | ● |
| CX-9 | ● | | ● | | ● | ● |
| MX-5 | ● | | ● | | ● | ● |
| BT-50 | ● | | | ● | ● | ● |

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



## Distributors

| Country/region | Company name | Location | Established | Number of employees | Investment ratio |
|---|---|---|---|---|---|
| Colombia | 1 MAZDA DE COLOMBIA S.A.S (MCOL) | Bogotá | May 2014 | 60 | Mazda 100% |
| South Africa | 2 Mazda Southern Africa (Pty) Ltd. (MSA) | Midland | July 2013 | 39 | Mazda 70%<br>ITOCHU Corporation 30% |

(As of March 31, 2018)

Head Office of Mazda Southern Africa


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

## Sales in FY2016

# 125,561 units

### Sales (Caribbean, Central and South America) in FY2017

| | |
|---|---|
| **Colombia** | 18,312 units |
| **Chile** | 17,563 units |
| **Others** | 18,357 units |

(As of March 31, 2018)

### Sales (Middle East) in FY2017

| | |
|---|---|
| **Saudi Arabia** | 21,549 units |
| **Israel** | 13,092 units |
| **Others** | 18,393 units |

(As of March 31, 2018)

### Sales (Africa) in FY2017

| | |
|---|---|
| **South Africa** | 13,868 units |
| **Others** | 4,427 units |

(As of March 31, 2018)

## Mazda Vehicle Production

| Country/region | Company name | FY2012 ('12.4-'13.3) | 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) |
|---|---|---|---|---|---|---|---|
| South Africa | FMCSA | 3,098 | 3,154 | 2,283 | 932 | — | — |
| Zimbabwe | WMMI | 246 | 1 | — | — | — | — |
| Colombia | CCA | 3,905 | 2,044 | 351 | — | — | — |
| Ecuador | MARESA | 11,334 | 6,842 | 6,879 | 1,684 | — | — |

Note: Indicates volume of vehicles produced under the Mazda brand name

(As of March 31, 2018) (Units)

## Mazda Sales

| | FY2012 ('12.4-'13.3) | 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) |
|---|---|---|---|---|---|---|
| Caribbean, Central and South America* | 35,313 | 42,344 | 44,922 | 48,744 | 49,691 | 54,232 |
| Middle East | 29,852 | 39,408 | 44,690 | 54,742 | 48,635 | 53,034 |
| Africa | 9,824 | 11,494 | 11,750 | 18,935 | 17,607 | 18,295 |

* Excluding Mexico

(As of March 31, 2018) (Units)

## Number of Distributors and Dealerships

| | Number of markets | Distributors | Dealerships |
|---|---|---|---|
| Caribbean, Central and South America* | 36 | 35 | 219 |
| Middle East | 14 | 14 | 213 |
| Africa | 39 | 25 | 161 |

* Excluding Mexico

(As of March 31, 2018)

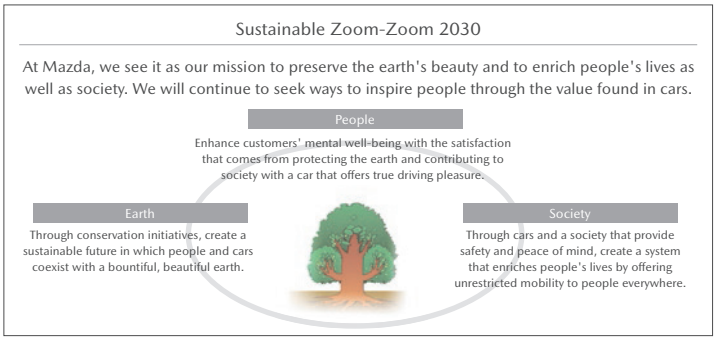
## Product lineup in major markets

| | Caribbean, Central and South America | | Middle East | | Africa |
|---|---|---|---|---|---|
| | Colombia | Chile | Saudi Arabia | Israel | South Africa |
| Mazda2 | ● | ● | | ● | ● |
| Mazda3 | ● | ● | ● | ● | ● |
| Mazda6 | ● | ● | ● | ● | |
| CX-3 | ● | ● | ● | ● | ● |
| CX-5 | ● | ● | ● | ● | ● |
| CX-9 | ● | ● | ● | | |
| MX-5 | ● | ● | | ● | ● |
| BT-50 | ● | ● | ● | | ● |

# Environment, Safety and Design

## Sustainable Zoom-Zoom 2030

We believe in the fundamental value of cars that are designed to inspire, and we are fully committed to delivering driving pleasure. Our goal is to strengthen the ties between Mazda and its customers by continuing to brighten people's lives through car ownership. This philosophy of ours is reflected in the "Sustainable Zoom-Zoom 2030" vision, which was announced in August 2017 and which establishes the ideas and strategies based on the concept of driving pleasure with the aim of tackling issues related to "earth," "society," and "people."




## Earth

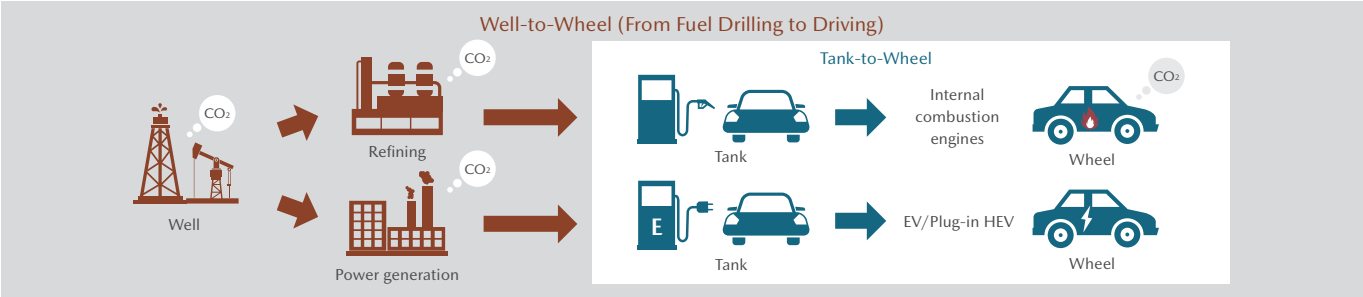
Reducing $CO_2$ emissions in order to limit the effects of global warming is an essential task. Mazda is seeking to reduce the well-to-wheel $CO_2$ emissions in order to decrease the $CO_2$ emissions through the entire life cycle of its cars. We want to reduce corporate average well-to-wheel $CO_2$ emissions by 90 percent by 2050 compared to the emission levels in 2010, which is why our goal is to first get those emission levels down to 50% by 2030. With the approach we have chosen and the objectives we have set for ourselves, we intend to stay firmly within the boundaries of the Paris Agreement, an international framework that aims to reduce greenhouse gas emissions, and the guidelines set by the Strategic Commission for the New Era of Automobiles at the Ministry of Economy, Trade and Industry.

We plan to accomplish our objectives by taking the following measures.

- We are going to focus our development efforts on providing flexible multisolutions in light of the suitability of various car power sources, energy circumstances, and power generation methods in each region.
- Our plans for the future also include perfecting internal combustion engines, since these technologies are expected to be widely used in cars for years to come. We also intend to equip all of our internal combustion engine cars with electric vehicle technologies by 2030.
- To achieve the goals set for 2030, we are going to continue on our mission to create an ideal internal combustion engine by enhancing the thermal insulation structure and making other improvements. Moreover, to reduce $CO_2$ emissions to the levels set for 2050, we are planning to move beyond our initiative to search for a perfect internal combustion engine and try to get as close as possible to using carbon-neutral energy resources. In order to make that possible, we will support the industry-academic-government collaboration and partnerships between companies with the aim of spreading the use of renewable liquid fuels such as biofuels generated by microalgae.

We also believe electric vehicles (EVs) and other electric drive technologies can offer ideal solutions for regions that use clean energy for power generation or regions that impose tight restrictions to reduce air pollution. Therefore, we plan to utilize the full potential of Mazda's original technologies in order to provide our customers with electric vehicles that truly bring the concept of driving pleasure to life.

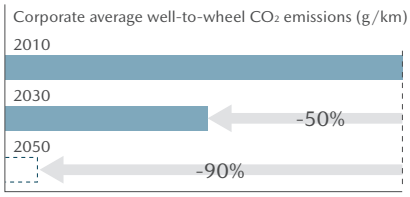
**We are seeking to reduce the well-to-wheel $CO_2$ emissions in order to reduce the $CO_2$ emissions through the entire life cycle of our cars.**




**Material Production, Assembly and Disposal**

**LIFE CYCLE ASSESSMENT**

We are aiming to reduce corporate average well-to-wheel $CO_2$ emissions to 50% of 2010 levels by 2030.




### What is Well-to-Wheel?

**From fuel extraction through to driving**

We see it as our mission to preserve the earth's beauty and to enrich people's lives as well as society. In order to achieve this and truly reduce greenhouse gases, we must work to reduce carbon dioxide emissions throughout the entire lifecycle of the vehicle. In addition to current "tank-to-wheel" evaluations that measure emissions while driving, Mazda will work to reduce carbon dioxide emissions from a "well-to-wheel" perspective that also accounts for energy source extraction, manufacturing and shipping.

## Society

Mazda's development philosophy is focused on people and aims to bring safety and peace of mind to our society. Recently, a significant number of accidents in developed countries have been triggered by unconventional causes. In order to tackle that issue and create a car society that is safe and reliable, we are developing basic safety technologies used in cars such as driver positioning or pedal layout while also focusing on continual performance improvement and standardization of advanced safety technologies. We are also aiming to standardize our autonomous driving technologies to give form to the Mazda Co-Pilot Concept by 2025. We are also going to explore the possibilities of implementing a business model that utilizes connectivity technologies to tackle social issues such as population aging and depopulation caused by inconvenient transport networks. This type of business model would make it easier for people in depopulated areas to travel by car while helping them build stronger ties with each other and society.

## People

Although mechanization and automation technologies have certainly made our lives a lot more affluent, they have also made us exercise less on a day-to-day basis and created a sense of alienation in today's society, resulting in higher levels of stress. We want more of our customers to know the driving pleasure Mazda is trying to create, and we want to provide them with an exciting and fulfilling driving experience in order to give them something to look forward to in an increasingly stressful world.

<Mazda's approach>

- Pursue an enhanced Jinba-ittai driving feel that will unlock people's potential and revitalize them mentally and physically.
- Based on the philosophy of "breathing life into the car," further develop Kodo design to raise vehicle design to the level of art that enriches the emotional lives of all who see it.

## Introduction Plan for Next-Generation Technologies

| Calendar Year | | 2017 | 2018 | 2019 | 2020 | 2021 and beyond |
|---|---|---|---|---|---|---|
| Earth | Internal combustion engines | SKYACTIV-G/D | | | | |
| | | SKYACTIV-G/D UPGRADE | | | | |
| | | | | SKYACTIV-X | | |
| | | | | | SKYACTIV-D Generation 2 | |
| | Electric vehicle technology | i-STOP/i-ELOOP | | | | |
| | | | | HYBRID | | |
| | | | | | BATTERY EV WITH OR WITHOUT RANGE EXTENDER | |
| | | | | | | PLUG-IN HEV |
| Society | Autonomous driving | i-ACTIVSENSE | | | | |
| | | | | | MAZDA CO-PILOT CONCEPT | |
| | Connectivity | MAZDA CONNECT | | | | |
| | | | | New MAZDA CONNECT | | |
| People | Platforms | SKYACTIV-BODY & CHASSIS | | | | |
| | | | | SKYACTIV-VEHICLE ARCHITECTURE | | |
| | Design | KODO DESIGN | | | | |
| | | | | KODO DESIGN 2nd STAGE | | |

The car industry is soon expected to undergo a once-in-a-century transformation. For Mazda, that represents an opportunity to create a new car culture. In the future, we are going to follow Mazda's unique development philosophy of focusing on people to pursue our vision of driving pleasure and continue taking on new challenges while always implementing new technologies. Our ultimate goal is to become a brand that connects with its customers like no other company can.

### ■ Electric vehicle technologies

Our plan is to continue perfecting internal combustion engines, since these technologies are expected to be widely used in cars for years to come. We also intend to develop electric vehicle technologies that are compact and lightweight in order to continue contributing to the reduction of $CO_2$ emissions and pursue our vision of driving pleasure. We are also going to introduce electric vehicles as the optimal solution for regions that use clean energy for power generation or regions that impose restrictions on cars to reduce air pollution.

- By 2030, 95% of Mazda cars with electric vehicle technologies are expected to be powered by internal combustion engines that feature electrification technologies, with electric vehicles accounting for the remaining 5%.
- Our electric vehicles are going to be designed with Mazda's unique development approach that focuses on people by prioritizing human characteristics and senses while making full use of the advantages that electric drive systems have to offer.
- We are developing two different electric vehicle models. One of them is powered only by a battery, whereas the other one complements the battery with Mazda's unique rotary engine (referred to as "RE" in the text below) that is exceptionally compact, light, and quiet. The latter model will feature a newly developed rotary engine range extender that increases the car's range by generating extra power when the battery drops to a certain level.
- The design of the rotary engine range extender is based on a visionary concept that utilizes the compact size and high output levels of the RE to enable multisolutions with electric vehicle technologies within the same setup.
- We are going to develop our rotary engine range extender by relying on the compatibility of the RE with gaseous fuels in order to make it suitable as an LPG (liquefied petroleum gas) emergency power supply used during natural disasters.

### ■ Connectivity technologies

Our connectivity technologies are based on our development philosophy that focuses on people. The goal is to create a connection between people and society by allowing them to share the experience and excitement of driving cars. These technologies are designed to enrich our customers' world with the joy of living only humans can feel. In addition to the concept of driving pleasure, we also want to add new value to our cars in order to revitalize people's lives and society.

- With our connectivity technologies, we want to look for solutions to social issues such as alienation, which are caused by the changes in the social structure. Our technologies are meant to help people build stronger ties with each other and society.
- We want to improve our product quality and customer satisfaction by creating a link with model-based development and applying it to the product development process.
- In our development efforts, we are going to utilize the full potential of our alliance with Toyota Motor Corporation.

# Environment, Safety and Design

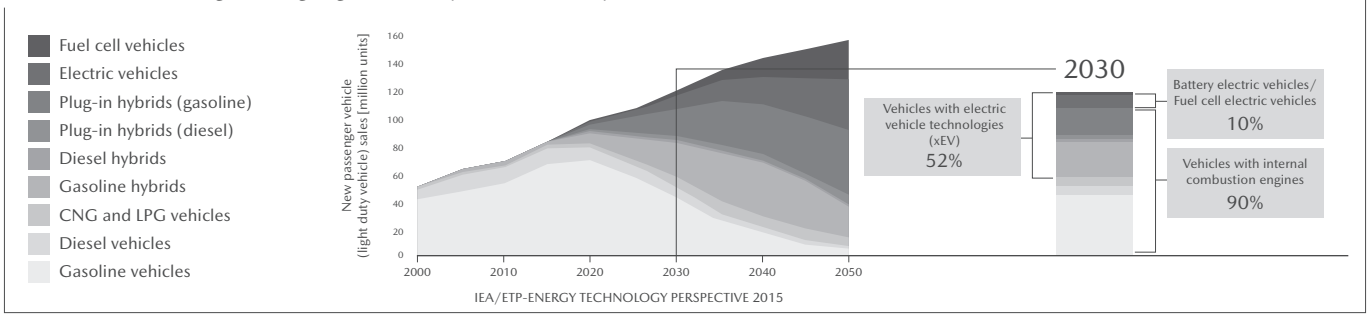
## Building Block Strategy

In addition to dramatically improving our base technologies that provide the basic capabilities of a car (such as the engine, transmission, body and chassis), Mazda has been implementing a Building Block Strategy that introduces electric devices such as brake energy regeneration and hybrid systems in a phased manner. This approach to reducing total $CO_2$ emissions does not rely heavily on a small proportion of specific eco-friendly models but rather, Mazda aims to provide all customers with driving pleasure as well as outstanding environmental and safety performance as a means to achieve such reductions.
Skyactiv technology, Mazda's revolutionary base technology, improves the efficiency of the powertrain (engine, transmission and other parts that provide the basic capabilities of a car), reduces the weight of the vehicle body, and radically improves aerodynamic and similar characteristics while also combining base and electric device technologies as based on the Building Block Strategy.

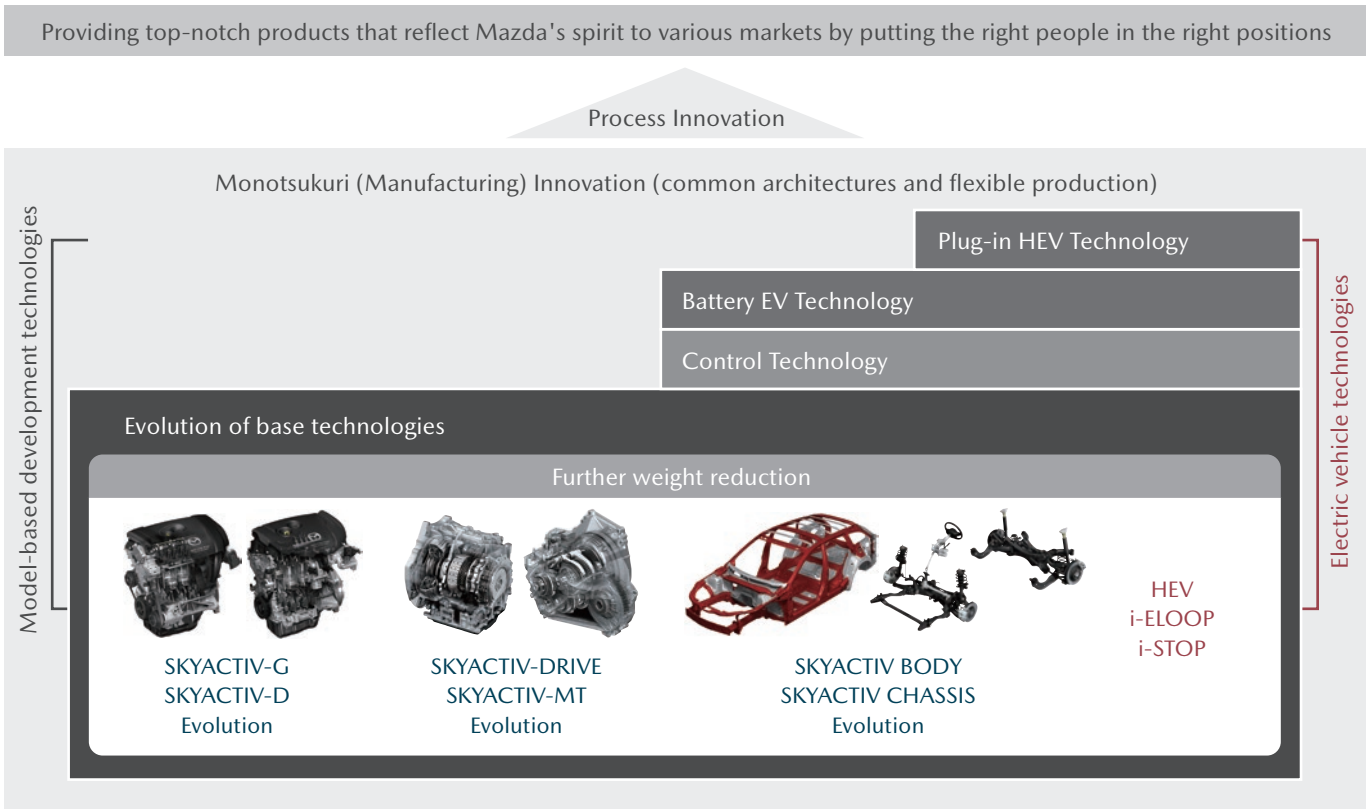
### Anticipated Expansion in Adoption of Environmental Technologies (Through 2030)

- Graphic representation of global market share of powertrain technologies -

*Internal combustion engines are going to be widely used in cars for years to come.




### Building Block Strategy



# SKYACTIV TECHNOLOGY

Skyactiv technology is an umbrella term for Mazda's innovative new-generation technologies developed under the company's long-term vision for technology development, "Sustainable Zoom-Zoom" announced in 2007. The name reflects Mazda's desire to provide both driving pleasure and outstanding environmental and safety performance in its vehicles. All technologies developed in line with the Building Block Strategy fall under the umbrella of Skyactiv technology. In 2019, we are going to start deploying our next-generation technologies based on the "Sustainable Zoom-Zoom 2030" vision.

## Engines

### ■ SKYACTIV-G

Mazda's new-generation, highly efficient direct-injection gasoline engine has achieved the world's highest compression ratio (14.0), and also provides a 15% improvement in fuel economy, and in middle and low-speed torque.*1

*1 Mazda data as of November 2012 Compression ratio values, and fuel economy and torque improvement rates may vary depending on specifications and similar factors.

### ■ SKYACTIV-D

Mazda's new-generation, highly efficient clean diesel engine has achieved the world's lowest compression ratio (14.0)*1

*1 Mazda data as of November 2012 Compression ratio values, and fuel economy and torque improvement rates may vary depending on specifications and similar factors.

## Transmissions

### ■ SKYACTIV-DRIVE

Mazda's new-generation, highly efficient automatic transmission combines the best characteristics of all our transmissions.

### ■ SKYACTIV-MT

Mazda's new-generation manual transmission is significantly smaller and lighter, and features a light and crisp shift feel.

## Platforms

### ■ SKYACTIV BODY

A high-rigidity, lightweight body, that delivers driving pleasure and the highest levels of crash safety performance.

### ■ SKYACTIV CHASSIS

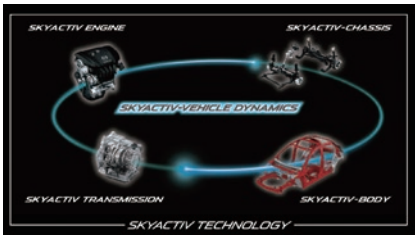
Pursuing the 'oneness between car and driver' achieved in the MX-5, this lightweight chassis has improved comfort and security, while at the same time delivering Mazda's hallmark fun-to-drive feel.

## Next-Generation Vehicle Design Technology "SKYACTIV-VEHICLE ARCHITECTURE"

We are going to continue exploring our human centered design philosophy and utilize the full potential of the intrinsic human capability of maintaining balance. We want people to feel at one with the car. This will enable every single passenger to travel more comfortably, make longer trips without getting tired, and adapt to the changes in the environment instantly. The passengers will also be able to maintain their balance more easily as the vehicle moves, which will make the driving experience more intuitive and enhance the ultimate Jinba-ittai driving feel. To achieve that, we have been seeking to update some of the features in our vehicles. We have developed seats that help you maintain the natural "S" curve of your spine when you sit with your pelvis in an upright position. The multi-directional rings of the vehicle body are capable of transferring the input energy without delay. All of the parts are connected, so that the chassis is able to control the forces transmitted to the suspension in a smooth manner. We have perfected the noise, vibration, and harshness performance by relying on the characteristics of energy and mechanisms that allow humans to perceive sounds. The development approach we have chosen aims for an overall optimization of our cars, and the products we offer now feature some of the technologies based on that approach.

## SKYACTIV-VEHICLE DYNAMICS

The first stage of Skyactiv-vehicle dynamics, Mazda's new-generation vehicle motion control technology, was the development of G-Vectoring Control (GVC).
GVC implements the novel idea of "using the engine to improve chassis performance" and is based on a human-centered development philosophy. It is the world's first* control system to vary engine torque in response to driver steering inputs in order to provide integrated control of lateral and longitudinal acceleration forces (G), and optimize the vertical load on each wheel for smooth and efficient vehicle motion.




* Mazda data of mass-produced vehicles as of June 2016

## GVC Plus

The GVC Plus system, which was developed in October 2018, is a new handling stability control (direct yaw moment control) feature that uses brakes and improves the stability of a vehicle. When the driver returns the steering wheel to the central position after making a turn, the system applies a slight braking force to the outer wheels and uses the restoring moment to ensure better stability as the car returns to the straight line. The system ensures that the entire series of rotational movements, including yaw, roll, and pitch, remains consistent even under high cornering forces. This enhances the capability of the vehicle to follow the actions of the driver during quick steering wheel movements, and it also significantly improves the coordination of the vehicle's behavior. This gives the driver a better chance to avoid danger in emergency situations. It also makes it easier and safer for driver to control the vehicle when changing lanes at high speed or driving in the snow and similar slippery conditions.

# Environment, Safety and Design

## Kodo - Soul of Motion design theme

Over the years Mazda has often explored the idea of 'motion' to inspire its unique vehicle designs. The latest rendition of Mazda Design expresses the power and beauty seen in the instantaneous movement of animals. This split-second movement is the ultimate form of motion, filled with vitality and emotion; it is the essence of Mazda's new design language Kodo – Soul of Motion. Through this Kodo design theme, Mazda is seeking deeper expressions of motion.

## Intensity of Kodo design

In addition to the next-generation products we are planning to unveil in 2019, we also want to make sure our Kodo design concept continues to evolve. Our next-generation Kodo design is still based on the philosophy of "breathing life into the car." In addition, we are going to further polish the design of our products under a new slogan, "Car As Art." In particular, we want to focus our efforts on delivering Mazda-style elegance based on the Japanese sense of aesthetics. To achieve that, we are going to explore the "aesthetics of subtraction," an approach that relies on simple forms and has been passed down from generation to generation in Japan since ancient times. We are going to examine this sense of aesthetics by going to its roots and seeking to understand distinctly Japanese sensibilities regarding concepts such as space, curves, intervals, and shifting light. By embodying such concepts in our designs, we aim to deliver a vision of elegance unique to the Mazda brand. We want to deliver Mazda-style elegance by giving shape to these concepts.
The two vision models, Mazda RX-vision and Mazda Vision Coupe*, will serve as the bookends of the evolved design language's expression spectrum. The RX-vision emanates allure, whereas the Vision Coupe exudes dignity, which are two very different qualities. However, both models have preserved the essence of the Kodo design philosophy, which seeks to express vitality. The allure of the RX-vision model is a sort of elegant attraction one can perceive instinctively. The dignity of the Vison Coupe, on the other hand, can be felt in its piercing solemnity and light reflections that trim the sleek edges of the design. The allure and dignity of these two models can be more simply explained as attraction on the one hand and solemnity on the other. What both concepts have in common, however, is a sense of life and vitality. The original Kodo design symbolized the movements of living beings such as the movements of a cheetah. In the future, we want to refine its concept to allot more space for margins, give it more symbolic value, and provide it with more elaborate overtones. We believe the graceful and nuanced statement created through that process represents the evolution of Kodo design and at the same time gives form to the Japanese sense of aesthetics, which emphasizes the importance of simplicity as the richest form of expression.

*These cars are referred to as "vision models" since they are directly related to the products that Mazda plans to launch in near future.

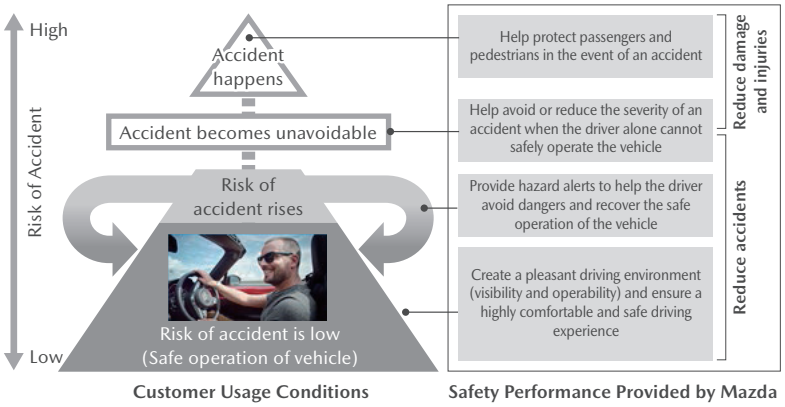
MAZDA RX-VISION

MAZDA VISION COUPE

# MAZDA PROACTIVE SAFETY

Mazda's people-oriented safety philosophy, which guides the research and development of safety technologies, is based on understanding, respecting and trusting the driver.

To drive safely it is essential to recognize potential hazards, exercise good judgment and operate the vehicle in an appropriate fashion. Mazda aims to support these essential functions so drivers can drive safely and with peace of mind, despite changing driving conditions. But drivers are human beings, and human beings make mistakes, so Mazda offers an increasing range of technologies which help to prevent and reduce the damage resulting from a collision.



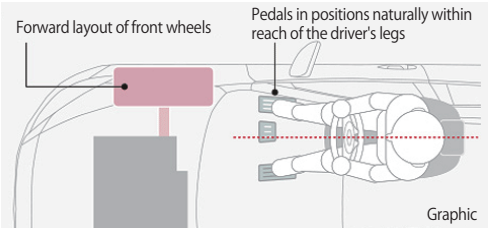

## Providing a Good Driving Environment

**Mazda provides support for safe driving with a good driving environment and excellent operating stability.**

### Realizing the Ideal Driving Position

We believe that the layout of a human-centered car should place controls such as the accelerator and brake pedals, and steering wheel in natural locations to make for easier operation in order to make driving more fun and improve safety. The driving position itself is integrated into the car design process by Mazda's ideal driving fundamental of "Jinba-ittai", a sense of connectedness between car and driver, and by adopting a human-centered design philosophy.

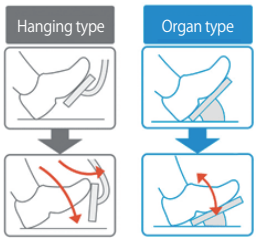
The accelerator and brake pedals are laid out in positions where the driver's legs naturally reach while maintaining the ideal driving position. In order to achieve this, we moved the front-wheel house slightly forward, changing the design of the cars to suit their human drivers. We also determined the horizontal and vertical adjustment ranges of seats and the steering wheel so that the optimal driving position for the majority of persons can be maintained regardless of differences in physique and eye-line zone.




Forward layout of the front wheels provides ideal pedal positions

### Adoption of Organ-Style Accelerator Pedal

The organ-type accelerator pedal provides a pedal trajectory that is the same as that of the foot pressing it. This prevents the heel from slipping when it is contacting the floor while pressing the pedal down, and achieves easy control of the accelerator pedal. Additionally, the accelerator pedal is located at the position where the foot is naturally placed when sitting in the driver's seat in order to reduce fatigue when driving and prevent erroneous pressing of the pedal in an emergency.




### Heads-Up Cockpit

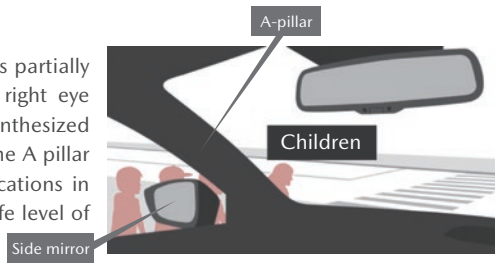
Mazda has developed a human-machine interface (HMI) to minimize line-of-sight adjustment and posture changes in order to help drivers maintain a stable driving position and concentrate on driving safely, even while dealing with a wide variety of information.

- Simple cockpit laid out in zones for each type of information
- A seven-inch center display is located on the dashboard to allow for checking without lowering the line of sight.
- Commander Control provides operation by feel without having to check visually.
- The Active Driving Display provides a virtual image in front of the meter hood that shows speed, navigation route guidance and similar information.
- It also features voice recognition to control functions by speaking.

Active Driving Display

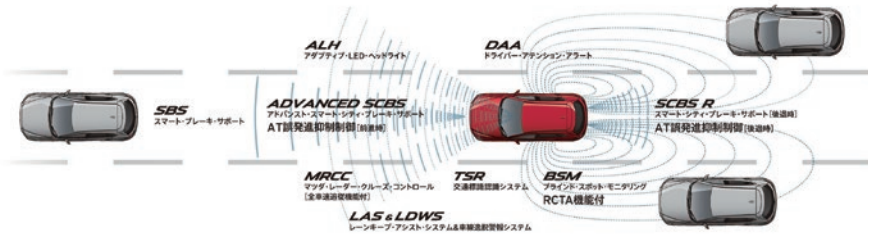
### Improved Forward Visibility

The key point is that we can perceive an object as long as it is sufficiently visible even if it is partially hidden. Also, there is a discrepancy between the images that we see with our left or right eye respectively, and the image information is transmitted to our brain which perceives it as a synthesized image. We took into account these human characteristics and increased the gap between the A pillar and the side mirror, adjusted the height of the side mirror, and introduced other modifications in order to ensure that children are always partially visible to the driver's left or right eye. A safe level of visibility is to ensure that children are never completely hidden from the driver's view.



# Advanced Safety Technology i-ACTIVSENSE

Mazda's concept of safety technology is "Provide support for the driver". i-Activsense is an umbrella term covering a series of advanced safety technologies that make use of detection devices such as milliwave radars and cameras. They includes active safety technologies that support safe driving by helping the driver to recognize potential hazards, and pre-crash safety technologies which helps to avert collisions or reduce their severity in situations where they cannot be avoided.




**Active Safety Technologies (Prevent accidents)**

- 360° View Monitor
- Advanced Blind Spot Monitoring (ABSM)
- Rear Cross Traffic Alert (RCTA)
- Driver Attention Alert (DAA)
- Traffic Sign Recognition System (TSR)
- Adaptive Front-lighting System (AFS)
- High-Beam Control (HBC)
- Adaptive LED Headlights (ALH)
- Forward Obstruction Warning (FOW)
- Lane Departure Warning System (LDWS)
- Lane Keep Assist System (LAS)
- Mazda Radar Cruise Control (MRCC)

**Pre-crash Safety Technologies (Reduce risk of accidents)**

- Smart Brake Support (SBS)
- Smart City Brake Support (SCBS) Forward/Reverse
- Advanced Smart City Brake Support (ADVANCED SCBS)
- Acceleration Control for Automatic Transmission Forward/Reverse

# Technologies to minimize injuries in accidents

**We are committed to developing technologies that minimize driver and passenger injuries in accidents.**

# SKYACTIV-BODY

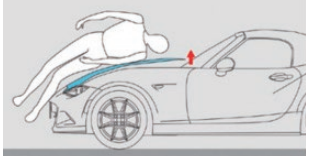
**We followed the fundamental principles of body structure and revised our structural approach, construction methods, and material utilization to create an ideal vehicle body. As a result, we have developed the light and highly rigid new-generation Skyactiv-body.**

- Multi-load path structure
  This structure ensures that impacts spread across the entire framework rather than being absorbed by a specific individual part.
- Bumper beams
  The inner sides of front and rear bumper beams are equipped with 1,800-MPa high-tensile steel plates, the strongest in the world in mass-produced vehicles.
- Cross-shaped front frame
  Since most of the impact energy is absorbed by the ridges of an object, we molded the front edge of the front frame into a cross shape to replace the original square shape and increase the number of ridges from 4 to 12. This is to ensure that impacts spread across a wider surface and that the energy generated during an impact is absorbed more efficiently.

# Pedestrian protection

**We have developed various features that minimize pedestrian injuries in case of an impact.**

- Impact absorption bonnet
  The energy absorption space under the bonnet mitigates the impact and reduces the injuries a pedestrian might sustain if they hit the bonnet with their head. The energy absorption structure can be found in various parts of the bonnet.
- Impact absorption bumpers
  Energy absorption materials are used in the front part of the vehicle at the height of the pedestrian's knees to reduce the impact on that part of the body. In addition, the lower part of the bumper is reinforced to prevent the pedestrian's legs from getting pulled under the vehicle in case of an impact.
- Active bonnet
  If the vehicle detects an impact that reaches a specific threshold within a specific speed range while driving, the rear part of the bonnet pops up momentarily and separates from the engine in order to reduce the impact on the pedestrian's head. This type of active bonnet has been installed in vehicles with low bonnets such as the Roadster (MX-5/Miata) since July 2012.



# Monotsukuri (Manufacturing) Innovation

**We are working towards monotsukuri (manufacturing) innovation with the goal of delivering outstanding levels of diversity to improve our product competitiveness and commonality to increase our production efficiency.**

## Integrated Planning and Common Architecture Concepts

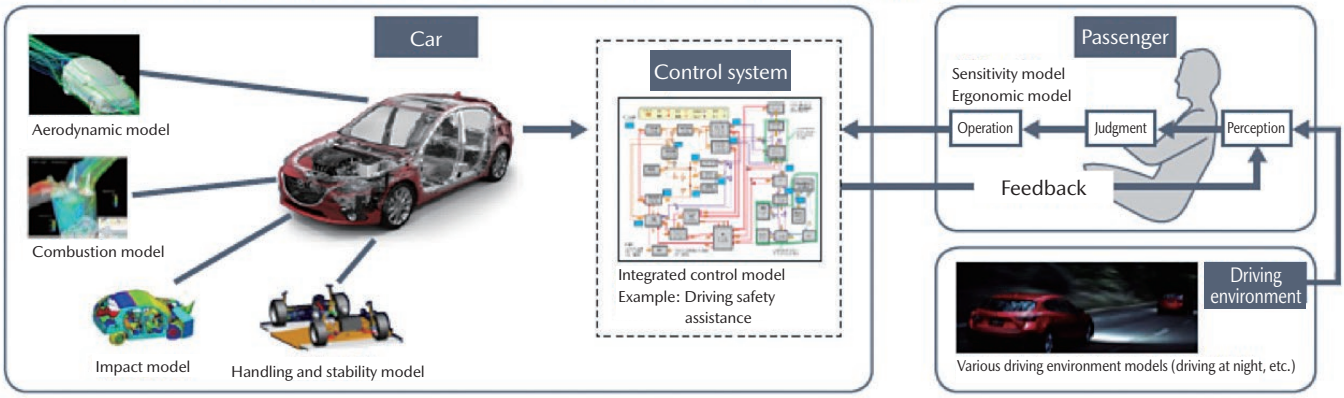
Mazda has been working towards monotsukuri (manufacturing) innovation in order to develop and produce more diverse products in a more efficient manner by utilizing common development methods and production processes. We want to achieve that by focusing on the next 5 to 10 years and by developing our future models with an integrated planning strategy that reaches beyond vehicle ranks and segments. Our development strategy is based on integrated planning, which allows us to think outside the boundaries of vehicle models and ranks and create a common optimal structure for each feature, which we implement across all vehicle models. Our production strategy, on the other hand, is based on a common architecture concept, which allows us to utilize flexible production methods in order to manufacture the products we have designed in an efficient and responsive manner. The goal is to create a flexible production system that is capable of responding to changes in the number of units on the production line or to the introduction of new vehicle models quickly and at minimal cost. This is going to help us improve the efficiency of our business operations. The monotsukuri (manufacturing) innovation has enabled us to make our product development processes more efficient, improve the way we invest in production equipment, and significantly reduce vehicle costs. We managed to achieve all that with the new-generation products and Skyactiv technology introduced in 2012 with the Mazda CX-5. In addition, our design methods based on the common architecture concept have enabled us to quickly apply the latest technologies and design features to all of our products at once. With the economies of scale Mazda has been able to achieve in its entire lineup, we can now develop and produce vehicles with high-quality basic functions at low cost. In addition to the integrated planning methods we use for the development of next-generation technologies, we are also seeking to promote highly efficient development processes with model-based development.

## Model-Based Development

As car functions continue to become more sophisticated and diverse, the structures and control systems that make those functions possible also grow more and more complex. In order to be able to continue developing such complex systems quickly and with limited resources, it is crucial that we utilize the model-based development method, which allows us to make our development processes more efficient at the planning stage. In model-based development, we first create a model of the product we are planning to develop, including the car itself, its control systems, the passengers in it, and its driving environment. Next, we use computerized simulations to plan every aspect of the development process and optimize the model efficiently. Since this development method is based on simulations that encompass the entire process from the design stage to vehicle evaluation, we have been able to reduce the amount of work related to creating part prototypes and verification tests. This method also allows us to develop sophisticated and complex new products at a fast pace and with a small amount of resources while maintaining high product quality. We have been using the model-based method to develop our Skyactiv technology, a project that started in 2006, with the goal of achieving the best fuel economy and driving performance in the world. We completely revamped the control system from its basic functions, developed the combustion system to achieve equal combustion characteristics regardless of the engine displacement, and introduced the Skyactiv-G technology to attain the highest compression ratio in the world. Our development efforts allowed us to completely remake our engines, transmissions, and vehicle bodies to deliver outstanding driving performance and fuel economy. In the future, we are going to continue developing the Skyactiv technology by using the model-based method in order to deliver driving pleasure, exceptional environmental performance, and outstanding safety to a wider spectrum of customers.

Model-based development

This method is designed to develop outstanding products by linking (1) the car, (2) its control system, (3) the passengers in it, and (4) its driving environment in a (quantified) model without using an actual full-scale vehicle.



# History

## Corporate

**1920 January** Toyo Cork Kogyo Co. Ltd. is founded in Hiroshima, Japan. Shinpachi Kaizuka becomes president
**1921 March** Jujiro Matsuda becomes president
**1927 September** Company becomes Toyo Kogyo Co., Ltd.
**1929 April** Begins manufacturing Toyo machine tools
**1931 October** Starts 3-wheeled truck Mazda-go production


President Jujiro Matsuda


Three-wheeled truck

**1932 –** Starts export of 3-wheeled trucks to Dalian, Mukden, Tsingtao, China
**1935 October** Begins production of rock drills and gauge blocks
**1945 August** Loans part of headquarters' building to Hiroshima prefecture and all functions of the prefecture office are transferred there (until July '46)
**1949 August** Restarts 3-wheeled truck exports (India)
**1951 December** Tsuneji Matsuda becomes president
**1961 July** Enters into technical cooperation with NSU/ Wankel on rotary engines
**1962 January** Begins local assembly in South Korea
**1963 March** Cumulative production reaches 1 million vehicles
**June** Begins local assembly in South Africa
**1965 January** Technical cooperation begins with Perkins Services N.V. (U.K.) on diesel engines
**May** Completes Miyoshi Proving Ground
**1966 November** Completes new passenger car plant (Ujina) in Hiroshima
**1967 March** Full-scale exports to the European market starts
**April** Establishes sales company in Australia
**1968 July** Establishes sales company in Canada
**1969 April** Begins full-scale exports of rotary engine vehicles

**1970 April** Exports to the U.S. begin
**November** Kouhei Matsuda becomes president
**1971 February** Establishes Mazda Motor of America (MMA)
**1972 October** Completes Mazda Training Center in Taibi
**December** Cumulative production reaches 5 million units
**1974 April** Completes Miyoshi diesel engine plant
**1975 January** Confirms the Mazda Corporate Mark
Begins local production in Thailand
**1977 December** Yoshiki Yamasaki becomes president
**1978 November** Cumulative production reaches 1 million units for rotary-engine cars
**1979 June** Cumulative production reaches 10 million units
**November** Enters into a capital tie-up with Ford Motor Company
**1981 December** Starts operations at Hofu transmission plant (Nakanoseki area)
Establishes Autorama (begins to supply products from October 1982)
**1982 September** Production begins at the Hofu Plant (Nishinoura district)
**1983 April** Begins local production in Colombia (establishes CCA)
**1984 May** Company is renamed Mazda Motor Corporation
**October** Establishes the Mazda Foundation
**November** Kenichi Yamamoto becomes president
**1985 January** Establishes Mazda Motor Manufacturing (USA) Corporation (MMUC), later called AutoAlliance International (AAI)
**March** Establishes Mazda Motor Corporation Beijing Representative Office
**1986 April** Cumulative production of Mazda rotary-engine vehicles reaches 1.5 million units
**December** Mazda R&D Center in Ann Arbor is completed
**1987 April** Cumulative production reaches 20 million units in Japan
**June** Mazda opens a new research center in Yokohama, Japan
**December** Norimasa Furuta becomes president
Reaches an OEM agreement for micro-mini vehicles with Suzuki Motors Co., Ltd.
**1988 May** Completes the Mazda Research and Development Center in Irvine, CA. (U.S.)
**1989 April** Establishes Mazda Eunos and Mazda Autozam dealership channels
**June** Tokyo Branch renamed Tokyo Head Office

1920 — 1930 — 1940 — 1950 — 1960 — 1970 — 1980

## Product

**1931 October** Starts sales of Mazda's first automobile, the 3-wheeled truck, Mazda-go
**1950 June** Introduces first small 4-wheeled truck, Mazda CA
**1958 April** Introduces small 4-wheeled truck Romper (later known as D-series (Mazda Kraft), E-series (Titan))
**1960 May** Introduces Mazda R360 Coupe, first 2-door passenger car for the company
**1961 February** Introduces 4-wheeled light truck B360 (later known as Porter)
**August** Introduces Mazda B-series 1500 compact pickup (later renamed Proceed)
**1962 February** Introduces Mazda Carol 600, first 4-door passenger car for the company
**1963 October** Introduces Familia 800 Van
**1964 October** Introduces Familia Sedan
**1965 May** Introduces Light bus (later known as Parkway)
**1966 May** Introduces Mazda Bongo
**August** Introduces Mazda Luce
**1967 May** Introduces Mazda Cosmo Sport (110S), first rotary engine vehicle for the company
**1969 April** Introduces 4-wheeled light truck, Porter Cab
**October** Introduces mid-size truck, Boxer

**1970 May** Introduces Mazda Capella (RX-2)
**1971 September** Introduces the Grand Familia
Introduces Mazda Savanna (RX-3)
**1972 June** Introduces micro-mini, Shante
**1975 March** Introduces Road Pacer
**October** Introduces Mazda Cosmo
**1978 March** Introduces Mazda Savanna RX-7 (RX-7)
**1980 December** 5th generation Mazda Familia (GLC/323) wins Japan Car of the Year
**1982 December** 4th Generation Capella (Telstar) wins Japan Car of the Year award
**1983 June** Introduces Mazda Bongo Brawny van and wagon series (E-series)
**1986 February** Introduces Festiva
**1987 January** Introduces Mazda Etude
**1988 October** Introduces Persona
**1989 June** Introduces Mazda Scrum (Suzuki OEM)
**September** Introduces Eunos Roadster (MX-5)
**November** Introduces Eunos 100 and Eunos 300


Cosmo Sport (110S)


Romper


Carol


Eunos Roadster (MX-5)

5th generation Familia (GLC/323)

**1990 May** Completes the European R&D Representative Office (MRE) in Germany

**December** Cumulative production reaches 25 million units

**1991 June** Mazda 787B No.55 wins the Le Mans 24-Hour endurance race, claiming the first victory for a Japanese automobile and the rotary engine


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

**November** Establishes Anfini sales channel (formerly Mazda Auto) in Japan

**December** Yoshihiro Wada becomes president

**1992 February** Full-scale production starts in Hofu Plant No.2

**April** The 'Mazda Global Environmental Charter' is adopted

**September** Starts local production in China

**1993 March** Formulates Environment-Related Activity Promotion Plan (Mazda Environmental Voluntary Plan)

**May** Cumulative production at AAI in the US reaches 1 million units

**1994 November** Mazda acquires the ISO 9002 certificate, first among Japanese auto makers

**1995 April** Cumulative production in Japan reaches 30 million units

**November** Establishes AutoAlliance (Thailand) Co., Ltd. (AAT)
(Actual operations start in February 1996)

**1996 April** Anfini dealerships renamed Mazda Anfini
Eunos dealerships integrated into Mazda Anfini or Mazda dealerships

**June** Mazda acquires ISO 9001 certification, the highest attainable quality mark in the ISO 9000 series, first among Japanese automakers
Henry D.G. Wallace becomes president

**1997 June** Inaugurates its new brand symbol, the Mazda M

**October** North American operations are streamlined
(MNAO commences operations)

**November** James E. Miller is appointed president

**December** Establishes Ethics Committee

**1998 January** Changes corporate symbol

**March** Consolidates European business (MME commences operations)

**April** Formulates Product Philosophy

**May** AAT starts production

**August** Establishes Mazda Motor Logistics Europe N.V. (MLE)

**September** Hofu Nishinoura plant acquires ISO 14001 certification

**December** AAT commences exports

**1999 June** Cumulative production at AAI reaches 2 million units
Mazda reaches an agreement with Mitsubishi to supply small commercial vehicles to Mitsubishi

**September** Entire Hofu Plant obtains environmental ISO certification

**December** Mark Fields becomes president

AutoAlliance (Thailand) Co., Ltd. (AAT) Mazda Motor Logistics Europe N.V. (MLE)

## 1990

**1990 January** Introduces Mazda MPV

**April** Introduces Eunos Cosmo

Eunos Cosmo

1st generation MPV

**September** Introduces Autozam Revue (121)

**1991 May** Introduces Mazda Sentia (929)

**June** Introduces Eunos Presso and Autozam AZ-3

**October** HR-X hydrogen rotary engine concept car is shown at the Tokyo Motor Show
Introduces Mazda Cronos

**November** Introduces Anfini MS-6 and Anfini MS-9

**1992 January** Introduces Mazda MX-6 to the Japanese market

**February** Introduces Eunos 500 (Xedos 6)

**March** Introduces Anfini MS-8

**May** Introduces Autozam Clef

**October** Introduces Autozam AZ-1

**November** Develops a passenger car with a natural gas engine

**1993 January** Electric-powered vehicles based on the Mazda MX-5 are developed

**April** Develops Miller-cycle engine

**September** Introduces Mazda Lantis (323F)

**October** Introduces Eunos 800 (Xedos 6)

**1994 February** Mazda develops a compressed natural gas-powered truck (Titan base)

**September** Introduces Mazda AZ-Wagon (Suzuki OEM)
Introduces Mazda Familia Van (Nissan OEM)

## 1995

**1995 February** Introduces Mazda Proceed Levante

**June** Introduces Mazda Bongo Friendee

**1996 August** Introduces Mazda Demio

**October** Mazda Demio receives RJC New Car of the Year award

**1997 December** Mazda develops the Mazda Demio FCEV, fuel-cell electric vehicle

**1998 May** Introduces Mazda Bongo EV, electric vehicle

**October** Introduces AZ-Offroad (Suzuki OEM)
Introduces Carol (Suzuki OEM) (4th generation)

**1999 March** Introduces Mazda Laputa (Suzuki OEM)

**April** Develops aldehyde remover, Life Breath
Introduces Mazda Premacy

Mazda Bongo Friendee

1st generation Demio (Mazda2)

1st generation Premacy (Mazda5)

# History

## Corporate

**2000 April** Mazda participates in a government supported joint project to test run fuel cell vehicles

**June** All Mazda plants in Japan acquire ISO 14001 environmental management certification

**July** Introduces a website for the media
Establishes brand DNA common to all passenger cars

**August** AAT-produced pickup trucks reach 100,000 units

**November** Announces mid-term plan, Millennium Plan

**2001 January** Mazda expands use of recycled materials made from end-of-life bumpers

**February** Introduces the 'build-to-order' system, a first in Japan

**September** Closes Ujina Plant No.2 (until May 2004)

**2002 January** Cumulative production volume at Hofu Plant reaches 5 million units
Completes Nakasatsunai Proving Ground in Hokkaido
Commences production of MZR engines

**March** Opens company day-care center

Company day-care center

**April** Introduces new brand message 'Zoom-Zoom'

**May** Enhances corporate governance by taking measures such as the introduction of an executive officer system

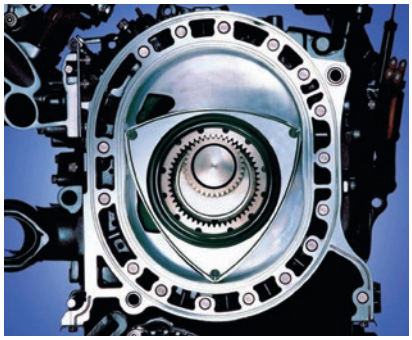
**June** Lewis Booth becomes president

**August** Sells auto leasing business to SB Auto Leasing Company

**September** Transfers business in subsidiary Mazda Earth Technologies Co., Ltd. to Sandvik Tamrock Japan Co., Ltd.

**December** Mazda establishes Management Advisory Committee to further enhance corporate governance

**2003 January** Begins production of RENESIS rotary engine
Starts production of Mazda6 at FAW Car Company in China
Starts production of the Mazda2 in Europe at the Ford Valencia plant (ends June 2007)



RENESIS

**July** Mazda and Isuzu agree on OEM supply of Isuzu small truck

**August** Hisakazu Imaki becomes president

## 2000

## 2003

## Product

**2000 July** Mazda Roadster is recognized as the world's top selling lightweight open-top two-seater sports car model by the Guinness World Records (565,779 production units)

**October** Introduces Titan Dash

**November** Introduces Tribute

Tribute

**2001 February** Develops a new fuel-cell electric vehicle, Premacy FC-EV. First test run on public roads in Japan

**December** Develops high-strength plastic technology for new module carriers

**2002 February** Introduces Mazda Spiano (Suzuki OEM)

**May** Introduces Mazda Atenza (Mazda6)

1st generation Atenza (Mazda6)

**July** Minimizes environmental impact with semi-dry machining process
Develops world's first environmentally friendly painting technology

**November** Mazda Atenza wins RJC New Car of the Year award

**December** Begins public road trials of Advanced Safety Vehicle (ASV)

**2003 February** Mazda introduces a world first aluminum joining technology using friction heat

**April** Mazda develops an impact-absorbing hood

**May** Develops an emissions reduction technology for diesel engines where the particulate matter is reduced by over 75% compared to the current model

**June** Mazda's RENESIS engine wins International Engine of the Year award

**September** Mazda develops a new paint stripping technology for recycling bumpers which removes 99.9% of paint to produce high quality material for new bumpers

**October** Introduces Mazda Axela (Mazda3)


1st generation Axela (Mazda3)

**November** RENESIS rotary engine named RJC Technology of the Year
Mazda RX-8 wins RJC Car of the Year award

**December** Mazda6 named Car of the Year in China

**2004 February** Starts sales of micro-mini vehicles in all dealership networks and expands cross-channel offerings of registered vehicles

**April** Ends production at the Hiroshima plant's F Plant to strengthen its production system

**May** Commences operations at retooled Ujina Plant No.2

**September** Transfers all shares in Mazda Car Rental Corporation

**December** Ujina Plant No.1 fire

**2005 February** Hydrogen fueling station opens
Celebrating Mazda's 85th anniversary, the newly-renovated Mazda Museum opens

Mazda Museum

**April** Commences an advanced automobile technology research project with the Hiroshima University Graduate School Engineering Research Dept.
Operation of Ujina Plant No.1 paint line recommences

**August** Opens China Engineering Support Center

## 2004

**2004 May** Mazda's RENESIS wins 2.5-3.0 liter category of International Engine of the Year for second year running

**June** Introduces Mazda Verisa


Verisa

**October** Starts public road testing of the RX-8 Hydrogen RE vehicle

**November** Mazda's Three Layer Wet Paint technologies wins the Minister of Environment Award for prevention of global warming

**2005 March** Bumper-to-bumper recycling technology is introduced to produce new bumpers for the RX-8

**April** Mazda resumes Ujina Plant No.1 paint shop operations with the new state-of-the-art Three Layer Wet Paint system installed

**June** Develops world's first steel-to-aluminum friction spot welding technology

**November** 3rd generation Mazda Roadster wins Japan Car of the Year

3rd generation Roadster (MX-5/Miata)

**2006 January** Mazda and Mitsubishi Corporation establish new energy supply company for Japan operations

**February** Starts production of Mazda3 at Changan Ford Mazda Automobile plant in Chongqing

**April** Mazda Autozam sales channel in Japan cumulative sales reach 1 million units

**May** Holds opening ceremony for Mine Proving Ground


Opening ceremony for Mine Proving Ground

**July** The car-carrying vessel, Cougar Ace, becomes stricken at sea

**2007 March** Announces new Mazda Advancement Plan mid-term business plan
Sets long-term vision for technology development: Sustainable Zoom-Zoom

**April** Starts engine mass production at the Changan Ford Mazda Automobile Co., Ltd. (Nanjing)

**May** Receives certification of the Japanese Government's Kurumin mark
Celebrates the 40th anniversary of the Rotary Engine vehicle

**July** Marks 40 million units of cumulative vehicle production in Japan
AAT celebrates 1 million units of production
Achieves mixed production of V6 and in-line four-cylinder engines
Mazda Enhances Green Distribution System Between Hiroshima and the Tokai District

**October** Changan Ford Mazda Automobile Nanjing Plant commences production of the new Mazda2

## 2006

**2006 February** Begins commercial leasing of world's first rotary hydrogen vehicle (RX-8 Hydrogen RE)


RX-8 Hydrogen RE

**May** Mazda develops high-strength heat-resistant bioplastic for interior parts with Hiroshima area partners

**November** Mazda MPV 2.3L DISI turbo engine vehicle wins the Chairperson's Award of the Eco-Products Awards Steering Committee

**December** Introduces Mazda CX-7 to the Japanese market

CX-7

**2007 September** Develops world's first biofabric made with 100% plant-derived fiber for vehicle interior

**October** Develops world-first catalyst material structure for autos using single-nanotechnology

**November** 3rd generation Mazda Demio wins RJC Car of the Year award
Participates in Norwegian National Project, HyNor, by providing hydrogen cars to Norway from summer 2008

# History

## Corporate

**2008 February** Receives Japan's first Human Rights Merit Award

**March** Forms strategic alliance in auto financing business in Japan

**April** Launches the environment management system 'Eco-action 21' among Japanese distributors

**June** Launches new Global Visual Identity to express the company's brand identity
Announces plan to reduce $CO_2$ emissions
Announces plan to improve vehicle fuel economy 30% by 2015

**July** Establishes Mazda Parts Co., Ltd. in Japan

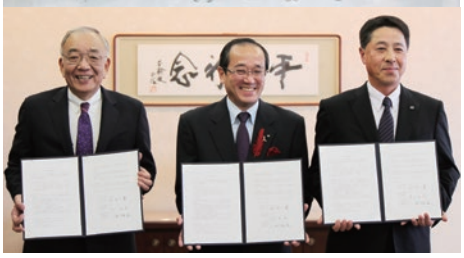
**September** Commences vehicle transport on the Trans-Siberian Railroad

**October** Mazda Museum welcomes 1 millionth visitor

**November** Takashi Yamanouchi becomes president

**December** Obtains naming rights for the new Hiroshima baseball stadium and names the stadium Mazda Zoom-Zoom Stadium Hiroshima

Ceremony for the 1 millionth visitor to Mazda Museum

Ceremony held after being granted naming rights for the new Hiroshima baseball stadium

**2009 March** Opens training centers in Beijing, Shanghai and Shenzhen

**April** Increases capital investment from 25% to 40% in FAW Mazda Motor Sales Co. Ltd (FMSC)

**July** Inaugurates new passenger car plant at AutoAlliance Thailand (AAT)

## 2008

## 2009

## Product

**2008 January** Conducts ITS test on public roads as part of a Hiroshima prefecture industry-academic-government group
Realizes Japan first rear vehicle monitoring system

**March** 3rd generation Mazda2 wins World Car of the Year award
Starts public test driving of the Advanced Safety Vehicle, ASV

**June** Starts industry-academia-government collaboration to realize non-food-based bioplastics by 2013
Gains government approval to begin public road tests in Japan for the Mazda Premacy Hydrogen RE Hybrid


Mazda Premacy Hydrogen RE Hybrid (Delivered to Hiroshima City, Hiroshima Prefecture)

**July** Introduces new Mazda Biante

**September** Develops a unique idling stop system using direct injection engine technology
Develops plastic molding technology which reduces consumption of plastic resins by 30%

1st generation Biante

**2009 January** Cuts precious metal usage 70% with new single-nanocatalyst

**February** Participates in 'ITS-Safety 2010' combined road trials

**March** Develops world-first automated recycling technology for end-of-life vehicle bumpers
Becomes first Japanese automaker to develop a urea SCR system for cars
Begins commercial leasing of world's first hybrid rotary hydrogen vehicle, Premacy Hydrogen RE Hybrid

**June** Succeeds in developing world's lowest environmental impact water-based paint system, Aqua-tech, and launches it in Ujina Plant No.1

**November** Mazda i-stop wins RJC Technology of the Year award
Mazda Axela and Mazda Biante with i-stop win Eco-Products Award in Japan
Provides Demios as the base architecture for the electric vehicle test project, Tsukuba Environmental Style Test Project


2nd generation Axela (Mazda3) Sport

**2010 March** Agrees to hybrid system technology license with Toyota Motor Corporation

**April** A joint program by Mazda Foundation and Hiroshima University, Science Waku-Waku project wins the 2010 Ministry of Education, Culture, Sports, Science and Technology award

**September** Joins Hiroshima Moritsukuri Forum. Begins forest conservation activities in the local community through Mazda no Mori (Mazda Forest)

**2011 January** Nissan and Mazda agree on new OEM contract with Nissan

**February** Mazda and Hiroshima University sign comprehensive cooperation agreement

**June** Establishes vehicle production facility in Mexico and sales company in Brazil with Sumitomo
Implements outside director system

**October** Mazda and Sumitomo Corporation hold groundbreaking ceremony to mark start of construction of the new plant in Mexico
Local assembly of Mazda2 begins at Vina Mazda's new plant in Vietnam


Mexico plant "MMVO"

## 2010

**2010 September** Announces new design theme Kodo - Soul of Motion

Mazda Shinari

**October** Announces next-generation Skyactiv technology

**2011 February** Builds 900,000th Roadster/MX-5, applies to Guinness World Records to update record for best-selling two-seat sports car

**May** Mazda3/Axela global production reaches 3 million units

**June** Launches Demio with highly-efficient direct-injection SKYACTIV-G 1.3 gasoline engine

**September** Launches second SKYACTIV model in Japan, Axela (Mazda3)

**November** Launches final special edition of the RX-8; Mazda RX-8 SPIRIT R
New engine SKYACTIV-G 1.3 wins RJC Technology of the Year Award
Develops brake energy regeneration system for a passenger car that uses a capacitor

**2012 January** Completes new wing of the Mazda Hospital (in-patient ward)

**May** Begins discussions with Fiat regarding development and production of new open-top two-seater sports car

**July** Increases production capacity of SKYACTIV-G and SKYACTIV-D engines to 800,000 units per annum

**September** Established Mazda SOLLERS, a local production company in Russia in partnership with Sollers
Mazda and Malaysia's Bermaz establish joint venture company Mazda Malaysia

**November** Reached agreement with Toyota to produce Toyota vehicles at new plant in Mexico

**2013 January** Signed agreement with Fiat to produce a new Alfa Romeo

**April** Takashi Yamanouchi, then president and CEO is awarded Mexico's Order of the Aztec Eagle

**June** Masamichi Kogai becomes President

**July** Begins construction of new transmission plant in Thailand

**August** Announces addition of engine machining factory to Mexican plant
Announces increase in production capacity for SKYACTIV engines in Japan to 1 million units
Hofu Plant builds ten millionth car
Establishes a new national sales company in South Africa
Obtains naming rights for Hiroshima baseball stadium, keeps name Mazda Zoom-Zoom Stadium Hiroshima

## 2012

**2012 February** Launches Mazda CX-5, a new crossover SUV which adopts the full range of SKYACTIV technologies and advanced safety technology, Smart City Brake Support

All-new CX-5

**June** Launches Mazda Flairwagon micro-mini, an OEM vehicle from Suzuki

**October** Begins leasing the Demio EV (electric vehicle)

**November** The Mazda CX-5 with SKYACTIV-D 2.2 wins Car Technology of the Year award from Japan Automotive Hall of Fame
Launch of 3rd generation Atenza (Mazda6) featuring advanced safety technology, i-ACTIVSENSE
Mazda CX-5 wins the 2012-2013 Car of the Year Japan

**2013 January** Launched upgraded Premacy

**May** Launched upgraded Biante

**September** Mazda Atenza ASV-5 advanced safety vehicle begins trials on public roads

**November** Launches 3rd generation Mazda3 (Axela)
3rd generation Atenza (Mazda6) wins Emotional Award of 2013-2014 Car of the Year Japan
3rd generation Atenza (Mazda6) wins RJC Car of the Year

3rd generation Atenza (Mazda6)

# History

## Corporate

### 2014

**2014 January** Production starts at new plant in Mexico

**February** Opening ceremony for new plant in Mexico

**March** Production of all-new Mazda3 begins in Thailand

**April** Production of all-new Mazda6 and all-new Mazda3 begins in China

**May** Construction of (Mazda-exclusive) vehicle assembly plant is completed in Malaysia
Operations begins at new national sales company in Columbia

Opening ceremony at the assembly plant in Malaysia

**June** Accumulated production volume of Axela (Mazda3) for driving schools reaches 10,000 units

**July** Operations begin at new national sales company in Taiwan
Production of all-new Mazda2 (Demio) begins at Hofu Plant
Announces new-generation dealership in Japan
Announces production capacity increase for SKYACTIV transmissions at Hofu (Nakanoseki)

**August** Mazda Technology for Kids receives Prime Minister's Award in Kids Design Awards 2014

**September** Production of all-new Mazda2 begins in Thailand
Mazda renews headquarters' lobby

**October** Production of all-new Mazda2 begins in Mexico
Mazda vehicles now available in all ten ASEAN member countries

### 2015

**2015 January** Mazda starts production at new transmission plant in Thailand

**May** Toyota and Mazda team up to make cars better
Hiroshima Industry-University-Government Collaboration Promotion Conference on Automobile Sector

**July** Mazda starts production of freshened Mazda BT-50 in Thailand

BT-50

**September** Mazda's Miyoshi Proving Ground celebrates 50th anniversary

**November** Aqua-tech Paint System wins Prime Minister's Prize of the 6th Monotsukuri Nippon Grand Award

**December** Ranked number one in the Corporate Average Fuel Economy of the EPA's (US Environmental Protection Agency) Fuel Economy Trends Report for the third consecutive year

## Product

### 2014

**2014 February** Global production of Mazda3 (Axela) reaches 4 million units

**April** Global production of SKYACTIV models reaches one million units

**September** World premiere of all-new Mazda MX-5 (Roadster)
Pre-sale orders for all-new Demio (Mazda2) begin in Japan

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

**October** All-new Demio (Mazda2) wins 2014-2015 Car of the Year Japan

**November** All-new Demio Wins Good Design Gold Award 2014 in Japan
SKYACTIV-D 1.5 awarded 11th Eco-Products Award

Demio

**December** Mazda6 global production reaches 3 million units

### 2015

**2015 January** Mazda releases updated Mazda Atenza and Mazda CX-5

**February** Mazda CX-3 goes on sale in Japan

All-new CX-3

**March** Three New Mazdas capture 2015 Red Dot Awards

**May** All-new Mazda Roadster goes on sale in Japan

**June** Mazda Introduces Digital Owner's Manuals Starting with All-New Roadster in Japan
Mazda participates in 2015 Goodwood Festival of Speed

**July** Adaptive LED Headlight wins the 9th Kids Design Award

**September** Mazda to Unveil Mazda KOERU Concept at Frankfurt Motor Show
Mazda receives German Design Awards in three categories

**October** Mazda Reveals Mazda RX-VISION Concept at Tokyo Motor Show

Mazda RX-VISION

**November** 4th generation Mazda Roadster wins Car of the Year award from Japan Automotive Hall of Fame
World premiere of the CX-9, a new 3-row seating mid-size crossover SUV, at the Los Angeles Auto Show

**December** 4th generation Mazda Roadster wins Japan Car of the Year
Global production of new-generation products reaches three million units

**2016 January** Opens Mazda Brand Space Osaka

Mazda Brand Space Osaka

**February** Strengthens the domestic sales structure by further improving brand value

**April** Starts global roll-out of Aqua-tech Paint System

**May** Wins the 8th Japan Marketing Award

**June** Mazda and Nishikido begin sales of assorted Momiji manju cakes in package commemorating one million MX-5s produced
Starts collaborative research with the University of Hyogo

**July** Mazda and Isuzu agree on OEM supply of Isuzu next-generation pick-up trucks

**August** Announces increase in engine production capacity at Thai powertrain plant

**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
Ranked number one in the Corporate Average Fuel Economy of the EPA's Fuel Economy Trends Report for the fourth consecutive year

**December** Starts production of CX-3 at Hofu Plant

Vehicle representing the one-million unit mark in the Roadster (MX-5/Miata) production

## 2016

**2016 January** Mazda RX-VISION selected as the most beautiful concept car in France

**February** Production of all-new Mazda CX-9 begins

CX-9

**March** Announces plans for sponsorship of 2016 motor sport events
World premiere of MX-5 RF retractable hard roof model
4th generation Mazda Roadster wins World Car of the Year and World Car Design of the Year

**April** World premiere of CX-4, an all-new crossover SUV
Global production of Roadster reaches one million units

**May** Global production of Mazda3 (Axela) reaches five million units
CX-3 wins the JNCAP Five Star Award with the highest score for 2015
Combustion chamber structure of SKYACTIV-D wins the Imperial Invention Prize of the 2016 All-Japan Invention Awards

**July** Mazda3 (Axela) is updated
Announces SKYACTIV-VEHICLE DYNAMICS, a new-generation vehicle motion control technology

**August** Mazda6 (Atenza) receives product update
G-Vectoring Control and automatic brake technology win the 10th Kids Design Award

**2016 October** Production of MX-5 RF begins
Announces product updates for CX-3 and Mazda2 (Demio)

**November** Mazda MX-5 (Roadster) RF debuts in Japan
World premiere of all-new CX-5 at Los Angeles Auto Show
Announces of new body color Soul Red Crystal
CX-4 wins 2017 Chinese Car Design of the Year award for the first time

**December** Axela (Mazda3) achieves the highest rank "ASV++" in the 2016 Japan New Car Assessment Program
Roadster (MX-5/Miata) RF wins the 2016 Auto Color Award
Mazda CX-5 Goes on Sale in Japan

Mazda MX-5 (Roadster) RF

# History

## Corporate

### 2017

**2017 February** Recognized as a Certified Health and Productivity Management Organization - White 500

**March** Production of all-new CX-5 confirmed at Hofu Plant
Announces the standardization of the "i-ACTIVSENSE" advanced safety technology

**August** Toyota and Mazda sign an agreement to enter a business and capital alliance
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
Mazda enhances its production system in Malaysia
— Assembly of the new CX-5 starts at the local plant in August —
Mazda, Denso, and Toyota enter a joint agreement to develop electric vehicle technologies

### 2018

**2018 January** Mazda and Toyota build a new joint factory in Alabama, U.S.A.
— A 1.6-billion-dollar investment is made and approximately 4,000 workers are employed in order to start the operation in 2021 —
Opens an engine machining plant at Mazda's Thai powertrain plant
— Engine production capacity in Thailand to reach 100,000 units per year —
Mazda signs the United Nations Global Compact initiative

**March** Mazda and Toyota establish a new joint enterprise in the U.S.A. under the name Mazda Toyota Manufacturing, U.S.A., Inc.
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

**May** Mazda marks 50 million units of cumulative vehicle production in Japan

Marks 50 million units of cumulative vehicle production in Japan

**June** Mazda joins the Hiroshima "Your Green Fuel" Project

**October** Mazda ranked number one in the Corporate Average Fuel Economy of the EPA's Fuel Economy Trends Report for the fifth consecutive year
Mazda announces its technological strategy, combining electric vehicle and connectivity technologies for the production of cars that can revitalize both the human mind and body

## Product

### 2017

**2017 March** CX-3 wins the Thailand Car of the Year 2016 award
"SOUL of MOTION" fragrance representing the "Kodo - Soul of Motion" design wins the golden iF Design Award 2017 (packaging discipline) in Germany

**April** Launches Demio (Mazda2) with advanced safety technology as standard equipment
First stage in the standardization of "i-ACTIVSENSE," all models classified in the "Safety Support Car S (Sapo Car S/Basic)" category
MX-5 RF wins the 2017 Red Dot: Best of the Best award in Germany

**June** CX-3 passes the Worldwide harmonized Light duty driving Test Cycle (WLTC)
Adds a gasoline engine model to the CX-3 lineup

**July** All the Mazda target models included in the IIHS safety test in the United States are given the highest "2017 Top Safety Pick+" ranking

**August** Updates the Axela (Mazda3) models - introduces the "360° View Monitor"

**September** A new crossover SUV with three seat rows
Mazda CX-8 goes on sale

CX-8

**October** Mazda unveils its concept models, Mazda KAI CONCEPT and Mazda Vision-Coupe, at Tokyo Motor Show in front of a global audience

**November** Mazda installs a front grille on Mazda CX-5 made from eco-friendly high-quality bioengineered plastic

### 2018

**2018 February** Mazda Vision-Coupe selected as the most beautiful concept car in France
SKYACTIV-X next-generation gasoline engine receives the Q Global Tech Award in Italy
Kodo design - Car-Making Philosophy behind the Mazda Brand wins the METI Minister's Prize of the 7th Monotsukuri Nippon Grand Award

**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

**May** Mazda CX-8 wins the JNCAP Five Star Award with the highest score for 2017
— Receives the highest JNCAP score in both the preventive safety performance assessment and collision safety performance assessment —
Mazda's Aqua-tech Paint System that utilizes water-based paints for vehicles receives the Invention Prize at the 2018 All-Japan Invention Awards

**October** Mazda develops G-Vectoring Control Plus (GVC Plus), a vehicle motion control technology
Mazda participates at the Tokyo Midtown DESIGN TOUCH 2018 exhibition
— A fusion of Mazda Vision-Coupe, a next-generation vision design model, and works of art —

■**Updates**

Updates on Directors, Officers and Auditors and Company Profile can be accessed at the following

http://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
http://www.mazda.com/csr/download/

Annual Report

Mazda's annual report for investors
http://www.mazda.com/investors/library/annual/


# Mazda Motor Corporation

**Published by: Corporate Communications Division**

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Publication date: November 2018

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