

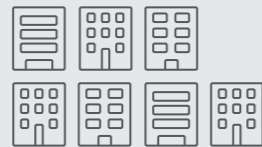
Founded

January 30, 1920



Consolidated Subsidiaries

70



Equity Method Applied Companies

18



Employees

Consolidated:
49,785



Unconsolidated:
23,207



Capital

284.0 billion yen

Net Sales

2,882.1 billion yen

Operating Income

8.8 billion yen

Net Income Attributable to Owners of the Parent

-31.7 billion yen

Overview of Business Operations

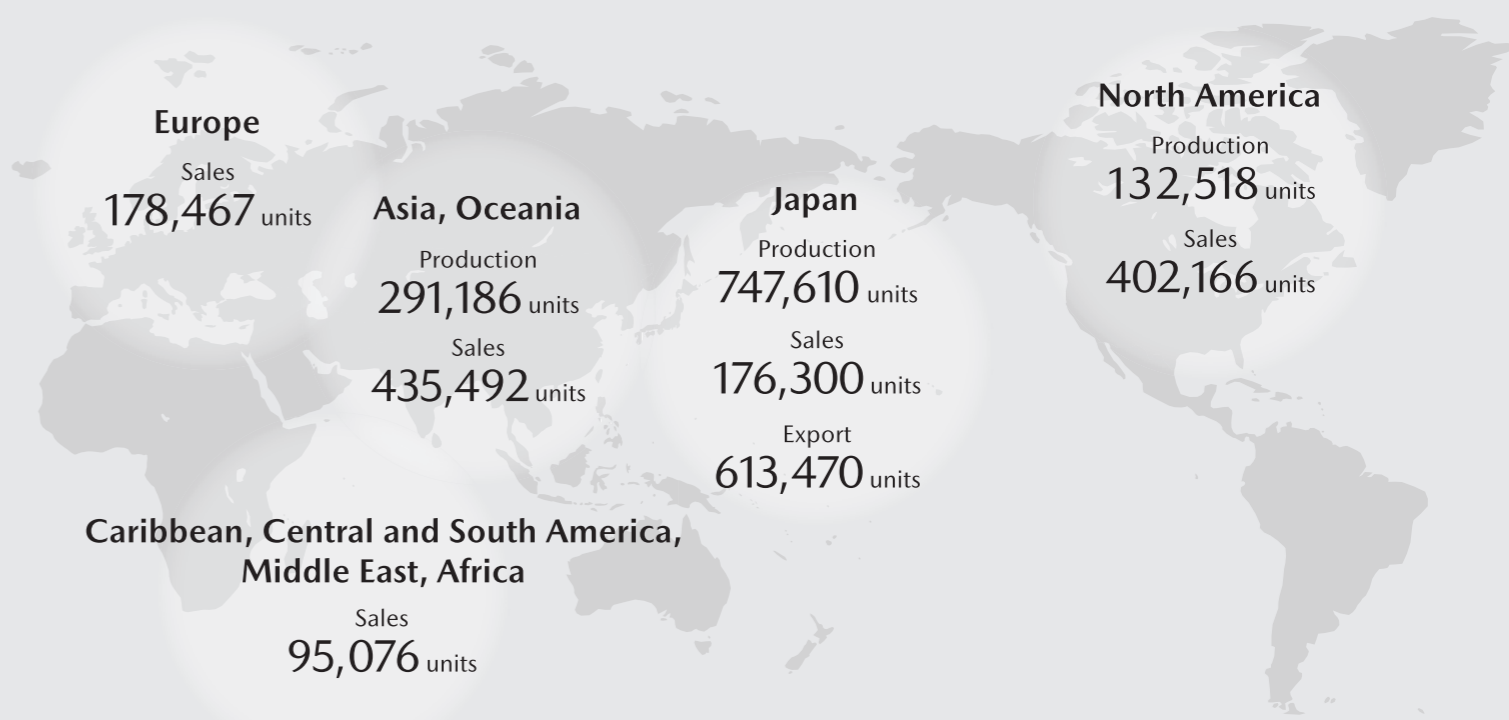
Sales in more than
130
countries and regions



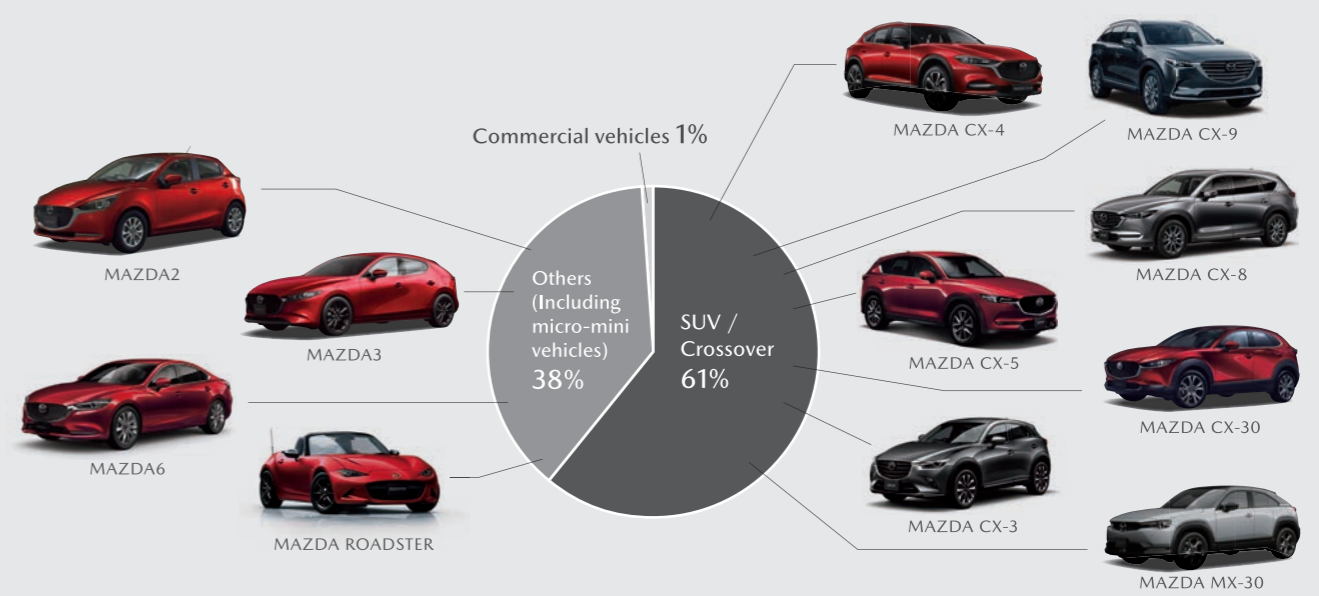
Global production
1,171,314 units



Global sales
1,287,501 units



Global Sales by Model



Contents

Mazda Profile
 MAZDA AT A GLANCE..... 01
 Company Profile 02
 Summary of Consolidated Financial Statements 04
 List of Directors, Officers and Audit & Supervisory Board Members 06
 Major Affiliates 08
 Car Lineup..... 10

Mazda's Global Business
 History of Mazda's Global Operations 14
 Japan 16
 North America 20
 Europe 22
 Asia, Oceania 24
 Caribbean, Central and South America, Middle East, Africa 28

History of Mazda
 History 30