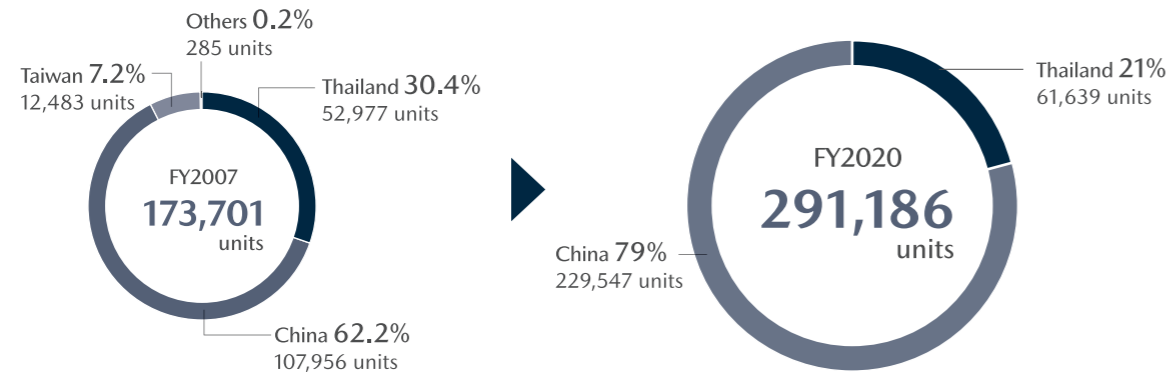
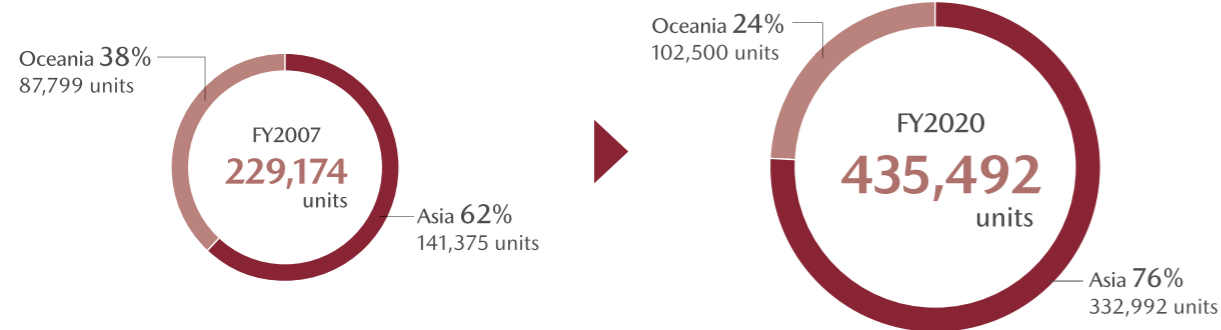


Activities by Region / Asia, Oceania (As of March 31, 2021)

Production Volume



Sales volume



Regional Headquarters

Country/region	Company name	Location	Established	Number of employees	Primary business	Investment ratio
Thailand	Mazda South East Asia, Ltd. (MSEA)	Bangkok	August 2005	-	Overall management of business in the ASEAN region	Mazda 100%
China	Mazda Motor (China) Co., Ltd. (MCO)	Pudong New District, Shanghai	January 2005	96	Overall management of business in China	Mazda 100%
	Mazda Motor (China) Co., Ltd. Beijing Branch (MCO-Beijing)	Chaoyang District, Beijing	November 2007		Branch Office of MCO	-
	Mazda Motor (China) Co., Ltd. China Engineering Support Center (MCO-CESC)	Jiading District, Shanghai	August 2005		Branch Office of MCO / Workshops, market research and technology studies for the Chinese market, as well as technical support in the region	-

R&D Sites

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

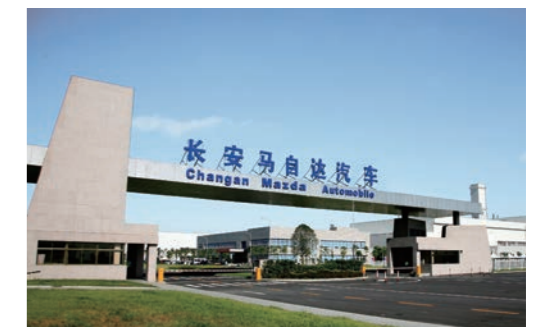
Production Facilities

Country/region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
Thailand	AutoAlliance (Thailand) Co., Ltd. (AAT)	Rayong Province	May 1998 (Established in November 1995)	5,480	Mazda2, Mazda3, CX-3, CX-30	Mazda 50% Ford 50%
	Mazda Powertrain Manufacturing (Thailand) Co., Ltd. (MPMT)	Chonburi Province	January 2015	854	Transmission and engines for vehicles	Mazda 100%
China	China FAW Corporation Limited (FAW)	Changchun, Jilin Province	March 2003	-	Mazda6, CX-4	Local 100%
	Changan Mazda Automobile Co., Ltd. (CMA)	Nanjing, Jiangsu Province	October 2007	2,763	Mazda3, CX-30, CX-5, CX-8	Changan Automobile 50% Mazda 50%
	Changan Mazda Engine Co., Ltd. (CME)	Nanjing, Jiangsu Province	April 2007 (Established in September 2005)	1,031	Engines for vehicles	Changan Automobile 50% Mazda 50%
Vietnam ¹	Thaco Mazda Automobile Manufacturing Company	Nui Thanh District, Quang Nam Province	October 2011	-	Mazda3, Mazda6, CX-5, CX-8	Local 100%
Malaysia ¹	Mazda Malaysia Sdn. Bhd. (MMSB)	Shah Alam, Selangor	Established in September 2012 ²	131	CX-5, CX-8	Mazda 70% Local 30%

¹ Assembly only (Volume is not disclosed) ² New plant established in May 2018



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



Changan Mazda Automobile Co., Ltd. (CMA)

History of AAT

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

History of FAW

2003	2014	2016	2020
April Started production of 1st-generation Mazda6	April Started production of Mazda6	March Started production of CX-4	June Made China FAW Corporation Limited (FAW) the outsourcing company instead of FAW Car Co., Ltd. (FCC)

Activities by Region / Asia, Oceania (As of March 31, 2021)

History of CMA

2001	2005	2006			
April Changan Ford Automobile Co., Ltd. (CAF) established by Changan Automobile and Ford	January • Obtained approval from the government to build a vehicle production plant in Nanjing as the second CAF plant • Mazda announced plans to join the project by investing in CAF	February Production of Mazda3 started at the CAF Chongqing Plant. March • A three-company joint venture created after Mazda's investment in CAF • Equity ratio: 50% (Changan Automobile), 35% (Ford), and 15% (Mazda) • New company named Changan Ford Mazda Automobile Co., Ltd. (CFMA)			
2007	2008	2010	2011		
September Completion ceremony held at the CFMA Nanjing Plant October The production of Mazda2 started at the CFMA Nanjing Plant	February Capital investment in CFMA increased (Capital: 293,440,000 USD → 351,440,000 USD)	May Moved production of Mazda3 from Chongqing Plant to Nanjing Plant.	August • Increased production capacity at CFMA Nanjing Plant. • Started production of 2nd-generation Mazda2		
2012	2013	2014	2018	2019	2020
November Established Changan Mazda Automobile Co., Ltd. (CMA)	June Started the production of CX-5	April Started the production of Mazda3	April Started the production of CX-8	August Started production of new Mazda3	April Started production of CX-30

Mazda Vehicle Production

Country/region	Company name	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)
Thailand	AutoAlliance (Thailand) Co., Ltd.	52,977	38,711	39,775	95,657	76,185	120,746	77,351
China	China FAW Corporation Limited (FAW)	107,956	105,998	198,725	240,301	196,885	157,934	190,555
	Changan Mazda Automobile Co., Ltd. (CMA)							
Taiwan	Ford Lio Ho Motor Co., Ltd.	12,483	4,937	12,485	3,521	3,571	4,348	6,089
Vietnam	Thaco Mazda Automobile Manufacturing Company	—	—	—	—	288	173	720
Others		285	200	140	—	—	—	—
Country/region	Company name	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)
Thailand	AutoAlliance (Thailand) Co., Ltd.	84,540	126,378	134,770	133,188	141,246	116,456	61,639
China	China FAW Corporation Limited (FAW)	215,262	234,821	292,181	316,973	248,872	214,424	229,547
	Changan Mazda Automobile Co., Ltd. (CMA)							
Taiwan	Ford Lio Ho Motor Co., Ltd.	5,454	2,234	238	—	—	—	—
Vietnam	Thaco Mazda Automobile Manufacturing Company	800	2,676	4,831	2,064	693	—	—
Others		—	—	—	—	—	—	—

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

Distributors

Country/region	Company name	Location	Established	Number of employees	Investment ratio
Thailand	Mazda Sales (Thailand) Co., Ltd.	Bangkok	June 1990	184	Mazda 96.1% KKS 3.9%
China	FAW Mazda Motor Sales Co., Ltd.	Changchun, Jilin Province	March 2005	282	FAW Car 56% Mazda 40% FAW Group 4%
	Changan Mazda Automobile Corporation, Ltd.	Nanjing, Jiangsu Province	April 2007	251	Sales department of CMA
Taiwan	Mazda Motor Taiwan Co., Ltd.	Taipei	December 2013	56	Mazda 100%
Australia	Mazda Australia Pty Ltd.	Mount Waverley, Victoria	April 1967	316	Mazda 100%
New Zealand	Mazda Motors of New Zealand Ltd.	Mt Wellington, Auckland	June 1972	44	Mazda 100%

Number of Distributors and Dealerships

Region	Number of markets	Distributors	Dealerships
Asia	15	15	321
Oceania	14	14	190
China	1	2	469
Taiwan	1	1	37

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)
China	101,005	134,564	196,166	235,800	222,635	174,687	196,483
Taiwan	14,970	9,151	13,192	16,207	15,477	12,342	14,524
Other Asian regions	25,400	19,929	27,878	56,183	67,040	102,677	75,583
Oceania	87,799	85,386	86,699	93,797	98,849	111,282	112,608
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)
China	214,628	235,024	291,688	322,420	247,339	211,634	228,136
Taiwan	15,389	21,579	22,997	23,046	21,710	16,003	16,660
Other Asian regions	77,853	102,319	105,933	117,436	137,572	103,947	88,196
Oceania	111,650	128,188	131,247	129,540	123,752	101,347	102,500

Sales in FY2020

Asia		Oceania	
China	228,136 units	Australia	92,511 units
Taiwan	16,660 units	Others	9,989 units
Thailand	40,004 units		
Other Asian regions	48,192 units		