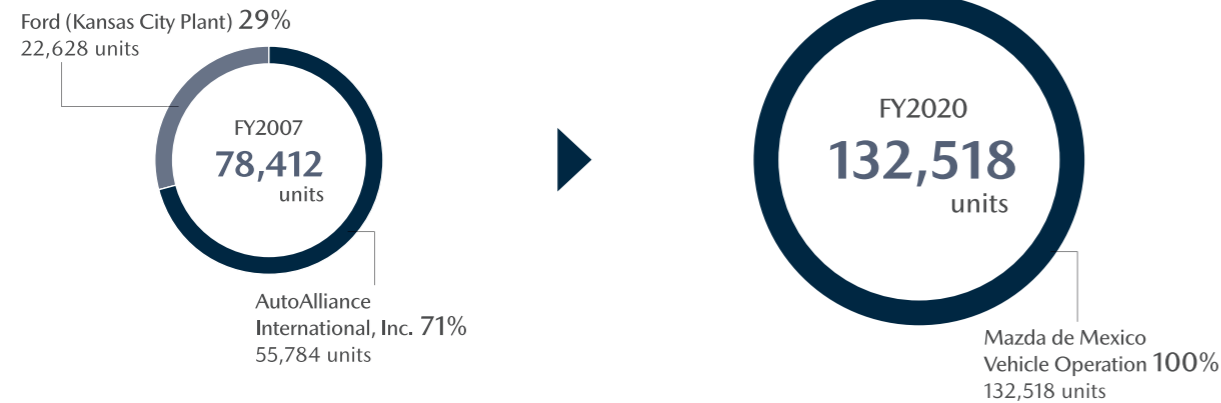
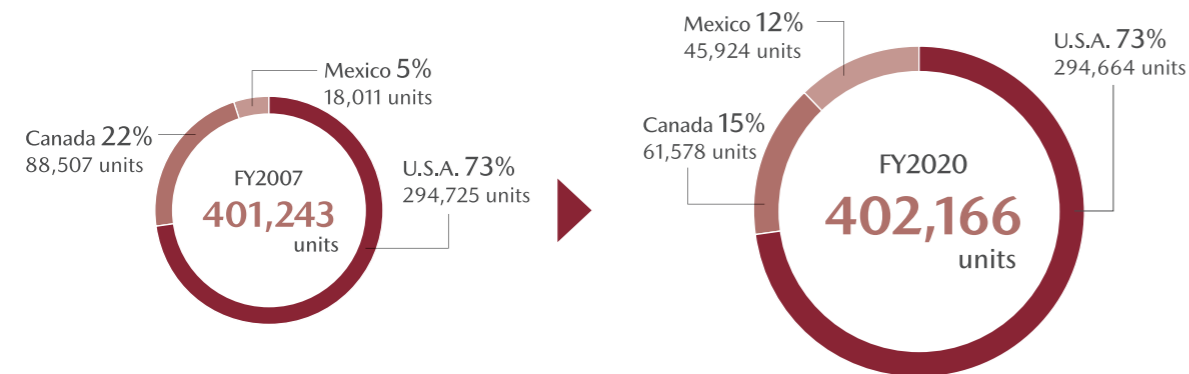


Activities by Region / North America (As of March 31, 2021)

Mazda Vehicle Production



Mazda Sales



Regional Headquarters

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

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

R&D Sites

Country/region	Plant	Location	Activities
U.S.A.	Mazda North American Operations (MNAO)*	Irvine, California	<ul style="list-style-type: none"> Technology and market trend studies in the North American market Design development for the North American market Evaluation of product conformity with North American market standards
		Flat Rock, Michigan	

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



Mazda de Mexico Vehicle Operation (MMVO)



Mazda North American Operations (MNAO)

Production Facilities

Country/region	Plant	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
Mexico	Mazda de Mexico Vehicle Operation (MMVO)*	Salamanca, Guanajuato	January 2014	5,200	Mazda2, Mazda3, CX-30	Mazda 100%

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

History of MMVO

2011	2014	2015	2017	2018	2019	2020
September Established MMVO together with Sumitomo Corporation October Held the groundbreaking ceremony	January Started production of Mazda3 February Held opening ceremony	July Started double shift operation October <ul style="list-style-type: none"> Started production of Mazda2 Started operations at engine machining factory Announced plans to increase yearly production capacity to 250,000 units by FY 2015 	April Started production of SKYACTIV-G 2.0, SKYACTIV-G 1.5, and SKYACTIV-D 1.5 June Started production of compact car for Toyota Motor Corporation	January Started the production of SKYACTIV-G 2.5 May Started the production of Mazda2 (sedan)	January Started production of new Mazda3 model September Started production of CX-30	November Mazda and Sumitomo Agree to Transfer Shares of MMVO

Mazda Vehicle Production

Country/region	Plant	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)
U.S.A.	AutoAlliance International, Inc.	55,784	56,080	39,152	44,875	47,101	19,101	—
	Ford (Kansas City Plant)	22,628	10,846	10,129	7,725	1,523	—	—
Mexico	Mazda de Mexico Vehicle Operation	—	—	—	—	—	—	10,007

Country/region	Plant	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)	FY2020 ('20.4-'21.3)
U.S.A.	AutoAlliance International, Inc.	—	—	—	—	—	—	—
	Ford (Kansas City Plant)	—	—	—	—	—	—	—
Mexico	Mazda de Mexico Vehicle Operation	140,089	213,088	195,148	180,445	168,694	131,350	132,518

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

Distributors

Country/region	Plant	Location	Established	Number of employees	Investment ratio
U.S.A.	Mazda Motor of America, Inc.	Irvine, California	February 1971	913	Mazda 100%
Canada	Mazda Canada, Inc.	Richmond Hill, Ontario	July 1968	181	Mazda 100%
Mexico	Mazda de Mexico Sales & Commercial Operation*	Centro de la Ciudad Santa Fe, Mexico City	December 2004	80	Mazda 100%

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

Number of Distributors and Dealerships

Market	Number of markets	Distributors	Dealerships
U.S.A.	1	1	548
Canada	1	1	163
Mexico	1	1	61

Mazda Sales

Market	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)
U.S.A.	294,725	240,055	209,913	238,184	267,891	273,307	283,721
Canada	88,507	81,253	75,048	75,055	71,783	72,136	69,685
Mexico	18,011	22,303	18,894	26,473	30,071	25,283	34,759

Market	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)	FY2020 ('20.4-'21.3)
U.S.A.	305,788	305,783	302,195	304,394	287,163	275,389	294,664
Canada	71,582	71,032	71,323	74,658	71,613	63,838	61,578
Mexico	45,366	58,917	53,448	54,744	61,084	56,814	45,924