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zoom-zoom



Mazda In Brief 2013

Contents

- 1 Vision of Mazda
- 2 Structural Reform Plan
- 3 Company Profile and Major Data
- 5 Directors, Audit & Supervisory Board Members and Officers
- 7 Major Affiliates
- 9 Research & Development
- Activities by Region
- 10 Japan
- 13 North America
- 15 Europe
- 17 China
- 19 Asia, Oceania
- 21 Central and South America, Middle East, Africa
- 23 Environment, Safety and Design
- 25 History

Vision of Mazda

Corporate Vision

Mazda established a new corporate vision in December 1999, comprised of three elements:

■ Vision

To create new value, excite and delight our customers through the best automotive products and services.

■ Mission

With passion, pride and speed, we actively communicate with our customers to deliver insightful automotive products and services that exceed their expectations.

■ Value

We value integrity, customer focus, creativity, and efficient and nimble actions. We respect highly motivated people and team spirit. We positively support environmental matters, safety and society. Guided by these values, we provide superior rewards to all people associated with Mazda.

Mazda Brand Symbol (Established in June 1997)

The brand symbol expresses Mazda's dedication to continuous growth and improvement. It is a symbolic development of the Mazda "M", and shows the company stretching its wings as it soars into the future.



Mazda Corporate Mark (Established in 1975)

With the introduction of its CI (Corporate Identity) in 1975, Mazda developed its corporate mark as a symbol for Mazda's communications. It was then positioned as an easy-to-read corporate mark in line with the establishment of the brand symbol in 1997.

The Origin and Meaning of "Mazda"

The company's name, "Mazda," derives from Ahura Mazda, a god of the earliest civilizations in western Asia. We have interpreted Ahura Mazda, the god of wisdom, intelligence and harmony, as the symbol of the origin of both Eastern and Western civilizations, and also as a symbol of automotive culture. It incorporates a desire to achieve world peace and the development of the automobile manufacturing industry. It also derives from the name of the founder of Mazda's automotive business, Jujiro Matsuda.

Mazda's Brand Message: "Zoom-Zoom"

Mazda's creativity and innovation continuously delivers fun and exhilarating driving experiences to customers who remember the emotion of motion first felt as a child.

Structural Reform Plan

Structural Reform Plan

In February 2012, Mazda announced Structural Reform Plan, in order to address changes in external environment and ensure future growth.

Medium- and Long-term Outlook (FY March 2013)

| | |
|---|-------------------|
| Operating profit | ¥150 billion |
| ROS..... | 6% or more |
| Global sales | 1.7 million units |
| *Exchange rate assumptions US dollar : ¥77, Euro : ¥100 | |

1 Business Innovation by SKYACTIV TECHNOLOGY

SKYACTIV TECHNOLOGY drives not only technology reforms but will also result in structural reforms of Mazda's business itself. Distinctive design and class-leading products based on outstanding environmental and safety performance improve brand value and become a key for Sales Method Innovation which promotes sales at the price without discounting in global markets. In addition, SKYACTIV achieves cost improvements based on Monotsukuri Innovation to generate profits even under strong-yen environment.

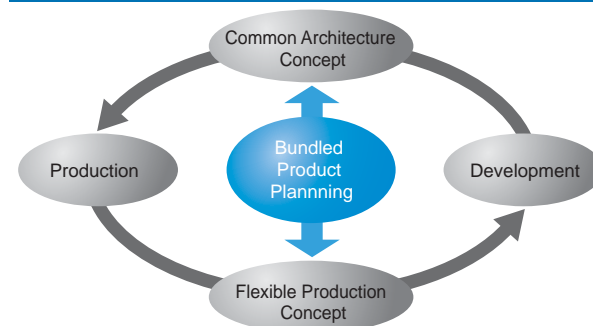


2 Accelerate Further Cost Improvements through Monotsukuri Innovation

Mazda has been engaged in Monotsukuri Innovation for several years, using Bundled product planning of future model line-up to efficiently develop and produce a wide variety of products through common development methods and manufacturing processes. Thanks to more efficient product development processes and manufacturing-equipment investments, SKYACTIV TECHNOLOGY and our new generation of products that begun with the CX-5, not only deliver excellent driving performance and fuel economy but also drastically reduced R&D and production costs. Accelerating further cost improvements, we aim to increase vehicle cost improvement for next-generation products from the current 20% to 30%. We are also on track to meet other cost improvement targets.

Monotsukuri Innovation

Support joint production methods that create economies of scale



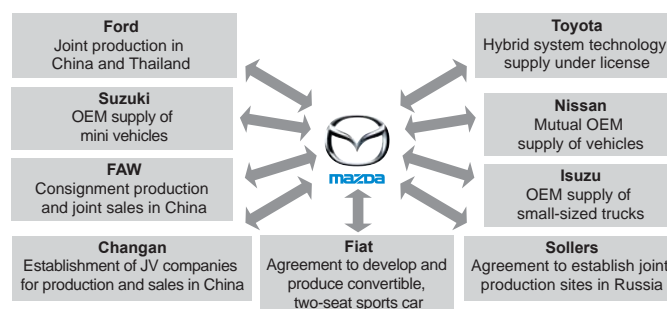
3 Reinforce Business in Emerging Countries and Establish Global Production Footprints

Mazda is strengthening its business and building a global production footprint through measures to take advantage of the rapid economic growth of emerging countries. The company has introduced various measures to increase sales in emerging markets, where demand continues to show strong growth. In addition to expanding sales networks, we are establishing local production in order to expand product lineups. Increasing local production not only enhances our sales capacity in emerging markets, but also leads to the establishment of a vital overseas production footprint.



4 Promotion of Global Alliances

Mazda has formed alliances with a variety of different partners for specific projects. In order to further strengthen the Mazda brand, we will continue to aggressively pursue opportunities for business and technological alliances in the future. Mazda is proactively implementing a strategy to seek alliances which offer a win-win situation for both parties in the various areas of product, technology, and region. We are also studying the possibility of licensing our products and technologies—including SKYACTIV powertrains.



Company Profile and Major Data

Company Profile (As of March 31, 2013)

| | |
|--------------------------------|--|
| Company name | Mazda Motor Corporation |
| Founded | January 30, 1920 |
| Headquarters | 3-1 Shinchu, Fuchu-cho, Aki-gun, Hiroshima 730-8670 Japan |
| Representative | Masamichi Kogai, Representative Director; President and CEO (from June 25, 2013) |
| Main business | Manufacture and sales of passenger cars and commercial vehicles |
| Stock Information | Authorized: 6,000,000,000 shares Issued: 2,999,377,399 shares Number of shareholders: 125,596 |
| Capital | ¥258,957,096,762 |
| Employees | Unconsolidated Male: 19,450 Female: 1,836 Total: 21,286 (including dispatchees) Consolidated: 37,745 |
| 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 Overseas: China, Thailand, United States*1, Mexico*2, Colombia*3, Zimbabwe, South Africa, Ecuador, Taiwan*3, Malaysia*4, Russia*4, Vietnam*4 |
| Sales companies | Japan: 255 Overseas: 140 (As of December 31, 2012) |
| Principal products | Four-wheeled vehicles, gasoline reciprocating engines, diesel engines, automatic and manual transmissions for vehicles |

*1 Mazda6 production ended in August 2012

*2 Scheduled to start operations in the fourth quarter of fiscal year ending March 2014

*3 Some models are assembled locally (Volume is not disclosed)

*4 Assembly only (Volume is not disclosed)

Global Production (Calendar Year)

| | | (As of December 31, 2012) (Units) | | | | |
|--------|----------|-----------------------------------|---------|-----------|-----------|-----------|
| | | 2008 | 2009 | 2010 | 2011 | 2012 |
| Global | | 1,349,392 | 984,520 | 1,307,540 | 1,165,591 | 1,189,283 |
| | Japan | 1,078,690 | 717,175 | 912,836 | 813,302 | 845,550 |
| | Overseas | 270,702 | 267,345 | 394,704 | 352,289 | 343,733 |

Global Sales (Calendar Year)

| | | (As of December 31, 2012) (Units) | | | | |
|--------|------------|-----------------------------------|-----------|-----------|-----------|-----------|
| | | 2008 | 2009 | 2010 | 2011 | 2012 |
| Global | | 1,351,263 | 1,160,972 | 1,285,841 | 1,206,801 | 1,248,692 |
| | Japan | 244,623 | 204,373 | 223,861 | 189,991 | 218,359 |
| | N. America | 348,923 | 281,439 | 308,228 | 319,613 | 348,683 |
| | Europe | 339,969 | 256,426 | 217,502 | 185,324 | 172,997 |
| | China | 127,846 | 179,679 | 239,709 | 214,799 | 187,083 |
| | Others | 289,902 | 239,055 | 296,541 | 297,074 | 321,570 |

Company Profile and Major Data

Financial Summary (Consolidated)

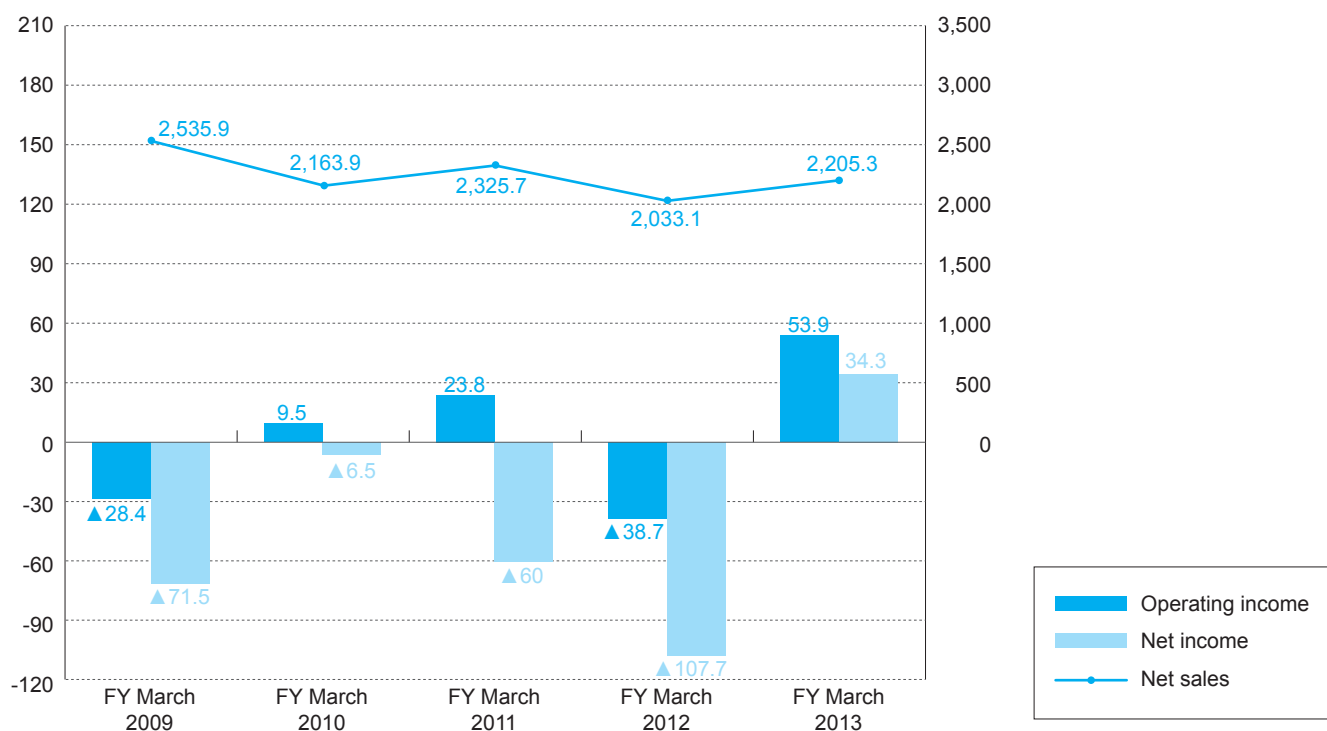
| (¥ in billions, except per share amounts) | | FY March 2009 ('08.4-'09.3) | FY March 2010 ('09.4-'10.3) | FY March 2011 ('10.4-'11.3) | FY March 2012 ('11.4-'12.3) | FY March 2013 ('12.4-'13.3) |
|---|------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Net sales | Domestic (Japan) | 620.3 | 575.0 | 541.5 | 560.2 | 5,880 |
| | Overseas | 1,915.6 | 1,588.9 | 1,784.2 | 1,472.9 | 16,173 |
| Net sales | | 2,535.9 | 2,163.9 | 2,325.7 | 2,033.1 | 22,053 |
| Operating income | | -28.4 | 9.5 | 23.8 | - 38.7 | 539 |
| Ordinary income | | -18.7 | 4.6 | 36.9 | - 36.8 | 331 |
| Income before taxes | | -51.3 | -7.3 | 16.1 | - 55.3 | 391 |
| Net income | | -71.5 | -6.5 | -60.0 | - 107.7 | 343 |
| Net income per share | | ¥-52.13 | ¥-4.26 | ¥-33.92 | ¥- 57.80 | 11.48 |
| Capital investment | | 81.8 | 29.8 | 44.7 | 78.0 | 772 |
| Depreciation and amortization | | 75.2 | 76.4 | 71.6 | 68.8 | 600 |
| Research and Development cost | | 96.0 | 85.2 | 91.0 | 91.7 | 899 |
| Total assets | | 1,801.0 | 1,947.8 | 1,771.8 | 1,915.9 | 19,786 |
| Equity | | 414.7 | 509.8 | 430.5 | 474.4 | 5,132 |
| Financial debts | | 753.4 | 722.1 | 693.0 | 778.1 | 7,190 |
| Net financial debts | | 532.6 | 375.8 | 370.2 | 300.8 | 2,741 |
| Cash flows | | -129.2 | 67.4 | 1.6 | - 79.4 | 87 |
| (Thousands of units) | | | | | | |
| Production Volume | Japan | 899 | 828 | 867 | 847 | 879 |
| | Overseas | 235 | 316 | 411 | 338 | 321 |
| Production Volume | | 1,134 | 1,144 | 1,278 | 1,185 | 1,200 |
| Sales Volume | Japan | 219 | 221 | 206 | 206 | 216 |
| | N. America | 347 | 307 | 342 | 372 | 372 |
| | Europe | 322 | 239 | 212 | 183 | 172 |
| | China | 135 | 196 | 236 | 223 | 175 |
| | Others | 238 | 230 | 277 | 263 | 300 |
| Sales Volume | | 1,261 | 1,193 | 1,273 | 1,247 | 1,235 |

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

Operating Results

Operating Income
Net Income
(Billions of yen)

Net sales
(Billions of yen)



Directors

Representative Director and
Chairman of the Board



Seita Kanai

Representative Director



Masamichi Kogai

Representative Director



Akira Marumoto

Director



Yuji Harada

Director



Yuji Nakamine

Director



Nobuhide Inamoto

Director



Koji Kurosawa

Director



Ichiro Sakai

Director



Taizo Muta

Audit & Supervisory Board Members

Audit & Supervisory Board
Member (Full time)

Nobuyoshi Tochio
Hirofumi Kawamura

Audit & Supervisory Board
Member

Isao Akaoka
Masahide Hirasawa
Takao Hotta

Executive Officers (Note: Mark of "*" stands for the Executive Officers who also hold the post of Director)

| | | |
|------------------------------------|------------------|---|
| *President and CEO | Masamichi Kogai | |
| *Executive Vice President | Akira Marumoto | Assistant to President; Oversight of Operations in the Americas and Corporate Planning Domain |
| *Senior Managing Executive Officer | Yuji Harada | Oversight of Fleet Sales No.2 and Financial Services; In charge of CSR, Environment and Global Corporate Communications |
| | Yuji Nakamine | Oversight of Operations in Europe, Asia & Oceania, Middle East & Africa and New Emerging Markets; President, Mazda South East Asia Ltd. |
| | Nobuhide Inamoto | Oversight of Operations in China, Domestic Sales, Fleet Sales No.1; Chairman, Mazda Motor (China) Co., Ltd. |
| | Koji Kurosawa | Oversight of Fleet Sales No.3, Human Resources, Secretariat and General & Legal Affairs; In charge of Global Auditing, Safety, Health & Disaster Prevention and Mazda Hospital |

| | | |
|----------------------------|---------------------|---|
| Managing Executive Officer | James J. O'Sullivan | President and CEO, Mazda Motor of America, Inc. (Mazda North American Operations) |
| | Keishi Egawa | In charge of New Emerging Market Operation (Latin America); President and CEO, Mazda Motor Manufacturing de Mexico, S.A. de C.V. (Mazda de Mexico Vehicle Operation) |
| | Jeffrey H. Guyton | President and CEO, Mazda Motor Europe GmbH |
| | Kazuki Imai | In charge of Global Purchasing |
| | Minoru Mitsuda | Oversight of Tokyo Office; In charge of Corporate Liaison and Fleet Sales; Assistant to the Officer in charge of Corporate Planning and Corporate Communications |
| | Masafumi Nakano | In charge of Global Product Quality and Brand Quality |
| | Kiyotaka Shobuda | In charge of Global Production and Global Business Logistics; General Manager, Production Engineering Div. |
| | Kiyoshi Fujiwara | In charge of Business Strategy, Product, Design and Cost Innovation; General Manager, R&D Liaison Office |
| | Masahiro Moro | Global Sales Coordination; In charge of Global Marketing, Customer Service and Sales Innovation |
| | Akira Koga | Executive Vice President, Mazda Motor of America, Inc. (Mazda North American Operations) |
| | Takashi Furutama | In charge of Corporate Planning, Profit Control and Global IT Solution |
| | Takahisa Sori | In charge of R&D; President, Mazda Engineering & Technology Co., Ltd. |
| | Mitsuo Hitomi | In charge of Technical Research Center, Powertrain Development and Electric Drive System Development |
| Executive Officer | Nariaki Uchida | General Manager, Hofu Plant |
| | Masatoshi Maruyama | General Manager, Hiroshima Plant |
| | Takeshi Fujiga | In charge of Global Human Resources; General Manager, Human Resources Office; Assistant to the Officer in charge of Safety, Health & Disaster Prevention |
| | Kazuhisa Fujikawa | General Manager, Purchasing Div. |
| | Kazuyuki Fukuhara | In charge of Domestic Sales; General Manager, Domestic Sales Div. |
| | Nobuhiko Watabe | In charge of Operations in China; General Manager, China Business Div.; CEO, Mazda Motor (China) Co., Ltd. |
| | Raita Nishiyama | President, Kanto Mazda Co., Ltd. |
| | Ikuo Maeda | General Manager, Design Div. |
| | Hidenori Kawakami | General Manager, ASEAN Powertrain Production Preparation Office; President and CEO, Mazda Powertrain Manufacturing (Thailand) Co., Ltd. |
| | Tetsuya Fujimoto | In charge of Financial Services; General Manager, Financial Services Div. |
| | Hiroshi Inoue | In charge of New Emerging Market Operation (excepting Latin America) |
| | Makoto Yoshihara | In charge of Secretariat, General & Legal Affairs, Compliance and Risk Management; General Manager, Office of General & Legal Affairs |
| | Yasuhiro Aoyama | General Manager, Global Sales & Marketing Div. |

Major Affiliates

Consolidated Subsidiaries 56 (As of March 31, 2013)

Japan: 23

| Company name | Share | Business |
|--|--------|---|
| Mazda Chuhan Co., Ltd. | 100.0% | Sales of used cars |
| Mazda Autozam Inc. | 100.0% | Distribution of vehicles and parts |
| Mazda Motor International Co., Ltd. | 100.0% | Trading company |
| Mazda Ace Co., Ltd. | 100.0% | Insurance, real estate, others |
| Malox Co., Ltd. | 100.0% | Transportation service of vehicles and parts |
| Kurashiki Kako Co., Ltd. | 75.0% | Production and sales of parts |
| Mazda Engineering & Technology Co., Ltd. | 100.0% | Development and manufacture of special use vehicles |
| Mazda Parts Co., Ltd. | 99.7% | Sales of parts |
| Hakodate Mazda Co., Ltd. | 100.0% | Sales and repair of vehicles |
| Tohoku Mazda Co., Ltd. | 100.0% | Sales and repair of vehicles |
| Fukushima Mazda Co., Ltd. | 100.0% | Sales and repair of vehicles |
| Kitakanto Mazda Co., Ltd. | 100.0% | Sales and repair of vehicles |
| Koushin Mazda Co., Ltd. | 100.0% | Sales and repair of vehicles |
| Kanto Mazda Co., Ltd. | 100.0% | Sales and repair of vehicles |
| Shizuoka Mazda Co., Ltd. | 100.0% | Sales and repair of vehicles |
| Tokai Mazda Sales Co., Ltd. | 100.0% | Sales and repair of vehicles |
| Hokuriku Mazda Co., Ltd. | 100.0% | Sales and repair of vehicles |
| Keiji Mazda Co., Ltd. | 100.0% | Sales and repair of vehicles |
| Kansai Mazda Co., Ltd. | 100.0% | Sales and repair of vehicles |
| Nishi Shikoku Mazda Co., Ltd. | 100.0% | Sales and repair of vehicles |
| Kyushu Mazda Co., Ltd. | 100.0% | Sales and repair of vehicles |
| Minami Kyushu Mazda Co., Ltd. | 100.0% | Sales and repair of vehicles |
| Okinawa Mazda Sales Co., Ltd. | 100.0% | Sales and repair of vehicles |

Overseas: 33

| Company name | Country | Share | Business |
|---|-------------|--------|--|
| Mazda Motor of America, Inc. | U.S.A. | 100.0% | Distribution of vehicles and parts |
| Mazda Canada Inc. | Canada | 100.0% | Distribution of vehicles and parts |
| Mazda Motor de Mexico, S. de R.L. de C.V. | Mexico | 100.0% | Distribution of vehicles and parts |
| Mazda Motor Manufacturing de Mexico, S.A. de C.V. | Mexico | 70.0% | Production and sales of vehicles and parts |
| Mazda Motors (Deutschland) GmbH | Germany | 100.0% | Distribution of vehicles and parts |
| Mazda Motor Logistics Europe N.V. | Belgium | 100.0% | Distribution of vehicles and parts |
| Mazda Motor Europe GmbH | Germany | 100.0% | Overall management of business in Europe |
| Mazda Automobiles France S.A.S. | France | 100.0% | Distribution of vehicles and parts |
| Mazda Motors UK Ltd. | U.K. | 100.0% | Distribution of vehicles and parts |
| Mazda (Suisse) S.A. | Switzerland | 100.0% | Distribution of vehicles and parts |
| Mazda Motor de Portugal Lda. | Portugal | 100.0% | Distribution of vehicles and parts |
| Mazda Motor Italia S.p.A. | Italy | 100.0% | Distribution of vehicles and parts |
| Mazda Automoviles Espana, S. A. | Spain | 100.0% | Distribution of vehicles and parts |
| Mazda Austria GmbH | Austria | 100.0% | Distribution of vehicles and parts |
| Mazda Motor Russia, OOO | Russia | 100.0% | Distribution of vehicles and parts |
| Mazda Australia Pty Ltd. | Australia | 100.0% | Distribution of vehicles and parts |
| Compania Colombiana Automotriz S.A. | Colombia | 100.0% | Production and sales of vehicles |
| Mazda Motors of New Zealand Ltd. | New Zealand | 100.0% | Distribution of vehicles and parts |
| Mazda Sales (Thailand) Co., Ltd. | Thailand | 96.1% | Distribution of vehicles and parts |
| Mazda Powertrain Manufacturing (Thailand) Co., Ltd. | Thailand | 100.0% | Production and sales of parts |
| PT. Mazda Motor Indonesia | Indonesia | 100.0% | Distribution of vehicles and parts |
| Mazda Malaysia Sdn. Bhd. | Malaysia | 70.0% | Production (consignment) and sales of vehicles |
| Mazda Motor (China) Co., Ltd. | China | 100.0% | Overall management of business in China |
| Others (10) | — | — | — |

Equity Method Applied Companies 15 (As of March 31, 2013)

Japan: 9

| Company name | Mazda's Share | Business |
|--------------------------------------|---------------|---------------------------------------|
| Toyo Advanced Technologies Co., Ltd. | 30.0% | Production and sales of machine tools |
| Japan Climate Systems Corporation | 33.3% | Production and sales of parts |
| Yoshiwa Kogyo Co., Ltd. | 33.3% | Production and sales of parts |
| Sanfrecce Hiroshima FC. | 17.1% | Professional soccer team |
| Mazda Processing Chugoku Co., Ltd. | 29.0% | Attachment of vehicle accessories |
| SMM Auto Finance, Inc. | 40.0% | Automotive retail finance |
| Others (3) | — | — |

Overseas: 6

| Company name | Country | Mazda's Share | Business |
|--------------------------------------|----------|---------------|---|
| AutoAlliance International, Inc. | U.S.A. | 50.0% | Production and sales of vehicles |
| MAZDA SOLLERS Manufacturing Rus LLC | Russia | 50.0% | Production and sales of vehicles |
| AutoAlliance (Thailand) Co., Ltd. | Thailand | 50.0% | Production and sales of vehicles |
| Changan Mazda Automobile Co., Ltd. | China | 50.0% | Production and sales of vehicles |
| Changan Ford Mazda Engines Co., Ltd. | China | 25.0% | Production and sales of vehicle engines |
| FAW Mazda Motor Sales Co., Ltd. | China | 40.0% | Distribution of vehicles and parts |

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 | <ul style="list-style-type: none"> •Product and engineering planning •Design development •Product development •Advanced research for significant new technology |
| | Mazda R&D Center (Yokohama) | Yokohama | <ul style="list-style-type: none"> •Product and engineering planning •Advanced design development •Advanced research for significant new technologies |
| U.S.A. | Mazda North American Operations (MNAO)*1 | 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 |
| | | Flat Rock, Michigan | <ul style="list-style-type: none"> •Evaluation of product conformity with North American market standards |
| Europe | Mazda Motor Europe GmbH (MME) European R&D Centre | Oberursel, State of Hessen, Germany | <ul style="list-style-type: none"> •Technology and market trend studies in the European market •Design development for the European market •Evaluation of product conformity with European market standards |
| China | Mazda Motor (China) Co., Ltd. China Engineering Support Center | Jiading District, Shanghai | <ul style="list-style-type: none"> •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

| Name | Location | Start of operations | Land area | Activities |
|--------------------------------------|------------------|---------------------|-------------------------|--|
| Miyoshi Proving Ground | Hiroshima, Japan | June 1965 | 1,677,000m 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 | 603,000m 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 | 206,000m 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. |

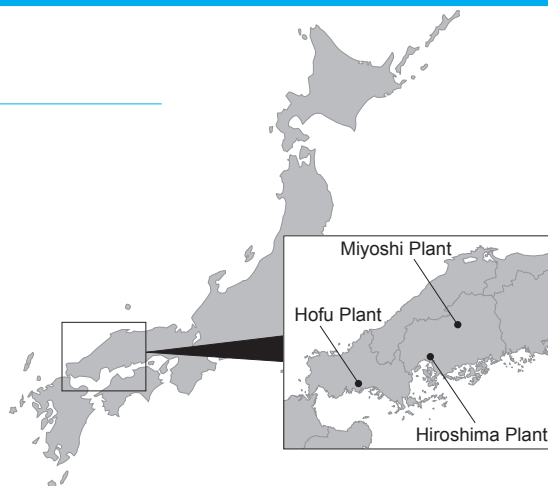
*2 Traction Control System (TCS): Mechanism to optimize a vehicle's traction according to the driving conditions

*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. In response to increasing demand for SKYACTIV vehicles, production capacity at the Hofu engine and transmission plants will be increased in 2014.
- Sales in Japan in 2012 increased over 2011 thanks to the strong sales of the CX-5 and all-new Mazda6. In particular, SKYACTIV-D diesel engine models proved to be very popular.



Production in Japan (As of December 31, 2012)

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 | | March 1931 | 551,000m ² |
| | | Ujina district | Mazda2 (5-door Hatchback, 3-door Hatchback *1), Mazda8/MPV, Mazda CX-9 *1, Mazda MX-5, Mazda Verisa, Mazda Biente, Mazda E-series (Bongo Van) | 274,200 units/year | November 1966 | 1,685,000m ² |
| | | | Mazda5, Mazda CX-5 | 240,600 units/year | December 1972 | |
| | | | Gasoline reciprocating engines, diesel engines | | December 1964 | |
| Miyoshi, Hiroshima | Miyoshi Plant | | Gasoline reciprocating engines | | May 1974 | 1,677,000m ² |
| Hofu, Yamaguchi | Hofu Plant | Nishinoura district | Hofu Plant No.1 (H1) | 240,600 units/year | September 1982 | 792,000m ² |
| | | | Hofu Plant No.2 (H2) | 240,600 units/year | February 1992 | |
| | | Nakanoseki district | Automatic transmissions, manual transmissions | | December 1981 | 537,000m ² |
| 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

Production Volume by Model

(Units)

| Model | CY2008 | CY2009 | CY2010 | CY2011 | CY2012 | Cumulative total |
|--|-----------|---------|---------|---------|---------|------------------|
| Passenger vehicles | | | | | | |
| Mazda2 | 206,924 | 145,384 | 159,079 | 152,675 | 131,862 | 1,933,936 |
| Mazda3 | 396,895 | 325,002 | 383,285 | 303,677 | 305,107 | 3,279,567 |
| Mazda5 | 106,698 | 60,125 | 82,109 | 97,102 | 54,669 | 979,758 |
| Mazda6 | 152,980 | 48,328 | 76,498 | 57,403 | 56,404 | 1,214,786 |
| Mazda8/Mazda MPV | 13,191 | 7,091 | 6,812 | 6,206 | 3,632 | 1,078,429 |
| Mazda CX-5 | — | — | — | 3,777 | 204,220 | 207,997 |
| Mazda CX-7 | 60,641 | 35,831 | 89,099 | 98,333 | 4,909 | 422,273 |
| Mazda CX-9 | 44,415 | 29,104 | 50,157 | 45,064 | 35,987 | 251,819 |
| Mazda MX-5/Mazda MX-5 Miata | 22,886 | 19,341 | 20,554 | 14,995 | 15,400 | 927,491 |
| Mazda RX-8 | 8,237 | 2,970 | 2,801 | 1,233 | 2,131 | 193,318 |
| Mazda Verisa | 11,801 | 10,271 | 10,381 | 7,801 | 5,944 | 102,949 |
| Mazda Biente | 13,557 | 9,031 | 12,148 | 9,794 | 10,029 | 54,559 |
| Mazda Tribute/Ford Escape | 500 | 1,120 | 400 | — | — | 121,516 |
| Others | 0 | 0 | 0 | 0 | 0 | 22,120,237 |
| Sub-total | 1,038,725 | 693,598 | 893,323 | 798,060 | 830,294 | 32,888,635 |
| Commercial vehicles | | | | | | |
| Mazda E-Series (Bongo Van/Truck) | 33,334 | 19,164 | 17,311 | 15,242 | 15,256 | 2,008,719 |
| Mazda E-Series (Bongo Brawny Van/Truck) | 4,173 | 2,677 | 1,457 | — | — | 860,308 |
| Mazda T-Series (Titan)/E-Series (Titan Dash) | 2,458 | 1,736 | 745 | — | — | 1,723,153 |
| Others | 0 | 0 | 0 | — | — | 7,394,844 |
| Sub-total | 39,965 | 23,577 | 19,513 | 15,242 | 15,256 | 11,987,024 |
| Total | 1,078,690 | 717,175 | 912,836 | 813,302 | 845,550 | 44,875,659 |
| Breakdown | | | | | | |
| Rotary engine vehicles | 8,237 | 2,970 | 2,801 | 1,233 | 2,131 | 1,997,365 |
| Diesel engine vehicles | 92,004 | 61,663 | 75,270 | 47,729 | 79,014 | 4,899,723 |

Activities by Region

Sales in Japan

Sales Channels in Japan

(As of December 31, 2012)

| | Dealerships | Outlets |
|--------------------|-------------|---------|
| Mazda/Mazda Anfini | 49 | 823 |
| Mazda Autozam | 206 | 230 |
| Total | 255 | 1,053 |

Mazda Product Line-up by Sales Channel

| | Passenger vehicles | | | | | | | | Micro-mini | | | | Commercial vehicles | | | | | |
|------------------------|--------------------|-------|---------|--------|-----|------|----------|--------|------------|-------|----------------|-------------|---------------------|-------------|-------|------|-------------|-----------------|
| | Demio | Axela | Premacy | Atenza | MPV | CX-5 | Roadster | Verisa | Biante | Carol | AZ-wagon/Flair | Flair Wagon | AZ-Offroad | Scrum Wagon | Bongo | Tian | Familia Van | Scrum Van/Truck |
| Mazda/ Mazda Anfini | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Mazda Autozam | ● | ● | ● | | ● | ● | | ● | ● | ● | ● | ● | ● | ● | ● | | | ● |

Sales by Model

(As of December 31, 2012) (Units)

| Model | CY2008 | CY2009 | CY2010 | CY2011 | CY2012 |
|----------------------------|---------|---------|---------|---------|---------|
| Passenger vehicles | | | | | |
| Demio | 64,997 | 55,614 | 65,950 | 61,735 | 57,819 |
| Axela | 16,646 | 26,769 | 26,725 | 18,927 | 16,307 |
| Premacy | 21,881 | 15,202 | 25,553 | 20,437 | 15,233 |
| Atenza | 15,853 | 7,398 | 7,105 | 4,588 | 5,190 |
| MPV | 13,435 | 7,033 | 6,239 | 4,908 | 3,015 |
| CX-5 | — | — | — | — | 35,408 |
| CX-7 | 1,333 | 572 | 641 | 568 | 33 |
| Roadster | 1,858 | 1,947 | 1,120 | 1,104 | 941 |
| RX-8 | 3,270 | 1,515 | 963 | 938 | 1,848 |
| Verisa | 11,910 | 10,162 | 10,609 | 7,575 | 6,216 |
| Biante | 11,037 | 10,864 | 11,909 | 9,659 | 8,740 |
| Others | 0 | 0 | 0 | 0 | 0 |
| Registered vehicles total | 162,220 | 137,076 | 156,814 | 130,438 | 150,750 |
| Carol | 8,540 | 8,243 | 11,516 | 10,081 | 10,468 |
| AZ-Wagon | 31,327 | 27,428 | 24,786 | 21,673 | 24,322 |
| AZ-Offroad | 561 | 485 | 398 | 487 | 398 |
| Scrum Wagon *1 | 3,373 | 2,484 | 2,215 | 2,824 | 2,386 |
| Flair Wagon | — | — | — | — | 4,103 |
| Others | 1,538 | 1 | 0 | 0 | 0 |
| Micro-mini total | 45,339 | 38,641 | 38,915 | 35,065 | 41,677 |
| Sub-total | 207,559 | 175,717 | 195,729 | 165,503 | 192,427 |
| Commercial vehicles | | | | | |
| Bongo Series | 14,209 | 9,872 | 10,170 | 9,241 | 9,980 |
| Titan/Titan Dash | 5,775 | 4,061 | 2,997 | 2,173 | 2,332 |
| Familia | 3,505 | 2,742 | 2,881 | 2,575 | 2,674 |
| Others | 1,599 | 1,359 | 1,002 | 75 | 1 |
| Registered vehicles total | 25,088 | 18,034 | 17,050 | 14,064 | 14,987 |
| Scrum | 11,976 | 10,622 | 11,082 | 10,423 | 10,945 |
| Micro-mini total | 11,976 | 10,622 | 11,082 | 10,423 | 10,945 |
| Sub-total | 37,064 | 28,656 | 28,132 | 24,487 | 25,932 |
| Total | 244,623 | 204,373 | 223,861 | 189,990 | 218,359 |

Note: Sales figures have been updated with confirmed data. Figures exclude Ford brand vehicles

*1 Classification of the Scrum Wagon changed from commercial to passenger vehicle from January 2007

Exports (As of December 31, 2012)

Exports from Japan by Destination

(Units)

| | CY2008 | CY2009 | CY2010 | CY2011 | CY2012 |
|-------------------------|---------|---------|---------|---------|---------|
| North America | 271,787 | 206,628 | 290,660 | 262,392 | 323,170 |
| Europe | 352,931 | 190,133 | 206,785 | 182,905 | 160,343 |
| Oceania | 78,734 | 68,978 | 73,370 | 83,882 | 98,462 |
| Other Regions | 178,066 | 94,087 | 159,124 | 121,398 | 89,815 |
| Middle East | 73,437 | 34,692 | 56,533 | 27,524 | 17,903 |
| Asia | 38,435 | 23,584 | 47,605 | 38,028 | 31,463 |
| Africa | 13,693 | 6,361 | 9,014 | 5,010 | 3,851 |
| Central & South America | 52,501 | 29,450 | 45,972 | 50,836 | 36,598 |
| Total | 881,518 | 559,826 | 729,939 | 650,577 | 671,790 |

Exports by Model

(Units)

| Model | CY2008 | CY2009 | CY2010 | CY2011 | CY2012 |
|-----------------------------|---------|---------|---------|---------|---------|
| Passenger vehicles | | | | | |
| Mazda2 | 139,200 | 92,418 | 89,872 | 91,010 | 76,996 |
| Mazda3 | 384,724 | 295,594 | 356,611 | 284,561 | 290,723 |
| Mazda5 | 85,285 | 44,823 | 54,825 | 59,015 | 38,483 |
| Mazda6 | 136,304 | 42,095 | 68,457 | 53,298 | 42,759 |
| Mazda8 | 406 | 179 | 678 | 938 | 1,311 |
| Mazda CX-5 | — | — | — | 3,486 | 164,003 |
| Mazda CX-7 | 60,168 | 34,597 | 87,635 | 98,507 | 6,058 |
| Mazda CX-9 | 45,422 | 28,761 | 49,685 | 45,173 | 36,157 |
| Mazda MX-5 *2 | 21,625 | 17,185 | 19,146 | 14,327 | 13,943 |
| Mazda RX-8 | 5,317 | 1,454 | 1,845 | 262 | 54 |
| Mazda Biente | — | — | — | — | 1,303 |
| Mazda Tribute / Ford Escape | 440 | 1,180 | 400 | 0 | 0 |
| Others | 0 | 0 | 0 | 0 | 0 |
| Sub-total | 878,891 | 558,286 | 729,154 | 650,577 | 671,790 |
| Commercial vehicles | 2,627 | 1,540 | 785 | 0 | 0 |
| Total | 881,518 | 559,826 | 729,939 | 650,577 | 671,790 |

Note: Figures exclude parts for overseas production (KD set)

*2 Also known as "Miata" in North America

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 cooperation with Sumitomo Corporation, Mazda has constructed vehicle and engine plants in Mexico. The vehicle plant will begin operating within financial year ending March 2014, and the engine plant is expected to begin operating in October 2014.
- The all-new Mazda3 (Axela), featuring the full range of SKYACTIV TECHNOLOGIES and KODO-Soul of Motion design, was launched in North America in the autumn of 2013



Regional Headquarters

(As of December 31, 2012)

| Country/ region | Company name | Location | Established | Number of employees | Primary business | Investment ratio |
|--------------------|---|-----------------|--------------|------------------------|--|---------------------|
| U.S.A. | Mazda North American Operations (MNAO) *1 | ① 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. | — |
| | | ② Flat Rock, MI | | | | |

*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.

Production Facilities

(As of December 31, 2012)

| Country/ region | Company name | Location | Start of Mazda production | Number of employees | Primary products | Investment ratio |
|--------------------|--|-----------------------|------------------------------|------------------------|---------------------|---------------------------|
| U.S.A. | ② AutoAlliance International, Inc. (AAI) | Flat Rock, MI | September 1987*2 | 1,857 | Mazda6*3 | Mazda 50% Ford 50% |
| Mexico | ③ Mazda Motor Manufacturing de Mexico S.A. de C.V. (MMdM) *4 | Salamanca, Guanajuato | — *5 | — *6 | — *7 | Mazda 70% Sumitomo 30% |

*2 Commenced production of Mazda vehicles as Mazda Motor Manufacturing USA Corporation (MMUC). Changed name to AAI in June 1992.

*3 Mazda6 production ended in August 2012

*4 Since October 2013, both MMdM and human resources service company, Mazda Motor Operaciones de México, S.A. de C.V., operate under the trade name, Mazda de México Vehicle Operation (MMVO)

*5 Joint venture company established in September 2011. Construction is underway and operations are scheduled to begin in 4th quarter of fiscal year ending March 2014

*6 Due to employ 3,000 people when fully operational

*7 Due to produce Mazda2 and Mazda3

Distributors

(As of December 31, 2012)

| Country/ region | Company name | Location | Established | Number of employees | Investment ratio |
|--------------------|---|---|---------------|------------------------|---|
| U.S.A. | Mazda Motor of America, Inc. | Irvine, CA | February 1971 | 680 | Mazda 100% |
| Canada | Mazda Canada Inc. | Richmond Hill, Ontario | July 1968 | 133 | Mazda 100% |
| Mexico | Mazda Motor de Mexico S. de R.L. de C.V. *8 | Centro de la Ciudad Santa Fe, Mexico City | December 2004 | 39 | Mazda 99% Mazda Motor International 1% |

*8 Since October 2013, both MMdM and human resources service company, Mazda Servicios de México S. de R.L. de C.V., operate under the trade name Mazda de Mexico Sales and Commercial Operation (MMSCO)



All-new Mazda3 sedan (North American spec)

Mazda Motor Manufacturing de Mexico S.A. de C.V.
(Image of completed plant)

Mazda Vehicle Production

(As of December 31, 2012) (Units)

| | | CY2008 | CY2009 | CY2010 | CY2011 | CY2012 |
|--------|---------------------------------------|--------|--------|--------|--------|--------|
| U.S.A. | AutoAlliance International, Inc. | 74,959 | 32,065 | 45,138 | 39,546 | 37,563 |
| | Ford Motor Kansas City Assembly Plant | 15,907 | 7,396 | 9,273 | 3,977 | — |
| Total | | 90,866 | 39,461 | 54,411 | 43,523 | 37,563 |

Mazda Sales

(As of December 31, 2012) (Units)

| | CY2008 | CY2009 | CY2010 | CY2011 | CY2012 |
|--------|---------|---------|---------|---------|---------|
| U.S.A. | 263,949 | 207,767 | 229,566 | 250,426 | 277,045 |
| Canada | 84,974 | 73,672 | 78,662 | 69,187 | 71,638 |
| Mexico | 21,997 | 18,914 | 25,117 | 29,860 | 25,424 |
| Total | 370,920 | 300,353 | 333,345 | 349,473 | 374,107 |

Number of Distributors and Dealerships

(As of December 31, 2012)

| Region | North America | |
|--------|---------------|-------------|
| Market | Distributors | Dealerships |
| U.S.A. | 1 | 634 |
| Canada | 1 | 162 |
| Mexico | 1 | 34 |
| Total | 3 | 830 |

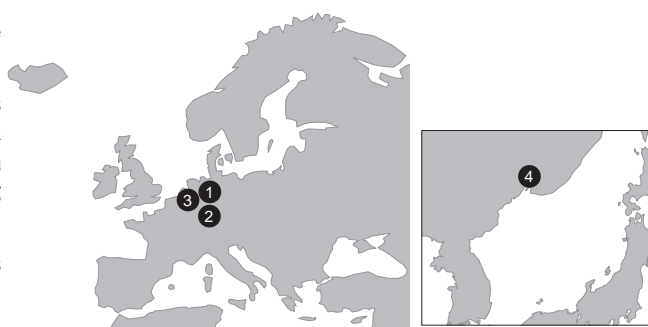
Major Product Line-up by Market

| Region | North America | | |
|--------------|---------------|--------|--------|
| Market | U.S.A. | Canada | Mexico |
| Mazda2 | ● | ● | ● |
| Mazda3 | ● | ● | ● |
| Mazda5 | ● | ● | ● |
| Mazda6 | ● | ● | ● |
| 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.
- Mazda sales in Russia in 2012 exceed the previous year thanks mainly to increasing sales to the Mazda CX-5.



Regional Offices

(As of December 31, 2012)

| Country/region | Company name | Location | Established | Number of employees | Primary business | Investment ratio |
|----------------|--|------------|---------------|---------------------|------------------------|--|
| Germany | ① Mazda Motor Europe GmbH (MME) | Leverkusen | March 1998 | 291 | Office Sales | Mazda Motor Logistics Europe N.V. 100% |
| | ② (European R&D Centre) | Oberursel | December 1987 | 81 | R&D | |
| Belgium | ③ Mazda Motor Logistics Europe N.V. (Vehicles and Parts Distribution Center) | Willebroek | August 1998 | 374 | Office Logistics Sales | Mazda 100% |

Production Facilities

(As of December 31, 2012)

| Country/region | Company name | Location | Established | Number of employees | Primary products *1 | Investment ratio |
|----------------|--|-------------------------------|--------------|---------------------|---------------------|-------------------|
| Russia | ④ MAZDA SOLLERS Manufacturing Rus (MSMR) | Vladivostok, Primorsky Region | October 2012 | Approx. 3,000 | CX-5 | Mazda Sollers 50% |

*1 Production of Mazda6 started in April, 2013. Both models are only assembled locally (Volume is not disclosed)

Distributors

(As of December 31, 2012)

| Country/region | Company name | Location | Established | Number of employees | Investment ratio |
|----------------|---------------------------------|-----------------------------|---------------|---------------------|--|
| Germany | Mazda Motors (Deutschland) GmbH | Leverkusen | November 1972 | 147 | Mazda 75% Mazda Motor Logistics Europe N.V. 25% |
| Austria | Mazda Austria GmbH | Klagenfurt | July 1981 | 96 | Mazda 75% Mazda Motor Logistics Europe N.V. 25% |
| Portugal | Mazda Motor de Portugal Lda. | Lisbon | February 1995 | 15 | Mazda 75% Mazda Motor Logistics Europe N.V. 25% |
| Italy | Mazda Motor Italia S.p.A. | Rome | December 1999 | 45 | Mazda 75% Mazda Motor Logistics Europe N.V. 25% |
| Spain | Mazda Automoviles Espana, S.A. | Madrid | February 2000 | 42 | Mazda 75% Mazda Motor Logistics Europe N.V. 25% |
| France | Mazda Automobiles France S.A.S | Saint Germain en Laye Cedex | February 2001 | 43 | Mazda 75% Mazda Motor Logistics Europe N.V. 25% |
| Switzerland | Mazda (Suisse) S.A. | Petit-Lancy | February 2001 | 39 | Mazda 75% Mazda Motor Logistics Europe N.V. 25% |
| U.K. | Mazda Motors UK Ltd. | Dartford, Kent | May 2001 | 82 | Mazda 75% Mazda Motor Logistics Europe N.V. 25% |
| Denmark | Mazda Motor Danmark | Rodovre | April 2003 | 16 | Mazda Motor Logistics Europe N.V. Branch |

Distributors

(As of December 31, 2012)

| Country/region | Company name | Location | Established | Number of employees | Investment ratio |
|-------------------|---|-------------|---------------|---------------------|--|
| Norway | Mazda Motor Norge | Kolbotn | April 2004 | 13 | 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 | 69 | Mazda 100% |
| Ireland | Mazda Motor Ireland | Dublin | July 2006 | 6 | Mazda Motor Logistics Europe N.V. Branch |
| Czech Republic | Mazda Motor Czech | Prague | October 2006 | 13 | Mazda Motor Logistics Europe N.V. Branch |
| Slovakia | Mazda Motor Slovakia | Bratislava | October 2006 | 4 | Mazda Motor Logistics Europe N.V. Branch |
| Belgium/Luxemburg | Mazda Motor Belux | Willebroek | April 2007 | 29 | Mazda Motor Logistics Europe N.V. Branch |
| Hungary | Mazda Motor Hungary Kft. | Budapest | April 2008 | 11 | Mazda Motor Logistics Europe N.V. Branch |
| Croatia | Mazda Motor Croatia d.o.o. | Zagreb | April 2008 | 11 | Mazda Motor Logistics Europe N.V. Branch |
| Slovenia | Mazda Motor Slovenija d.o.o. | Ljubljana | April 2008 | 8 | Mazda Motor Logistics Europe N.V. Branch |
| Poland | Mazda Motor Poland | Warsaw | May 2008 | 18 | Mazda Motor Logistics Europe N.V. Branch |
| Turkey | Mazda Motor Logistics Europe N.V. Merkezi Belcika Türkiye Istanbul Subesi | Istanbul | June 2008 | 11 | Mazda Motor Logistics Europe N.V. Branch |
| Netherlands | Mazda Motor Nederland | Waddinxveen | October 2008 | 33 | Mazda Motor Logistics Europe N.V. Branch |

Mazda Sales

(As of December 31, 2012) (Units)

| | CY2008 | CY2009 | CY2010 | CY2011 | CY2012 |
|--------|---------|---------|---------|---------|---------|
| Europe | 339,969 | 256,426 | 217,502 | 185,324 | 172,997 |

Number of Markets, Distributors and Dealerships

(As of December 31, 2012)

| | Markets | Distributors | Dealerships |
|--------|---------|--------------|-------------|
| Europe | 41 | 31 | 1,877 |

Major Product Line-up by Market

| Region | Europe | | | | | | | |
|--------|---------|--------|------|---------|-------------|--------|-------|-------|
| Market | Germany | Russia | U.K. | Austria | Switzerland | France | Italy | Spain |
| Mazda2 | ● | ● | ● | ● | ● | ● | ● | ● |
| Mazda3 | ● | ● | ● | ● | ● | ● | ● | ● |
| Mazda5 | ● | ● | ● | ● | ● | ● | ● | ● |
| Mazda6 | ● | ● | ● | ● | ● | ● | ● | ● |
| CX-5 | ● | ● | ● | ● | ● | ● | ● | ● |
| CX-9 | | ● | | | | | | |
| MX-5 | ● | ● | ● | ● | ● | ● | ● | ● |

Activities by Region

China

- 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.
- The Japan-produced all-new Mazda6 went on sale in China in late June 2013, and production of the CX-5 started at the Nanjing plant in July.



Regional Offices

(As of December 31, 2012)

| Country/ Region | Company name | Location | Established | Number of employees | Primary business | Investment ratio |
|--------------------|---|-------------------------------|---------------|------------------------|--|---------------------|
| China | ① Mazda Motor (China) Co., Ltd. (MCO) | Pudong New District, Shanghai | January 2005 | 101 | Overall management of business in China | Mazda 100% |
| | ② Mazda Motor (China) Co., Ltd. Beijing Branch (MCO-Beijing) | Chaoyang District, Beijing | November 2007 | | Branch Office of MCO | — |
| | ① 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 | — |

Production Facilities

(As of December 31, 2012)

| Country/ Region | Company name | Location | Start of Mazda production | Number of employees | Primary products | Investment ratio |
|--------------------|--|---------------------------|---|------------------------|----------------------|---|
| China | ③ FAW Car Co., Ltd. (FCC) | Changchun, Jilin Province | March 2003 | 8,103 | Mazda6, Mazda8 | Local 100% |
| | ④ Changan Mazda Automobile Co., Ltd. (CMA) | Nanjing, Jiangsu Province | October 2007 | 3,947 | Mazda2, Mazda3 | Changan Automobile 50% Mazda 50% |
| | ④ Changan Ford Mazda Engine Co., Ltd. (CFME) | Nanjing, Jiangsu Province | April 2007 (Established in September 2005) | 2,372 | Engines for vehicles | Changan Automobile 50% Ford 25% Mazda 25% |



Mazda Atenza (Imported from Japan)



CX-5 (Produced in China)

Distributors

(As of December 31, 2012)

| Country/ region | Company name | Location | Established | Number of employees | Investment ratio |
|--------------------|--|---------------------------|-------------|------------------------|--|
| China | FAW Mazda Motor Sales Co., Ltd. (FMSC) | Changchun, Jilin Province | March 2005 | 311 | FAW Car 56% Mazda 40% FAW Group 4% |
| | Changan Mazda Automobile Corporation, LTD. Sales branch (CAM) | Nanjing, Jiangsu Province | April 2007 | 266 | Sales department of CFMA |

Mazda Vehicle Production

(As of December 31, 2012) (Units)

| | | CY2008 | CY2009 | CY2010 | CY2011 | CY2012 |
|-------|---|---------|---------|---------|---------|---------|
| China | FAW Car Co., Ltd. | 65,670 | 101,844 | 139,635 | 128,325 | 102,372 |
| | Changan Ford Mazda Automobile Co., Ltd. | 39,695 | 71,944 | 88,950 | 84,142 | 67,097 |
| | Total | 105,365 | 173,788 | 228,585 | 212,467 | 169,469 |

Mazda Sales

(As of December 31, 2012) (Units)

| | CY2008 | CY2009 | CY2010 | CY2011 | CY2012 |
|-------|---------|---------|---------|---------|---------|
| China | 127,846 | 179,679 | 239,709 | 214,799 | 187,083 |

Number of Distributors and Dealerships

(As of December 31, 2012)

| | Distributors | Dealerships |
|-------|--------------|-------------|
| China | 2 | 403 |

Major Product Line-up

| | China |
|--------|-------|
| Mazda2 | ● |
| Mazda3 | ● |
| Mazda5 | ● |
| Mazda6 | ● |
| Mazda8 | ● |
| CX-5 | ● |
| CX-7 | ● |
| 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 and Mazda3.
- In 2012, Mazda achieved record sales in Australia, Thailand, Indonesia and Malaysia. In Australia the company became the first full-line importer to exceed annual sales of 100,000 units, and the Mazda3 was the best-selling vehicle in the country for the second consecutive year.
- Mazda's new transmission plant in Thailand will begin operations in the first half of fiscal year ending March 2016.



Regional Headquarters

(As of December 31, 2012)

| Country/region | Company name | Location | Established | Number of employees | Primary business | Investment ratio |
|----------------|--------------------------------------|----------|-------------|---------------------|--|------------------|
| Thailand | ① Mazda South East Asia, Ltd. (MSEA) | Bangkok | August 2005 | — | Overall management of business in the ASEAN region | Mazda 100% |

Production Facilities

(As of December 31, 2012)

| Country/region | Company name | Location | Start of Mazda production | Number of employees | Primary products | Investment ratio |
|----------------|--|--|---|---------------------|-----------------------|------------------------|
| Taiwan | ② Ford Lio Ho Motor Co., Ltd. (FLH) | Chung Li | March 1987 | — | Mazda3, Mazda5 | Ford 70% Local 30% |
| Thailand | ③ AutoAlliance (Thailand) Co., Ltd. (AAT) | Rayong | May 1998 *1 (Established in November 1995) | 9,130 | Mazda2, Mazda3, BT-50 | Mazda 50% Ford 50% |
| Vietnam | ④ Vina Mazda Automobile Manufacturing Co., LTD | Nui Thanh district, Quang Nam province | October 2011 | — | Mazda2, Mazda3 | Local 100% |
| Malaysia | ⑤ Mazda Malaysia Sdn. Bhd. | Shah Alam, Selangor | Established in September 2012 *2 | 30 | Mazda3 | Mazda 70% Local 30% |

Note: Vina Mazda and Mazda Malaysia carry out assembly only. (Volume is not disclosed) Information for both companies is correct as of September 2012

*1 Passenger car production started in September 2009

*2 Local assembly began on a consignment basis in March 2011, before Mazda Malaysia was established

Distributors

(As of December 31, 2012)

| Country/region | Company name | Location | Established | Number of employees | Investment ratio |
|----------------|----------------------------------|--------------------------|---------------|---------------------|----------------------------|
| Australia | Mazda Australia Pty Ltd. | Mount Waverley, Victoria | April 1967 | 232 | Mazda 100% |
| New Zealand | Mazda Motors of New Zealand Ltd. | Mt Wellington, Auckland | June 1972 | 29 | Mazda 100% |
| Thailand | Mazda Sales (Thailand) Co., Ltd. | Bangkok | June 1990 | 111 | Mazda 96.1% KKS 3.9% |
| Indonesia | PT. Mazda Motor Indonesia | Jakarta | February 2006 | 51 | Mazda 99.96% MSEA 0.04% |



Mazda Powertrain Manufacturing (Thailand) Co., Ltd.
(Image of completed plant)



BT-50 (Produced at AAT)

Mazda Vehicle Production

(As of December 31, 2012) (Units)

| | | CY2008 | CY2009 | CY2010 | CY2011 | CY2012 |
|-------------|---------------------------------|--------|--------|--------|--------|---------|
| Taiwan | Ford Lio Ho Motor | 6,062 | 9,491 | 6,977 | 3,471 | 4,775 |
| Thailand | AutoAllianceThailand | 48,238 | 29,408 | 87,348 | 75,630 | 115,815 |
| Philippines | Ford Motor Company Philippines | 200 | 180 | — | — | — |
| Malaysia | Associated Motors Industries *3 | 148 | — | — | — | — |

*3 Ended production at Associated Motors Industries in March 2008

Mazda Sales

(As of December 31, 2012) (Units)

| | CY2008 | CY2009 | CY2010 | CY2011 | CY2012 |
|-------------------------|--------|--------|--------|--------|---------|
| Asia(excluding China)*4 | 31,940 | 33,696 | 66,980 | 79,518 | 110,851 |
| Oceania | 88,512 | 84,614 | 92,149 | 95,144 | 110,927 |

*4 Figures include Taiwan

Number of Markets, Distributors and Dealerships

(As of December 31, 2012)

| | Markets | Distributors | Dealerships |
|--------------------------|---------|--------------|-------------|
| Asia (excluding China)*4 | 14 | 14 | 331 |
| Oceania | 14 | 14 | 176 |

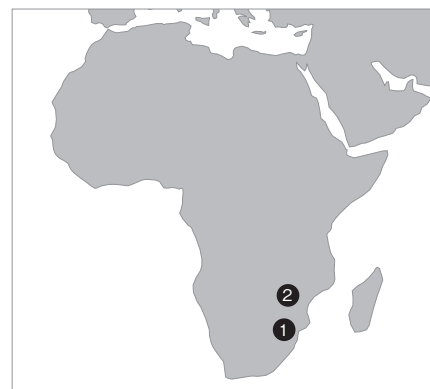
*4 Figures include Taiwan

Major Product Line-up by Market

| Region | Asia | | | | | Oceania | |
|--------|----------|--------|-----------|----------|-------------|-----------|-------------|
| Market | Thailand | Taiwan | Indonesia | Malaysia | Philippines | Australia | New Zealand |
| Mazda2 | ● | ● | ● | ● | ● | ● | ● |
| Mazda3 | ● | ● | | ● | ● | ● | ● |
| Mazda5 | | ● | | ● | | | |
| Mazda6 | | ● | ● | ● | ● | ● | ● |
| Mazda8 | | | ● | ● | | | |
| CX-5 | | ● | ● | ● | ● | ● | ● |
| CX-9 | ● | ● | ● | ● | ● | ● | ● |
| MX-5 | ● | | ● | ● | ● | ● | ● |
| Biante | | | ● | | | | |
| BT-50 | ● | | ● | ● | ● | ● | ● |

Activities by Region

Central and South America*, Middle East, Africa *Excluding Mexico (refer to "Activities by Region - North America")



Production Facilities

(As of December 31, 2012)

| Country/region | Company name | Location | Start of Mazda production | Number of employees | Primary products | Investment ratio |
|----------------|---|----------|---------------------------|---------------------|-----------------------|---|
| South Africa | ① Ford Motor Company of Southern Africa (Pty.) Ltd. (FMCSA) | Pretoria | June 1963 | — | BT-50 | Ford 100% |
| Zimbabwe | ② Willowvale Mazda Motor Industries (PVT) Ltd. (WMMI) | Harare | July 1980 | 194 | Mazda3, BT-50 | MOTEC 58% Mazda 25% Workers Trust 9% ITOCHU Corporation 8% |
| Colombia | ③ Compania Colombiana Automotriz S.A. (CCA) | Bogota | April 1983 | 546 | Mazda3, Mazda2, BT-50 | Mazda 95% Mazda Motor International 5% |
| Ecuador | ④ Manufacturas, Armaduras y Repuestos Ecuatorianos S. A. (MARESA) | Quito | November 1986 | — | BT-50 | Local 100% |

Distributors

(As of December 31, 2012)

| Country/ region | Company name | Location | Established | Number of employees | Investment ratio |
|-----------------|--|----------|----------------|---------------------|---|
| Colombia | Compania Colombiana Automotriz S.A. (CCA) *1 | Bogota | October 1973*1 | 546 | Mazda 95% Mazda Motor International 5% |

*1 Compania Colombiana Automotriz S.A. (CCA) is responsible for both production and distribution
Mazda vehicle assembly started in 1983

Mazda Vehicle Production

(As of December 31, 2012) (Units)

| | | CY2008 | CY2009 | CY2010 | CY2011 | CY2012 |
|--------------|--------|--------|--------|--------|--------|--------|
| South Africa | FMCSA | 5,260 | 3,725 | 3,661 | 3,875 | 2,481 |
| Zimbabwe | WMMI | 1,463 | 911 | 257 | 829 | 393 |
| Colombia | CCA | 4,159 | 3,520 | 4,517 | 4,346 | 3,411 |
| Ecuador | MARESA | 8,941 | 6,861 | 8,948 | 8,148 | 9,826 |

Mazda Sales

(As of December 31, 2012) (Units)

| | CY2008 | CY2009 | CY2010 | CY2011 | CY2012 |
|-----------------------------|--------|--------|--------|--------|--------|
| Central and South America*2 | 53,530 | 33,307 | 41,109 | 41,098 | 33,840 |
| Middle East | 68,120 | 51,691 | 55,102 | 37,785 | 30,052 |
| Africa | 25,803 | 16,833 | 16,084 | 13,669 | 10,476 |

*2 Excluding Mexico (refer to "Activities by Region - North America")

Number of Markets, Distributors and Dealerships

(As of December 31, 2012)

| | Markets | Distributors | Dealerships |
|-----------------------------|---------|--------------|-------------|
| Central and South America*2 | 36 | 36 | 240 |
| Middle East | 13 | 13 | 240 |
| Africa | 39 | 27 | 207 |

*2 Excluding Mexico (refer to "Activities by Region - North America")

Major Product Line-up by Market

| Region | Central and South America | | | Middle East | | | Africa | | |
|--------|---------------------------|-------|---------|-------------|--------------|-----|--------------|---------|----------|
| Market | Colombia | Chile | Ecuador | Israel | Saudi Arabia | UAE | South Africa | Tunisia | Zimbabwe |
| Mazda2 | ● | ● | ● | ● | ● | ● | ● | | |
| Mazda3 | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| Mazda5 | ● | ● | | ● | | | ● | | |
| Mazda6 | ● | ● | ● | ● | ● | ● | | ● | |
| CX-5 | ● | ● | ● | ● | ● | ● | ● | ● | |
| CX-9 | ● | ● | | | ● | ● | | | ● |
| MX-5 | ● | | | ● | ● | ● | ● | | |
| BT-50 | ● | ● | ● | | ● | ● | ● | ● | ● |

Environment, Safety and Design

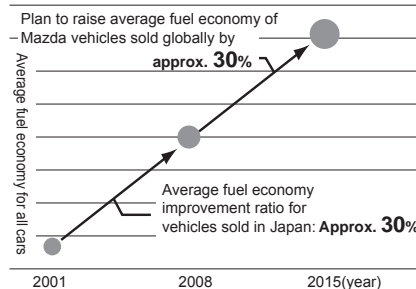
Sustainable Zoom-Zoom - Long-Term Vision for Technology Development

In March 2007, Mazda announced the Sustainable Zoom-Zoom plan, detailing the company's long-term vision for technology development. This vision commits us to make "cars that always excite, look inviting to drive, are fun to drive, and make you want to drive them again," and to help achieve "an exciting, sustainable future for cars, people and the Earth." Based on this plan, we have announced that by 2015 we intend to make a 30% improvement on the 2008 average fuel economy of Mazda vehicles sold worldwide.

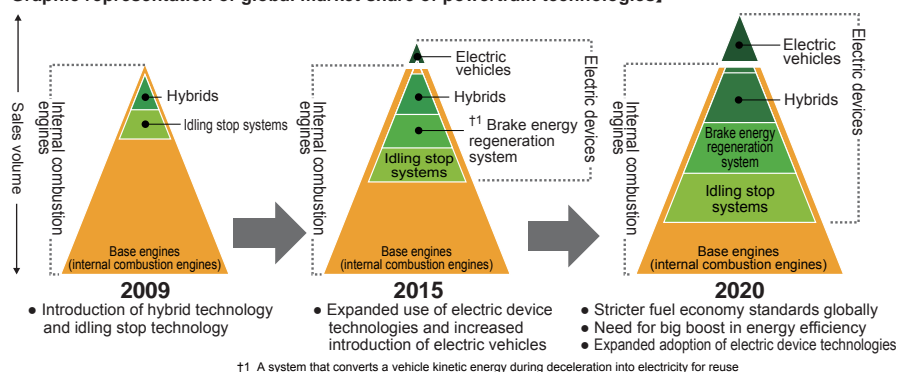
Building Block Strategy - Contributing as it Expands

In recent years, new electric devices have been introduced that have led to the development of automobiles such as hybrids and electric vehicles. We have entered an era in which performance delivered by the engine, transmission, body, chassis and other vehicle parts is being augmented through their combination with electrical components. Nevertheless, it is forecast that internal combustion engines will still account for a high percentage of automobile powertrains even as far ahead as 2020. Consequently, Mazda is prioritizing improvement of the base technologies that are responsible for the core performance of our cars while adopting a Building Block Strategy of gradually introducing electric devices such as regenerative braking, hybrid and other systems. This approach aims to effectively reduce total CO₂ emissions with cars that offer a winning combination of driving pleasure and excellent environmental and safety performance to all our customers, without relying heavily on vehicles that are strictly dedicated to meeting environmental needs.

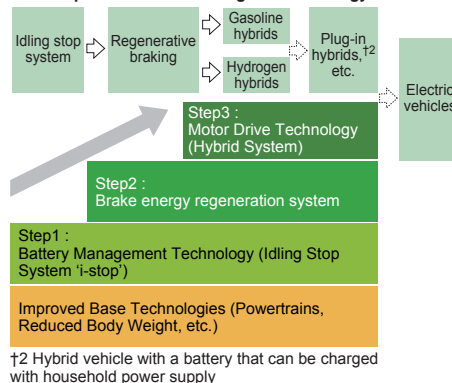
[Improving Average Fuel Economy]



[Anticipated Expansion in Adoption of Environmental Technologies (Through 2020) Graphic representation of global market share of powertrain technologies]



[Development of the Building-Block Strategy]



MAZDA SKYACTIV TECHNOLOGY

SKYACTIV TECHNOLOGY is a blanket term for Mazda's innovative new-generation technologies developed under the company's long-term vision for technology development, Sustainable Zoom-Zoom. 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.

■SKYACTIV-G

Mazda's next-generation, highly efficient direct-injection gasoline engine overcomes the problem of knocking (abnormal combustion) to achieve the world's highest compression ratio.*1

*1 For a mass-produced passenger car engine in the 1.3-liter class that use regular gasoline. (Mazda data as of August 2013)

■SKYACTIV-Drive

Mazda's six-speed automatic transmission has a direct feel and combines the best characteristics of each type of transmission.

■SKYACTIV-BODY

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

■i-ELOOP: brake energy regeneration system

Mazda's unique brake energy regeneration system uses a capacitor to store electricity. Capacitors can quickly store and release large volumes of electricity and show little deterioration, even with repeated use. These characteristics allow i-ELOOP to efficiently convert kinetic energy into electricity when the vehicle slows down. This electricity is then used to power the car's electrical components. In practical driving situations where vehicles accelerate and decelerate frequently, the system significantly improves fuel economy.

■SKYACTIV-D

Mazda's next-generation clean diesel engine achieves the world's lowest*2 compression ratio (14.0:1) for a mass-production diesel engine and complies with global emission regulations without expensive NO_x aftertreatment systems, such as urea SCR and NO_x adsorption catalyst (LNT).

*2 Mazda data as of August 2013

■SKYACTIV - MT

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

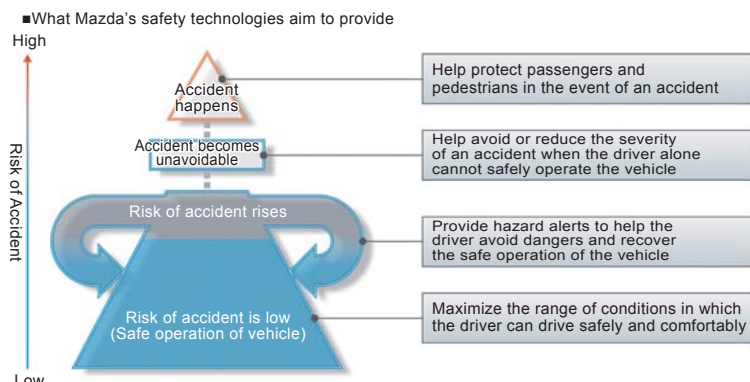
■SKYACTIV-CHASSIS

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.



Mazda Proactive Safety

At Mazda, the research and development of safety technology is based upon the company's safety philosophy, Mazda Proactive Safety, which aims to minimize the risk of an accident by maximizing the range of conditions in which the driver can safely operate the vehicle.



i-ACTIVSENSE

i-ACTIVSENSE is an umbrella term covering a series of advanced safety technologies, developed in line with Mazda Proactive Safety, which make use of detection devices such as milliwave radars and cameras. They include active safety technologies that support safe driving by helping the driver to recognize potential hazards, and pre-crash safety technologies which help to avert collisions or reduce their severity in situations where they cannot be avoided. i-Activsense was introduced with the all-new Mazda6 (Atenza) in November 2012.

Table of i-ACTIVSENSE technologies

| | | |
|---|---|---|
| Driving Support | Mazda Radar Cruise Control (MRCC) | Judges the relative speed and distance to the car ahead, and works within a set speed range to maintain a safe following distance, thus alleviating some of the burden on the driver when driving on highways. |
| Hazard Recognition Support | Forward Obstruction Warning (FOW) | Detects vehicles in front and alerts the driver to an approaching risk of collision early enough for the driver to brake or take evasive action. |
| | Lane Departure Warning System (LDWS) | Detects lane markings on the road surface and warns drivers of imminent unintentional lane departures. |
| | Rear Vehicle Monitoring (RVM) | Detects cars in the blind spot on either side or approaching from behind and alerts the driver to potential risks. |
| | High-Beam Control System (HBC) | Detects oncoming traffic and vehicles in front and automatically switches headlights between high and low beam, improving visibility at night and aiding hazard avoidance. |
| | Adaptive Front-lighting System (AFS) | Supports safe driving at night by turning the headlights based on the degree of steering input and vehicle speed to maximize illumination and visibility at curves and intersections. |
| Collision Avoidance/ Damage Reduction Support | Smart Brake Support (SBS) | Helps reduce the severity of a collision by automatically applying the brakes when a risk of frontal collision is detected while driving at speeds of 15km/h or more. |
| | Smart City Brake Support (SCBS) | Automatically stops or reduces the speed of the car when there is a risk of collision with the vehicle in front while travelling at speeds of between 4 and 30 km/h in order to help the driver to avoid or reduce the severity of a crash. |
| | Acceleration Control for Automatic Transmission | Avoids sudden acceleration by curbing engine power output and alerts the driver if the accelerator pedal is pressed excessively while there is an obstacle in front of the car. |

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.



From left to right; Mazda SHINARI, Mazda TAKERI, the all-new Mazda6 (Atenza)

1920 —

Corporate

| | | | | | |
|------|-----------|---|------|-----------|--|
| 1920 | January | Toyo Cork Kogyo Co. Ltd. is founded in Hiroshima, Japan. Shinpachi Kaizuka becomes president. | 1974 | May | Completes Miyoshi diesel engine plant. |
| 1921 | March | Jujiro Matsuda becomes president. | 1975 | January | Begins local production in Thailand. |
| 1927 | September | Company becomes Toyo Kogyo Co., Ltd. | 1977 | December | Yoshiki Yamasaki becomes president. |
| 1929 | April | Begins manufacturing Toyo machine tools. | 1978 | November | Cumulative production reaches 1 million units for rotary-engine cars. |
| 1931 | October | Starts 3-wheeled truck "Mazda-go" production. | 1979 | June | Cumulative production reaches 10 million units. |
| 1932 | — | Starts export of 3-wheeled trucks to Dalian, Mukden, Tsingtao, China. | | November | Enters into a capital tie-up with Ford Motor Company. |
| 1935 | October | Begins production of rock drills and gauge blocks. | 1981 | December | Starts operations at Hofu transmission plant (Nakanoseki area). Establishes Autorama (begins to supply products from October 1982). |
| 1945 | August | Loans part of headquarters' building to Hiroshima prefecture and all functions of the prefecture office are transferred there (until July '46). | 1982 | September | Production begins at the Hofu Plant (Nishinoura district). |
| 1949 | August | Restarts 3-wheeled truck exports (India). | 1983 | April | Begins local production in Colombia (establishes CCA). |
| 1951 | December | Tsuneji Matsuda becomes president. | 1984 | May | Company is renamed Mazda Motor Corporation. |
| 1961 | July | Enters into technical cooperation with NSU/ Wankel on rotary engines. | | October | Establishes the Mazda Foundation. |
| 1962 | January | Begins local assembly in South Korea. | | November | Kenichi Yamamoto becomes president. |
| 1963 | March | Cumulative production reaches 1 million vehicles. | 1985 | January | Establishes Mazda Motor Manufacturing (USA) Corporation (MMUC), later called AutoAlliance International (AAI). |
| | June | Begins local assembly in South Africa. | | March | Establishes Mazda Motor Corporation Beijing Representative Office. |
| 1965 | January | Technical cooperation begins with Perkins Services N.V. (U.K.) on diesel engines. | 1986 | April | Cumulative production of Mazda rotary-engine vehicles reaches 1.5 million units. |
| | May | Completes Miyoshi Proving Ground. | | December | Mazda R&D Center in Ann Arbor is completed. |
| 1966 | November | Completes new passenger car plant (Ujina) in Hiroshima. | 1987 | April | Cumulative production reaches 20 million units in Japan. |
| 1967 | March | Full-scale exports to the European market starts. | | June | Mazda opens a new research center in Yokohama, Japan. |
| | April | Establishes sales company in Australia. | | December | Norimasa Furuta becomes president. |
| 1968 | July | Establishes sales company in Canada. | | | Reaches an OEM agreement for micro-mini vehicles with Suzuki Motors Co., Ltd. |
| 1969 | April | Begins full-scale exports of rotary engine vehicles. | 1988 | May | Completes the Mazda Research and Development Center in Irvine, CA. (U.S.). |
| 1970 | April | Exports to the U.S. begin. | 1989 | April | Establishes Mazda Eunos and Mazda Autozam dealership channels. |
| | November | Kouhei Matsuda becomes president. | | June | Tokyo Branch renamed Tokyo Head Office. |
| 1971 | February | Establishes Mazda Motor of America (MMA). | 1990 | May | Completes the European R&D Representative Office (MRE) in Germany. |
| 1972 | October | Completes Mazda Training Center in Taihi. | | December | Cumulative production reaches 25 million units. |
| | December | Cumulative production reaches 5 million units. | | | |

Product

| | | | | | |
|------|----------|--|------|-----------|--|
| 1931 | October | Starts sales of Mazda's first automobile, the 3-wheeled truck, Mazda-go. | 1970 | May | Introduces Mazda Capella (RX-2). |
| 1950 | June | Introduces first small 4-wheeled truck, Mazda CA. | 1971 | September | Introduces the Grand Familia. Introduces Mazda Savanna (RX-3). |
| 1958 | April | Introduces small 4-wheeled truck "Romper" (later known as D-series (Mazda Kraft), E-series (Titan)). | 1972 | June | Introduces micro-mini, Shante. |
| 1960 | May | Introduces Mazda R360 Coupe, first 2-door passenger car for the company. | 1975 | March | Introduces Road Pacer. |
| 1961 | February | Introduces 4-wheeled light truck B360 (later known as Porter). | | October | Introduces Mazda Cosmo. |
| | August | Introduces Mazda B-series 1500 compact pickup (later renamed Procede). | 1978 | March | Introduces Mazda Savanna RX-7 (RX-7). |
| 1962 | February | Introduces Mazda Carol 600, first 4-door passenger car for the company. | 1980 | December | 5th generation Mazda Familia (GLC/323) wins "Japan Car of the Year." |
| 1963 | October | Introduces Familia 800 Van. | 1982 | December | 4th Generation Capella (Telstar) wins Japan Car of the Year award. |
| 1964 | October | Introduces Familia Sedan. | 1983 | June | Introduces Mazda Bongo Brawny van and wagon series (E-series). |
| 1965 | May | Introduces Light bus (later known as Parkway). | 1986 | February | Introduces Festiva. |
| 1966 | May | Introduces Mazda Bongo. | 1987 | January | Introduces Mazda Etude. |
| | August | Introduces Mazda Luce. | 1988 | October | Introduces Persona. |
| 1967 | May | Introduces Mazda Cosmo Sport (110S), first rotary engine vehicle for the company. | 1989 | June | Introduces Mazda Scrum (Suzuki OEM). |
| 1969 | April | Introduces 4-wheeled light truck, Porter Cab. | | September | Introduces Eunos Roadster (MX-5). |
| | October | Introduces mid-size truck, Boxer. | | November | Introduces Eunos 100 and Eunos 300. |

| | | | | | |
|------|-----------|---|------|-----------|---|
| 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. | 1999 | June | Cumulative production at AAI reaches 2 million units. |
| | November | Establishes Anfini sales channel (formerly Mazda Auto) in Japan. | | September | Mazda reaches an agreement with Mitsubishi to supply small commercial vehicles to Mitsubishi. |
| | December | Yoshihiro Wada becomes president. | | December | Entire Hofu Plant obtains environmental ISO certification. |
| 1992 | February | Full-scale production starts in Hofu Plant No.2. | 2000 | April | Mark Fields becomes president. |
| | April | The 'Mazda Global Environmental Charter' is adopted. | | June | Mazda participates in a government supported joint project to test run fuel cell vehicles. |
| 1993 | September | Starts local production in China. | 2001 | July | All Mazda plants in Japan acquire ISO 14001 environmental management certification. |
| | March | Formulates "Environment-Related Activity Promotion Plan (Mazda Environmental Voluntary Plan)". | | August | Introduces a website for the media. |
| 1994 | May | Cumulative production at AAI in the US reaches 1 million units. | 2002 | September | Establishes brand DNA common to all passenger cars. |
| | November | Mazda acquires the ISO 9002 certificate, first among Japanese auto makers. | | November | AAT-produced pickup trucks reach 100,000 units. |
| 1995 | April | Cumulative production in Japan reaches 30 million units. | 2001 | January | Announces mid-term plan, "Millennium Plan". |
| | November | Establishes AutoAlliance (Thailand) Co., Ltd. (AAT). (Actual operations start in February 1996) | | February | Mazda expands use of recycled materials made from end-of-life bumpers. |
| 1996 | April | Anfini dealerships renamed Mazda Anfini. | 2002 | September | Introduces the 'build-to-order' system, a first in Japan. |
| | June | Eunos dealerships integrated into Mazda Anfini or Mazda dealerships. | | January | Closes Ujina Plant No.2 (until May 2004). |
| 1997 | June | Mazda acquires ISO 9001 certification, the highest attainable quality mark in the ISO 9000 series, first among Japanese automakers. | 2002 | January | Cumulative production volume at Hofu Plant reaches 5 million units. |
| | October | Henry D.G. Wallace becomes president. | | March | Completes Nakasatsunai Proving Ground in Hokkaido. |
| 1998 | January | Inaugurates its new brand symbol, the Mazda M. | 2002 | April | Commences production of MZR engines. |
| | November | North American operations are streamlined (MNAO commences operations). | | May | Opens company day-care center. |
| 1999 | December | James E. Miller is appointed president. | 2002 | June | Introduces new brand message 'Zoom-Zoom.' |
| | December | Establishes Ethics Committee. | | August | Enhances corporate governance by taking measures such as the introduction of an executive officer system. |
| 1998 | January | Changes corporate symbol. | 2002 | September | Lewis Booth becomes president. |
| | March | Consolidates European business (MME commences operations). | | December | Sells auto leasing business to SB Auto Leasing Company. |
| 1999 | April | Formulates Product Philosophy. | 2002 | December | Transfers business in subsidiary Mazda Earth Technologies Co., Ltd. to Sandvik Tamrock Japan Co., Ltd. |
| | August | AAT starts production. | | December | Mazda establishes Management Advisory Committee to further enhance corporate governance. |
| 2000 | September | Establishes Mazda Motor Logistics Europe N.V. (MLE). | 2002 | December | Mazda establishes Management Advisory Committee to further enhance corporate governance. |
| | December | Hofu Nishinoura plant acquires ISO 14001 certification. | | December | Mazda establishes Management Advisory Committee to further enhance corporate governance. |
| 2001 | December | AAT commences exports. | | December | Mazda establishes Management Advisory Committee to further enhance corporate governance. |

| | | | | | |
|------|-----------|---|------|----------|--|
| 1990 | January | Introduces Mazda MPV. | 1995 | February | Introduces Mazda Proceed Levante. |
| | April | Introduces Eunos Cosmo. | | June | Introduces Mazda Bongo Friendee. |
| | September | Introduces Autozam Revue (121). | 1996 | August | Introduces Mazda Demio. |
| 1991 | May | Introduces Mazda Sentia (929). | | October | Mazda Demio receives "RJC New Car of the Year" award. |
| | June | Introduces Eunos Presso and Autozam AZ-3. | 1997 | December | Mazda develops the Mazda Demio FCEV, fuel-cell electric vehicle. |
| 1992 | October | HR-X hydrogen rotary engine concept car is shown at the Tokyo Motor Show. | | May | Introduces Mazda Bongo EV, electric vehicle. |
| | November | Introduces Mazda Cronos. | 1998 | October | Introduces "AZ-Offroad" (Suzuki OEM). |
| 1993 | November | Introduces Anfini MS-6 and Anfini MS-9. | | March | Introduces "Carol" (Suzuki OEM) (4th generation). |
| | January | Introduces MX-6. | 1999 | April | Introduces Mazda Laputa (Suzuki OEM). |
| 1994 | February | Introduces Eunos 500 (Xedos 6). | | July | Develops aldehyde remover, "Life Breath". |
| | March | Introduces Anfini MS-8. | 2000 | October | Introduces Mazda Premacy. |
| 1995 | May | Introduces Autozam Clef. | | 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 Autozam AZ-1. | 2001 | October | Introduces Titan Dash. |
| 1996 | November | Develops a passenger car with a natural gas engine. | | November | Introduces Tribute. |
| | January | Electric-powered vehicles based on the Mazda MX-5 are developed. | 2002 | February | Develops a new fuel-cell electric vehicle, Premacy FC-EV. First test run on public roads in Japan. |
| 1997 | April | Develops Miller-cycle engine. | | December | Develops high-strength plastic technology for new module carriers. |
| | September | Introduces Mazda Lantis (323F). | 2002 | February | Introduces Mazda Spiano (Suzuki OEM). |
| 1998 | October | Introduces Eunos 800 (Xedos9). | | May | Introduces Mazda Atenza (Mazda6). |
| | February | Mazda develops a compressed natural gas-powered truck (Titan base). | 2002 | July | Minimizes environmental impact with semi-dry machining process. |
| 1999 | September | Introduces Mazda AZ-Wagon (Suzuki OEM). | | November | Develops world's first environmentally friendly painting technology. |
| | September | Introduces Mazda Familia Van (Nissan OEM). | | December | Mazda Atenza wins "RJC New Car of the Year" award. |
| 2000 | September | Introduces Mazda Familia Van (Nissan OEM). | | December | Begins public road trials of Advanced Safety Vehicle (ASV). |

2003 —

Corporate

| | | | | | |
|------|-----------|--|------|-----------|--|
| 2003 | January | Begins production of RENESIS rotary engine. Starts production of Mazda6 at FAW Car Company in China. | 2006 | January | Mazda and Mitsubishi Corporation establish new energy supply company for Japan operations. |
| | | Starts production of the Mazda2 in Europe at the Ford Valencia plant (ends June 2007). | | February | Starts production of Mazda3 at Changan Ford Mazda Automobile plant in Chongqing. |
| | July | Mazda and Isuzu agree on OEM supply of Isuzu small truck. | | April | Mazda Autozam sales channel in Japan cumulative sales reach 1 million units. |
| | August | Hisakazu Imaki becomes president. | | May | Holds opening ceremony for Mine Proving Ground. |
| | | | | July | The car-carrying vessel, Cougar Ace, becomes stricken at sea. |
| 2004 | February | Starts sales of micro-mini vehicles in all dealership networks and expands cross-channel offerings of registered vehicles. | 2007 | September | Mazda6 marks 3 millionth vehicle produced at AutoAlliance International. |
| | April | Ends production at the Hiroshima plant's F Plant to strengthen its production system. | | October | Renews Mazda official websites. |
| | May | Commences operations at retooled Ujina Plant No.2. | | March | Announces new "Mazda Advancement Plan" mid-term business plan. Sets long-term vision for technology development: "Sustainable Zoom-Zoom." |
| | September | Transfers all shares in Mazda Car Rental Corporation. | | April | Starts engine mass production at the Changan Ford Mazda Automobile Co., Ltd. (Nanjing). |
| 2005 | December | Ujina Plant No.1 fire. | | May | Receives certification of the Japanese Government's Kurumin mark. Celebrates the 40th anniversary of the Rotary Engine vehicle. |
| | February | Hydrogen fueling station opens. Celebrating Mazda's 85th anniversary, the newly-renovated Mazda Museum opens. | | 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. |
| | 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. | | October | Changan Ford Mazda Automobile Nanjing Plant commences production of the new Mazda2. |
| | May | Mazda Global Environmental Charter revised and Mazda Environmental Committee strengthened. | | | |
| | June | Mazda Motor (Shanghai) Business Management & Consulting Co., Ltd. founded. | | | |
| | August | Establishes sales company, Mazda South East Asia, Ltd., in Thailand. Opens China Engineering Support Center. | | | |
| | | | | | |

Product

| | | | | | |
|------|-----------|--|------|-----------|---|
| 2003 | February | Mazda introduces a world first aluminum joining technology using friction heat. | 2006 | February | Begins commercial leasing of world's first rotary hydrogen vehicle (RX-8 Hydrogen RE). |
| | April | Mazda develops an impact-absorbing hood. | | May | Mazda develops high-strength heat-resistant bioplastic for interior parts with Hiroshima area partners. |
| | May | Develops an emissions reduction technology for diesel engines where the particulate matter is reduced by over 75% compared to the current model. | | November | Mazda MPV 2.3L DISI turbo engine vehicle wins the Chairperson's Award of the Eco-Products Awards Steering Committee. |
| | June | Mazda's RENESIS engine wins "International Engine of the Year" award. | | December | Introduces Mazda CX-7 to the Japanese market. |
| 2004 | 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. | 2007 | June | Participates in ITS public road trials in Hiroshima. |
| | October | Introduces Mazda Axela (Mazda3). | | September | Develops world's first biofabric made with 100% plant-derived fiber for vehicle interior. |
| | November | RENESIS rotary engine named "RJC Technology of the Year". Mazda RX-8 wins "RJC Car of the Year" award. | | October | Develops world-first catalyst material structure for autos using single-nanotechnology. |
| | December | Mazda6 named Car of the Year in China. | 2008 | 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. |
| | May | Mazda's RENESIS wins 2.5-3.0 liter category of International Engine of the Year for second year running. | | January | Mazda CX-9 wins North American Truck of the Year award. Conducts ITS test on public roads as part of a Hiroshima prefecture industry-academic-government group. Realizes Japan first rear vehicle monitoring system. |
| 2005 | June | Introduces Mazda Verisa | | March | 3rd generation Mazda2 wins World Car of the Year award. Starts public test driving of the Advanced Safety Vehicle, "ASV". |
| | October | Starts public road testing of the RX-8 Hydrogen RE vehicle. | | 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. |
| | November | Mazda's Three Layer Wet Paint technologies wins the Minister of Environment Award for prevention of global warming. | | July | Introduces new Mazda Biante |
| | March | Bumper-to-bumper recycling technology is introduced to produce new bumpers for the RX-8. | | September | Develops a unique idling stop system using direct injection engine technology. Develops clean diesel engine with improved output and environmental performance. Develops plastic molding technology which reduces consumption of plastic resins by 30%. |
| | 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. | | | |
| | July | Mazda adopts a more eco-friendly painting process, further reducing the environmental burden during the painting process. | | | |
| | November | 3rd generation Mazda Roadster wins "Japan Car of the Year". | | | |

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| 2008 | February | Receives Japan's first Human Rights Merit Award. | 2011 | January | Nissan and Mazda agree on new OEM contract with Nissan. |
| | March | Forms strategic alliance in auto financing business in Japan. | | February | Mazda and Hiroshima University sign comprehensive cooperation agreement. |
| | April | Launches the environment management system 'Eco-action 21' among Japanese distributors. | | June | Establishes vehicle production facility in Mexico and sales company in Brazil with Sumitomo. |
| | June | Launches new Global Visual Identity to express the company's brand identity. | | | Implements outside director system. |
| | | Announces plan to improve vehicle fuel economy 30% by 2015. | | October | Mazda and Sumitomo Corporation hold groundbreaking ceremony to mark start of construction of the new plant in Mexico. |
| | July | Establishes Mazda Parts Co., Ltd. in Japan. | | | Local assembly of Mazda2 begins at Vina Mazda's new plant in Vietnam. |
| | September | Commences vehicle transport on the Trans-Siberian Railroad. | 2012 | January | Completes new wing of the Mazda Hospital (in-patient ward). |
| | October | Mazda Museum welcomes 1 millionth visitor. | | May | Begins discussions with Fiat regarding development and production of new open-top two-seater sports car. |
| | November | Takashi Yamanouchi becomes president. | | July | Increases production capacity of SKYACTIV-G and SKYACTIV-D engines to 800,000 units per annum. |
| | December | Obtains naming rights for the new Hiroshima baseball stadium and names the stadium "Mazda Zoom-Zoom Stadium Hiroshima." | | 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. |
| 2009 | March | Opens training centers in Beijing, Shanghai and Shenzhen. | | November | Reached agreement with Toyota to produce Toyota vehicles at new plant in Mexico. |
| | April | Increases capital investment from 25% to 40% in FAW Mazda Motor Sales Co. Ltd (FMSC). | 2013 | January | Signed Agreement with Fiat to produce a new Alfa Romeo |
| | July | Inaugurates new passenger car plant at AutoAlliance Thailand (AAT). | | | |
| 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). | | | |

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| 2009 | January | Cuts precious metal usage 70% with new single-nanocatalyst. | 2011 | February | Builds 900,000th Roadster/MX-5, applies to Guinness World Records to update record for best-selling two-seat sports car. |
| | February | Participates in 'ITS-Safety 2010' combined road trials. | | May | Mazda3/Axela global production reaches 3 million units. |
| | March | Develops world-first automated recycling technology for end-of-life vehicle bumpers. | | June | Launches Demio with highly-efficient direct-injection SKYACTIV-G 1.3 gasoline engine. |
| | | Becomes first Japanese automaker to develop a urea SCR system for cars. | | September | Launches second SKYACTIV model in Japan, Axela (Mazda3). |
| | | Begins commercial leasing of world's first hybrid rotary hydrogen vehicle, Premacy Hydrogen RE Hybrid. | | November | Launches final special edition of the RX-8; Mazda RX-8 SPIRIT R. |
| | June | Succeeds in developing world's lowest environmental impact water-based paint system, "Aqua-tech", and launches it in Ujina Plant No.1. | | | New engine SKYACTIV-G 1.3 wins RJC Technology of the Year Award. |
| | November | Mazda i-stop wins RJC Technology of the Year award. | | | Develops brake energy regeneration system for a passenger car that uses a capacitor. |
| | | Mazda Axela and Mazda Biente with i-stop win Eco-Products Award in Japan. | 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. |
| | | Provides Demios as the base architecture for the electric vehicle test project, "Tsukuba Environmental Style Test Project". | | June | Launches Mazda Flairwagon micro-mini, an OEM vehicle from Suzuki. |
| 2010 | September | Announces new design theme "KODO - Soul of Motion". | | October | Begins leasing the Demio EV (electric vehicle). |
| | October | Announces next-generation SKYACTIV TECHNOLOGY. | | 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 Biente |

■ Updates

Updates on Directors, Officers and Auditors and Company Profile can be accessed at the following
<http://www.mazda.com/profile/outline/library.html>

■ Mazda Information Disclosure Tools

Mazda's approach, activities and data are also included in the following materials.

Sustainability Report 2013

Mazda's CSR (Corporate Social Responsibility) report
<http://www.mazda.com/csr/download/>

Annual Report 2013

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

Mazda Motor Corporation

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