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# Mazda In Brief 2014

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# Vision of Mazda

## Corporate Vision

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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)

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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)

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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"

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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"

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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 and Brand Value Management

## Structural Reform Plan

In April 2014, Mazda revised its sales and profit targets for fiscal year ending March 2016 in consideration of recent market trends and changes in the business environment, such as the weakening Japanese yen, changing market conditions, etc.

### 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 have helped to realize both increasing sales volumes and sales at the right price, without relying on incentives.

#### Targets for FYE March 2016

Global Sales 1.52 million units

Operating Profit ¥230 billion

ROS 7% or more

Exchange rate assumptions: US dollar: ¥100, Euro: ¥135

### 2 Accelerate Further Cost Improvements through Monotsukuri Innovation

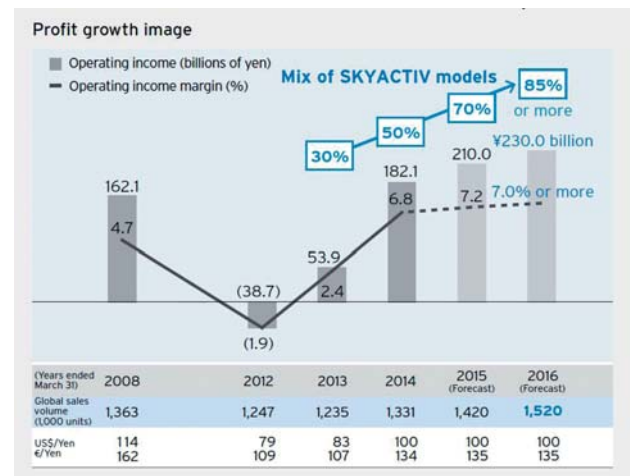
Thanks to more efficient product development processes and manufacturing-equipment investments, our new generation of products that begun with the CX-5, not only deliver excellent driving performance and fuel economy but also drastically reduced R&D and production costs.

### 3 Reinforce Business in Emerging Countries and Establish Global Production Footprints

Mazda is strengthening its business through measures designed to take advantage of the strong economic growth in emerging markets, including expanding local production, enhancing sales networks, and optimizing product line-ups. In addition, Mazda is strengthening its ability to withstand exchange rate fluctuations by establishing a global production footprint. The company is increasing the ratio of vehicles produced overseas while maintaining its current domestic production framework.

### 4 Promotion of Global Alliances

In order to further strengthen its business and brand value, Mazda is implementing an alliance strategy aimed at realizing optimal complimentary partnerships in the areas of products, technologies and regions. The company will continue in its efforts to license products and technologies including SKYACTIV powertrains to other automakers.



## Brand Value Management



Mazda aims to consistently exceed customer expectations at every touch point throughout the car-purchase and ownership experience; products, quality, sales, after-sales service, people and communications. In doing so, we aim to enrich people's lives and become a brand that maintains a strong bond with our customers. In order to achieve this goal the entire Mazda Group is working together to promote Brand Value Management.

We aim to maximize customer satisfaction by offering unique, attractive and fun-to-drive products and services, as exemplified by our new-generation SKYACTIV models. For this reason, we will continue enhancing the SKYACTIV line-up, offering Mazda-unique products to as many customers as possible.

By ensuring that customers understand the merits of these products, we will achieve sales at the right price, helping to maintain and improve the values associated with the customer's car, and increase sales volumes at the same time. In addition we will strengthen Mazda's brand presence through advertising, making Mazda into a brand with which customers feel an emotional connection.

With Brand Value Management, Mazda aims to consistently exceed customer's expectations and become a trusted brand that customers will choose again and again. In doing so, we will establish a strong customer base and stable profit structure, aiming to further increase our corporate value.