MAZDA IN BRIEF 2016

YEAR ENDED MARCH 31, 2016

zoom-zoom

Cornerstone of Mazda's car-making philosophy

We first define our ideal,

then work tirelessly to achieve it.

We never compromise. And we never stop challenging.

We want to make cars the likes of which the world has never seen.

No matter how difficult the problem, no matter how big the obstacle,

we never give up the pursuit of our dream.

We believe an ideal can be achieved only by taking on great challenges.

And this belief defines the way we make cars.

A defiant spirit of challenge.

This is the cornerstone of Mazda's car-making philosophy.

Contents

It all begins with Driving Celebration

More than a means of transportation, cars that satisfy the heart and mind.

People have been holding on to one dream since ancient times. They want to travel to distant unknown lands. With time, this overwhelming desire led to the invention of various means of transportation. To horse-drawn carriages, trains, ships, airplanes and, of course, automobiles. In order to go further and quicker. Numerous technical innovations have led to the automobile becoming an intimate part of a great many peoples' lives.

Moreover, persons who were not satisfied merely by the ability to move around selected a destination of their own choosing, discovering many things along the roads they took to pioneer new worlds that provided personal satisfaction. In this manner, the automobile evolved from a simple means of transportation to becoming a presence in our lives that provides contentment to both the heart and mind.

That feeling as the garage door slowly opens to reveal your beloved car. When you open the door and slide right into your car. When you step on the accelerator and feel the pulsing power of the engine. These moments as your excitement slowly rises, these tingling feelings of anticipation are the origin of Mazda's car-making philosophy. We continue to create cars that deliver this celebration of driving because we believe that they can enrich and brighten everyone's lives.

Inherited DNA

An unyielding spirit of challenge that spurns conventional wisdom in a quest to discover the essence

There is something deeply ingrained into Mazda's car-making philosophy: An unyielding spirit of challenge, cultivated in Hiroshima. It is the same intrepid spirit that empowered the people of Hiroshima to rebuild after the devastation of the war and drove them to continually take on new challenges in the hope of a brighter future. As a company rooted in the community of Hiroshima, Mazda has undoubtedly inherited this spirit.

One example representative of our constant desire to take on challenges is the development of the rotary engine, known as the "Dream Engine". Although the common feeling at the time was that it was an impossible task, Mazda was not held captive to this so-called common sense, but rather forged on through repeated trial and error until finally becoming the world's first automaker to successfully mass-produce a vehicle with a two-rotor rotary engine in 1967. Moreover, a Mazda vehicle won the Le Mans 24-Hour endurance race in 1991, marking not only the first time a Japanese-made vehicle won but also the first time win for a rotary-engine car. The proof of solid results from Mazda's unyielding spirit to take on any challenge is seen in the development of our SKYACTIV TECHNOLOGY, a revolutionary new-generation technology, the establishment of the KODO—Soul of Motion design philosophy filled with vitality and emotion, and similar efforts.

We dare to take on challenges that others consider to be difficult, or even impossible, and we don't mind doing things differently from others in our quest to discover the essence. Our deeply held belief that new technology can only be created by persistently taking on any challenge is the source of the pride in craftsmanship that imbues all of Mazda's automobile design and manufacturing efforts.

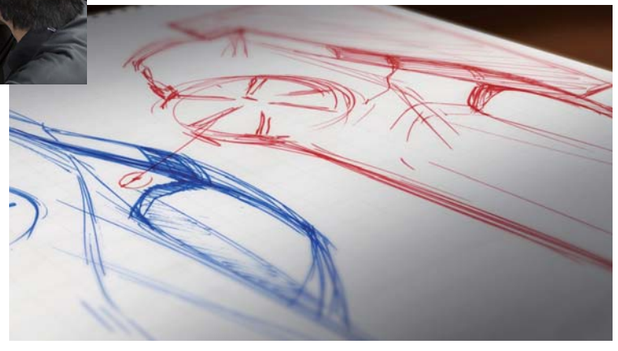
Now and into the Future

Zoom-Zoom. Through the past and into the future. Cars that enrich your life.

That joy you felt as a child running fast and free as the wind. The feeling of excitement from watching that sleek-driving car of your dreams. Zoom-Zoom. That is a pleasure that no one tires of experiencing. More than anything, Mazda hopes to provide cars to our customer that purely and simply embody driving pleasure.

The ideal is the "oneness between car and driver". Our cars are just like famous racehorses. We want you to share the excitement and passion, like with your most important partner. Unifying the feelings of the driver with the movements of the car provides a daily life filled with enjoyment of your car. Moreover, Mazda maintains a solemn promise with our customers to give maximum consideration to the environment and safety. We firmly believe that thoroughly pursuing environmental and safety performance will enable us to absolutely realize a future full of excitement for vehicles, people, and the Earth.

This is because our customers share their precious time driving our cars daily. We want to deepen the bonds with our customers and enrich their lives each time they get into and drive our cars. This has been and will continue to remain our philosophy forever. At Mazda, we are devoted to the art and science of vehicle manufacturing without compromising as we constantly and directly take on the challenge of providing our customers across the globe with exciting and satisfying cars.



Car Lineup

Passenger vehicles

Mazda DEMIO
Mazda2

Mazda AXELA SPORT / SEDAN
Mazda3

Mazda ATENZA WAGON / SEDAN
Mazda6

Mazda CX-3

Mazda CX-5

Mazda ROADSTER
MX-5 Miata

Mazda PREMACY
Mazda5

Mazda BIANTE

Vehicles sold outside Japan

MAZDA2 SEDAN

CX-4

CX-9

BT-50

Micro-mini vehicles

Mazda FLAIR

Mazda FLAIR WAGON

Mazda SCRUM WAGON

Mazda CAROL

Mazda FLAIR CROSSOVER

Commercial vehicles

Mazda BONGO VAN

Mazda BONGO TRUCK

Mazda FAMILIA VAN

Mazda TITAN

Mazda SCRUM VAN

Mazda SCRUM TRUCK

Special needs vehicles

Mazda DEMIO

Mazda PREMACY

Mazda BIANTE

Mazda FLAIR WAGON

Vision of Mazda

Corporate Vision*

We love cars and want people to enjoy fulfilling lives through cars.

We envision cars existing sustainably with the earth and society,

and we will continue to tackle challenges with creative ideas.

1. Brighten people's lives through car ownership.
2. Offer cars that are sustainable with the earth and society to more people.
3. Embrace challenges to seek to master the Doh ("Way" or "Path") of creativity.

*Mazda revised its Corporate Vision in April 2015, with the following objectives, aiming to be recognized as a corporate group gaining sincere trust of its stakeholders.
・Clarify the attributes of the Mazda brand, and make concerted efforts across the Mazda Group to realize the Corporate Vision.
・Promote the Group-wide dialogue process to share, understand and agree the goal of the Corporate Vision through the continuous thorough discussions.
・Closely link the Corporate Vision to our daily business activities.

The Origin and Meaning of "Mazda"

The Company's name, "Mazda," derives from Ahura Mazda, a god of the earliest civilizations in western Asia. The Company has interpreted Ahura Mazda, the god of wisdom, intelligence, and harmony, as a 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 Company's founder, Jujiro Matsuda.

Mazda Brand Symbol

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 (Established in June 1997).

Mazda Corporate Mark

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

Mazda has adopted blue as the corporate color, thinking the color of blue is "expressing the corporate attitude as an automobile manufacturer, fulfilling the social responsibility for the environment and safety, and also evoking a sense of quality and technological competence."

Mazda Brand Slogan, "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. (Announced in April 2002)

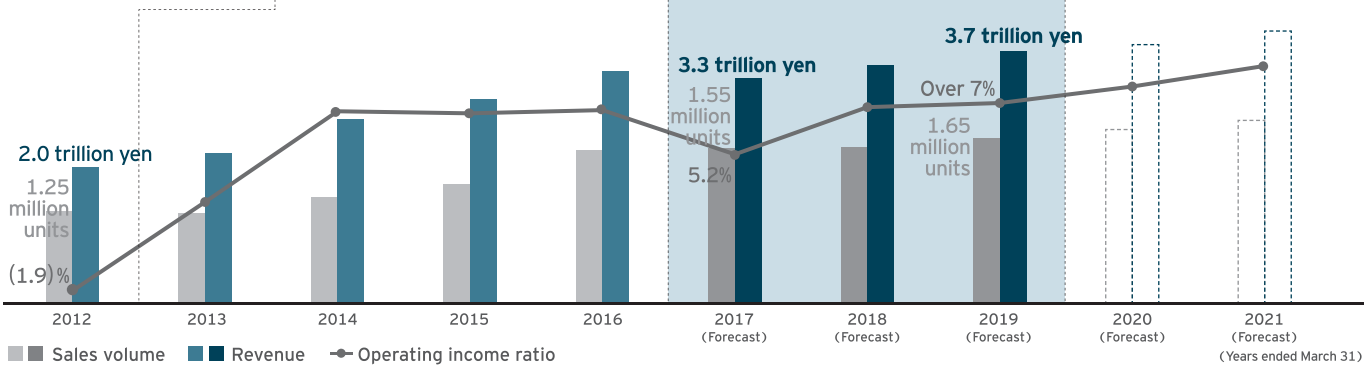
Structural Reform Stage 2

Aiming for qualitative growth and brand value improvement

Mazda has been implementing the initiatives of the Structural Reform Plan, which was announced in February 2012, to overcome an adverse external environment and set a steady course for future growth. Business innovation through SKYACTIV has proven successful, with a steady pace of growth in sales and profit since 2012. Nevertheless, we believe there is still room for improvement in each of the key areas. With this in mind, Structural Reform Stage 2, the new medium-term plan that will cover the three-year period beginning with the March 2017 fiscal year, is intended to take the initiatives of the Structural Reform Plan to the next stage, to maintain steady growth in unit sales and achieve "qualitative growth" through improved business efficiency in each of the areas of products, sales, production, and finance, to fully enhance our brand value. Specifically, we will continue to evolve SKYACTIV products and introduce new models to maintain volume growth, while strengthening our business base in areas including brand value, our sales network, and global production efficiency. In addition, we will implement global integrated planning that encompasses development, manufacturing, and sourcing to achieve optimal common architectures, and we will develop and begin introducing even more efficient and higher-performance SKYACTIV GEN2 models. We will also build a firm financial base, which will lead to an improved dividend payout.

Global Production Units	Operating ROS	Equity Ratio	Dividend payout ratio
1.65 million units	Over 7%	Over 45%	Over 20%

	Structural Reform Plan (2013-2016)	Structural Reform Stage 2 (2017-2019)	Next Medium-term Plan (2020-)
	Change of business structure by structural reforms	Qualitative growth / Brand value improvement	Further sustainable growth
Product and R&D	SKYACTIV TECHNOLOGY GEN1	• Continuous evolution of new-generation products • Next-generation technology/Start of product development and investment	• Full-scale introduction of GEN2 models • Enhance electric drive system GEN2
Brand and Sales	• Start right-price sales, volume growth and brand value improvement	• Drive reforms at sales frontline to ensure penetration of sales strategy • Improve the customer ownership experience	• Volume growth by significant product enhancement
Global Production	• Reinforce production capacity in Mexico, Thailand, Russia, Malaysia, etc.	• Global expansion of "Monozukuri (Manufacturing) Innovation" and accelerated cost reduction • Support sales growth by maximizing plant utilization	• Expand production capacity for quantitative growth
Strengthen financial structure	• Shift to profitable earnings structure even under strong-yen environment • Recover financial base and resume dividends	• Establish strong financial structure • Raise dividend payout ratio	• Improve both growth and profit • Improve capital efficiency and ROE



GEN1 = SKYACTIV Generation 1; GEN2 = SKYACTIV Generation 2
Decisions for further growth under the next medium-term plan (from the fiscal year ending March 2020) that will follow Structural Reform Stage 2 will be made during the period covered by Structural Reform Stage 2, based on changes in the business environment.

Company Profile and Major Data

Company Profile

Company name	Mazda Motor Corporation
Founded	January 30, 1920
Headquarters	3-1 Shinchi, Fuchu-cho, Aki-gun, Hiroshima 730-8670 Japan
Representative	Masamichi Kogai, Representative Director; President and CEO
Main business	Manufacture and sales of passenger cars and commercial vehicles
Stock Information	Authorized: 1,200,000,000 shares Issued: 599,875,479 shares Number of shareholders: 158,602
Capital	￥258,957,096,762
Employees	Unconsolidated Male: 19,653 Female: 1,948 Total: 21,601 (including dispatchees) Consolidated: 46,398
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, Mexico, Taiwan*1, Vietnam*2, Malaysia*3, Russia*3
Sales companies	Japan: 229 Overseas: 141
Principal products	Four-wheeled vehicles, gasoline reciprocating engines, diesel engines, automatic and manual transmissions for vehicles

*1 Production of Mazda vehicles ended in May 2016.
*2 Some models are assembled locally (Volume is not disclosed)
*3 Assembly only (Volume is not disclosed)

Global Production

(Fiscal Year) (Units)

		FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)
Global		1,185,222	1,200,014	1,269,296	1,375,064	1,571,199
	Japan	846,574	879,129	972,533	919,405	989,401
	Overseas	338,648	320,885	296,763	455,659	581,798

Global Sales

(Fiscal Year) (Units)

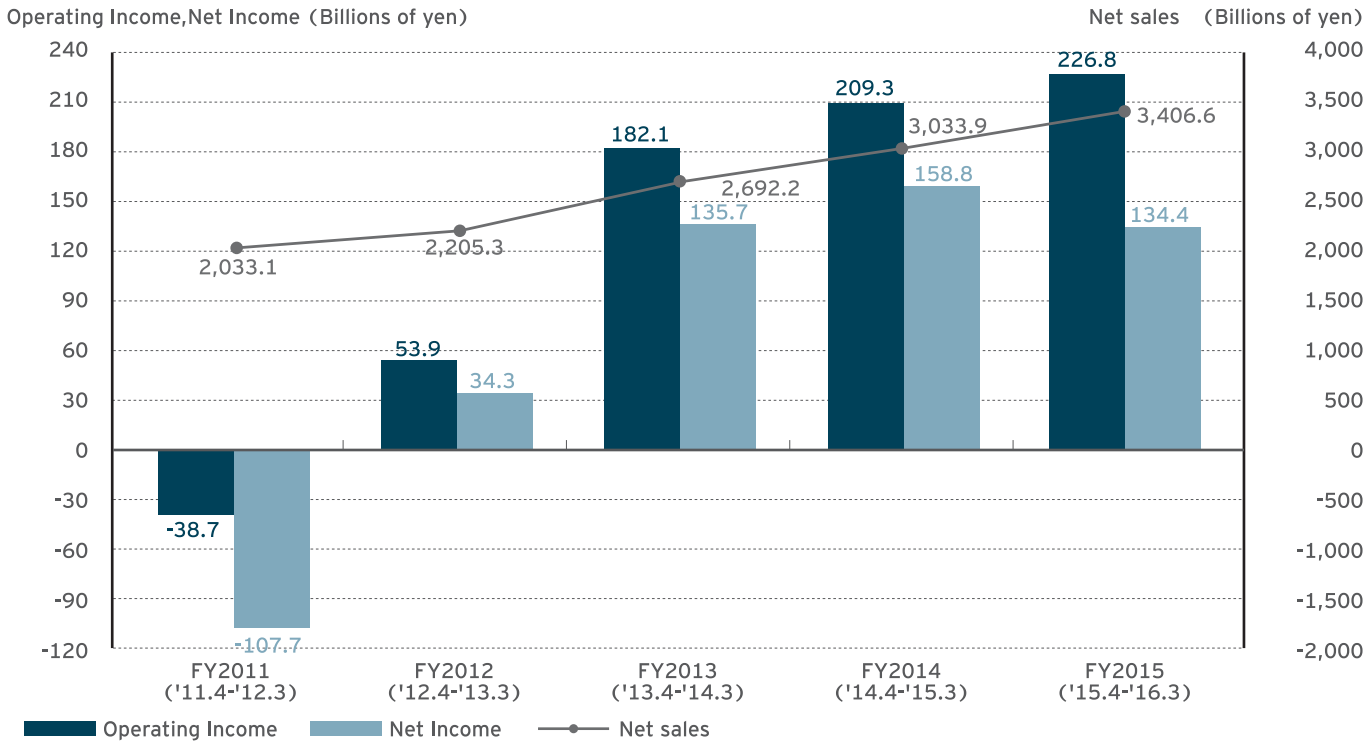
		FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)
Global		1,246,375	1,234,503	1,330,921	1,397,289	1,534,239
	Japan	205,538	216,257	243,598	224,543	232,350
	Overseas	1,040,837	1,018,246	1,087,323	1,172,746	1,301,889

Financial Summary (Consolidated)

¥ in billions, except per share amounts		FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)
	Japan	560.2	588.0	655.7	617.4	660.9
	Overseas	1,472.9	1,617.3	2,036.5	2,416.5	2,745.7
Net sales		2,033.1	2,205.3	2,692.2	3,033.9	3,406.6
Operating income		-38.7	53.9	182.1	202.9	226.8
Ordinary income		-36.8	33.1	140.7	212.6	223.6
Income before taxes		-55.3	39.1	97.4	209.3	167.0
Net income		-107.7	34.3	135.7	158.8	134.4
Capital investment		78.0	77.2	133.2	131.0	89.2
Depreciation and amortization		68.8	60.0	57.7	68.9	79.0
Research and Development cost		91.7	89.9	99.4	108.4	116.6
Total assets		1,915.9	1,978.6	2,246.0	2,473.3	2,548.4
Financial debts		778.1	719.0	742.7	701.0	617.1
Net financial debts		300.8	274.1	263.0	171.9	48.4
Cash flows		-79.4	8.7	16.3	108.9	154.7
	Japan	84.7	87.9	97.3	91.9	98.9
	Overseas	33.8	32.1	29.6	45.6	58.2
Production Volume (Thousands of units)		118.5	120.0	126.9	137.5	157.1
	Japan	20.6	21.6	24.4	22.5	23.2
	N.America	37.2	37.2	39.1	42.5	43.8
	Europe	18.3	17.2	20.7	22.9	25.7
	China	22.3	17.5	19.6	21.5	23.5
	Others	26.3	30.0	29.3	30.3	37.2
Sales volume (Thousands of units)		124.7	123.5	133.1	139.7	153.4

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

Operating Results



Directors, Audit & Supervisory Board Members and Officers

(As of September 1, 2016)

Directors, Officers and Auditors

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
Kiyotaka Shobuda

Director
Kiyoshi Fujiwara

Director
Ichiro Sakai

Director
Kazuaki Jono

Audit & Supervisory Board Members

Audit & Supervisory Board Member (Full-time)	Audit & Supervisory Board Member
Nobuyoshi Tochio	Isao Akaoka
Hirofumi Kawamura	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 Financial Services; Assistant Oversight of Fleet Sales; 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
	Nobuhide Inamoto	Oversight of Operations in China, Domestic Sales and Fleet Sales; In charge of Global Auditing
	Kiyotaka Shobuda	Oversight of Quality, Brand Promotion, Production and Business Logistics
	Kiyoshi Fujiwara	Oversight of R&D and MDI; In charge of Cost Innovation
Senior Managing Executive Officer	Jeffrey H. Guyton	Assistant to officer overseeing Brand Promotion; President and CEO, Mazda Motor Europe GmbH
	Masahiro Moro	Oversight of Marketing Strategy; Assistant Oversight of Brand Promotion; President and CEO, Mazda Motor of America, Inc. (Mazda North American Operations)
	Akira Koga	In charge of Corporate Planning, Profit Control, Global IT Solution and MDI
Managing Executive Officer	Mitsuo Hitomi	In charge of Technical Research Center, Powertrain Development and Integrated Control System Development
	Masatoshi Maruyama	In charge of Global Production and Global Business Logistics
	Takeshi Fujiga	In charge of Global Human Resources and Safety, Health & Disaster Prevention
	Kazuhisa Fujikawa	In charge of Global Purchasing; Assistant to the Officer in charge of Cost Innovation
	Kazuyuki Fukuhara	In charge of Domestic Sales and Fleet Sales; President, Mazda Chuhan Co., Ltd.
	Ikuo Maeda	In charge of Design and Brand Style
	Tetsuya Fujimoto	In charge of Financial Services; Assistant to the Officer in charge of Corporate Planning
Executive Officer	Nobuhiko Watabe	In charge of Operations in China; Chairman, Mazda Motor (China) Co., Ltd.
	Raita Nishiyama	Oversight of Tokyo Office; In charge of Corporate Liaison; Assistant to the Officer in charge of Corporate Planning and Corporate Communications
	Hidenori Kawakami	Assistant to the Officer in charge of Global Production; General Manager, Hofu Plant
	Hiroshi Inoue	In charge of New Emerging Market Operation (excepting Latin America); Director of ASEAN Operations Office; President, Mazda South East Asia Ltd.
	Makoto Yoshihara	In charge of Secretariat, General & Legal Affairs, Compliance, Risk Management and Mazda Hospital; General Manager, Office of General & Legal Affairs
	Yasuhiro Aoyama	Global Sales Coordination; In charge of Brand Promotion, Global Marketing and Customer Service
	Ichiro Hirose	General Manager, Powertrain Development Div.
	Takeshi Mukai	In charge of Global Quality
	Chiharu Mizutani	President and CEO, Mazda Motor Manufacturing de Mexico, S.A. de C.V. (Mazda de Mexico Vehicle Operation)
	Masashi Aihara	General Manager, Corporate Planning Div.
	Ryuichi Umeshita	General Manager, Customer Service Div.

Major Affiliates

Consolidated Subsidiaries 58 (As of March 31, 2016)

Company name	Country	Mazda's Share	Business
Mazda Chuhan Co., Ltd.	Japan	100.0%	Sales of used cars
Mazda Autozam Inc.	Japan	100.0%	Distribution of vehicles and parts
Mazda Motor International Co., Ltd.	Japan	100.0%	Trading company
Mazda Ace Co., Ltd.	Japan	100.0%	Security/accident prevention and printing orders
Mazda Logistics Co., Ltd	Japan	100.0%	Distribution of vehicles and parts
Kurashiki Kako Co., Ltd.	Japan	75.0%	Production and sales of vehicle parts
Mazda Engineering & Technology Co., Ltd.	Japan	100.0%	Development and manufacture of special use vehicles
Mazda Parts Co., Ltd.	Japan	100.0%	Sales of parts
Hakodate Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Tohoku Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Fukushima Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Kitakanto Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Koushin Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Kanto Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Shizuoka Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Tokai Mazda Sales Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Hokuriku Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Keiji Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Kansai Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Nishi Shikoku Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Kyushu Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Minami Kyushu Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Okinawa Mazda Sales Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
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 Servicios de Mexico, S. de R.L. de C.V.	Mexico	100.0%	Human resource services for Mazda Motor de Mexico
Mazda Motor Manufacturing de Mexico, S.A. de C.V.	Mexico	70.0%	Production and sales of vehicles
Mazda Motor Operaciones de Mexico, S.A. de C.V.	Mexico	70.0%	Human resource services for Mazda Motor Manufacturing de Mexico
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.r.l.	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
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 vehicle 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
Mazda Southern Africa (Pty) Ltd.	Southern Africa	70.0%	Distribution of vehicles and parts
Mazda Motor Taiwan Co., Ltd.	Taiwan	100.0%	Distribution of vehicles and parts
MAZDA DE COLOMBIA S.A.S	Colombia	100.0%	Distribution of vehicles and parts
Others (8)	—	—	—

Equity Method Applied Companies 13 (As of March 31, 2016)

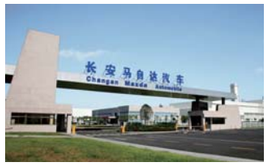
Company name	Country	Mazda's Share	Business
Toyo Advanced Technologies Co., Ltd.	Japan	30.0%	Production and sales of machine tools
Japan Climate Systems Corporation	Japan	33.3%	Production and sales of vehicle parts
Yoshiwa Kogyo Co., Ltd.	Japan	33.3%	Production and sales of vehicle parts
Sanfrecce Hiroshima FC.	Japan	17.1%	Professional soccer team
Mazda Processing Chugoku Co., Ltd.	Japan	29.0%	Attachment of vehicle accessories
SMM Auto Finance, Inc.	Japan	49.0%	Automotive retail finance
MCM Energy Service Co., Ltd.	Japan	40.0%	Steam and electricity supply
Mazda Parts Sales Hiroshima Co., Ltd.	Japan	33.3%	Sales of parts
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. Sales Branch Office (CMAS)	China	50.0%	Production and sales of vehicles
Changan Ford Mazda Engines Co., Ltd.	China	25.0%	Production and sales of vehicle parts
FAW Mazda Motor Sales Co., Ltd.	China	40.0%	Distribution of vehicles and parts

Research & Development Activities by Region


Mazda Headquarters


Hiroshima Plant

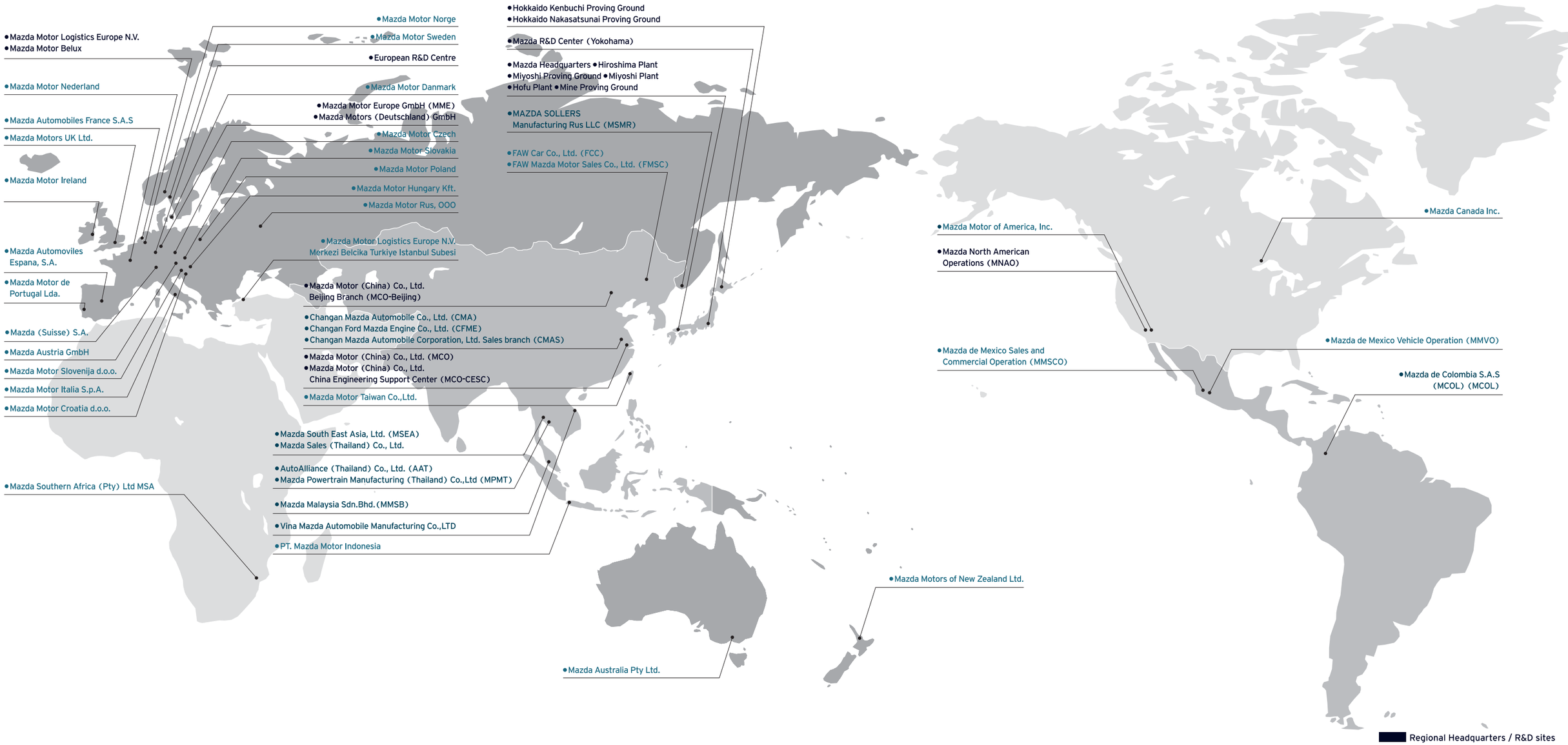

Hofu Plant（Nishinoura）



Changan Mazda Automobile Co., Ltd.（CMA）


AutoAlliance（Thailand）Co., Ltd.（AAT）


Mazda de Mexico Vehicle Operation（MMVO）



Global unit sales
1,534,239

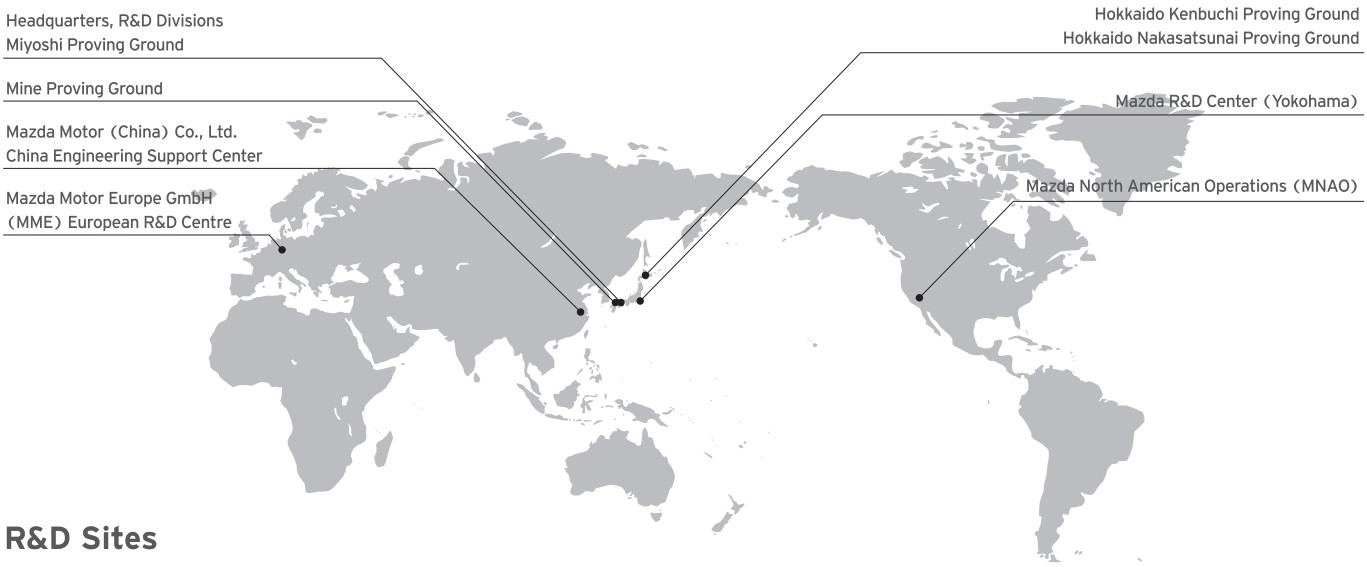
Global Sales companies
370

Employees
46,398

Operating income
226.8 billion yen

Net income
134.4 billion yen

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	・Product and engineering planning ・Design development ・Product development ・Advanced research for significant new technology
	Mazda R&D Center (Yokohama)	Yokohama	・Product and engineering planning ・Advanced research for significant new technology
U.S.A.	Mazda North American Operations (MNAO)*1	Irvine, CA Flat Rock, Michigan	・Technology and market trend studies in the North American market ・Design development for the North American market ・Evaluation of product conformity with North American market standards
Europe	Mazda Motor Europe GmbH (MME) European R&D Centre	Oberursel, State of Hessen, Germany	・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	・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

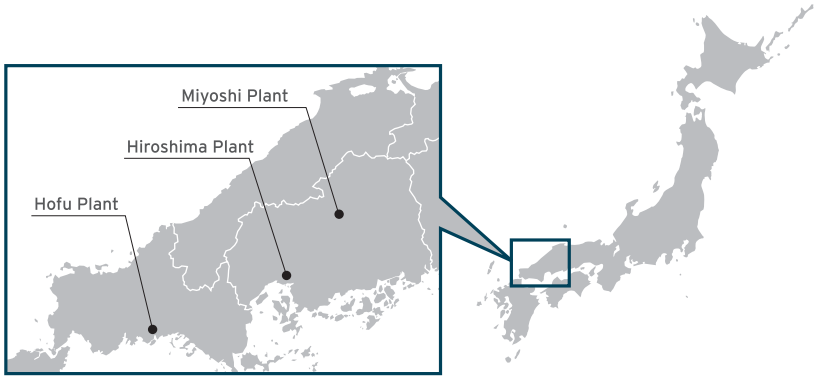
Name	Location	Start of operations	Land Area	Activities
Miyoshi Proving Ground	Hiroshima, Japan	June 1965	1,702,000m^2	Mazda's main proving ground: used to develop basic vehicle functionality for driving, cornering, and stopping. Also, contributes to comfortable and safe vehicle engineering by providing test areas for stability tests, crash tests, and durability tests.
Mine Proving Ground	Yamaguchi, Japan	May 2006	753,000m^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	260,000m^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.



Production in Japan

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	551,000m²
		Ujina district	Ujina Plant No.1 (U1)	CX-3, CX-5, CX-9*1, Roadster, Premacy, Biante, Bongo, and sports cars for Fiat Chrysler Automobiles	560,000 units/year	November 1966	1,685,000m²
			Ujina Plant No.2 (U2)	Mazda5, Mazda CX-5		December 1972	
				Gasoline reciprocating engines, diesel engines		December 1964	
Miyoshi, Hiroshima	Miyoshi Plant			Gasoline reciprocating engines		May 1974	1,702,000m²
Hofu, Yamaguchi	Hofu Plant	Nishinoura	Hofu Plant No.1 (H1)	Mazda3, Mazda2	420,000 units/year	September 1982	792,000m²
			Hofu Plant No.2 (H2)*2	Mazda6		February 1992	
		Nakanoseki district		Automatic transmissions, manual transmissions		December 1981	537,000m²
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.
*2 Single shift operation

Domestic production in FY2015
989,401 units

Passenger vehicle production in FY2015
975,177 units

Commercial vehicle production in FY2015
14,224 units

Production Volume by Model

(As of March 31, 2016) (Units)

Model	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)
Passenger vehicles					
Demio (Mazda2)	165,594	124,287	104,195	100,347	69,694
Axela (Mazda3)	317,899	291,181	291,414	232,567	215,140
Premacy (Mazda5)	89,180	57,585	48,459	37,211	14,424
Atenza (Mazda6)	48,795	88,017	143,162	143,610	139,163
MPV (Mazda8)	6,501	2,524	1,615	788	631
Mazda CX-3	—	—	—	16,504	142,800
Mazda CX-5	46,699	226,606	308,720	316,288	321,389
Mazda CX-7	77,986	3,081	500	—	—
Mazda CX-9	43,075	40,652	31,921	37,893	22,378
Mazda Roadster (MX-5/Miata)	14,406	15,133	10,778	10,008	44,239
Mazda RX-8	1,716	1,224	—	—	—
Mazda Verisa	8,612	4,710	3,548	1,248	663
Mazda Biante	10,562	8,626	11,898	7,148	4,656
Passenger vehicles total	831,025	863,626	956,210	903,612	975,177
Commercial vehicles					
Mazda E-Series (Bongo Van/Truck)	15,549	15,503	16,323	15,793	14,224
Commercial vehicles total	15,549	15,503	16,323	15,793	14,224
Total	846,574	879,129	972,533	919,405	989,401
Breakdown					
Rotary engine vehicles	1,716	1,224	—	—	—
Diesel engine vehicles	46,228	95,852	135,464	161,714	192,677

Activities by Region / Japan

Sales in Japan

Dealerships and outlets (As of March 31, 2016)

Dealerships	Outlets
229	1,004

Total vehicle sales in FY2015

232,350 units

Passenger vehicle sales in FY 2015

209,438 units

Commercial vehicle sales in 2015

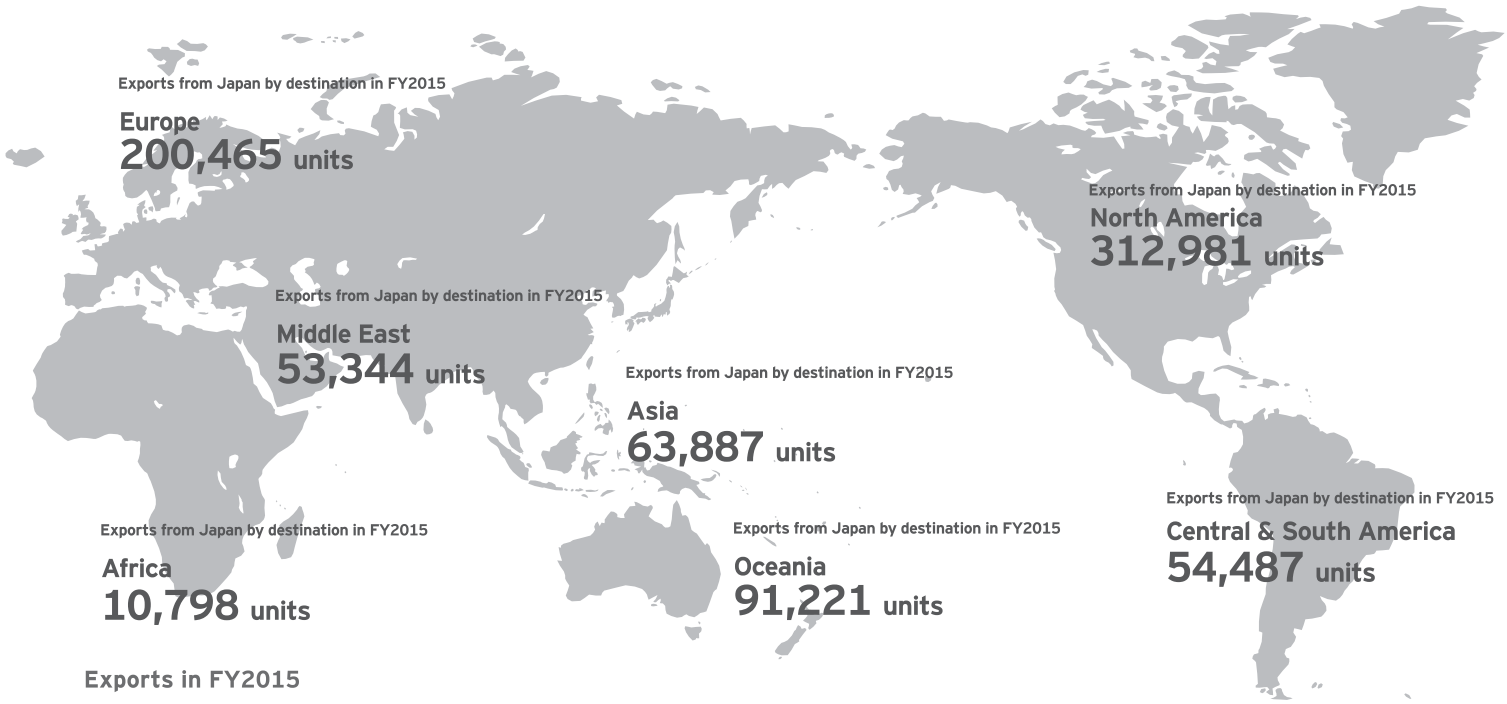
22,912 units

Sales by Model

(As of March 31, 2016) (Units)

Model	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2016 ('15.4-'16.3)
Passenger vehicles					
Demio	66,110	52,691	40,800	62,920	66,176
Axela	20,287	14,040	31,827	33,217	23,486
Premacy	20,524	14,389	17,540	8,802	6,527
Atenza	4,179	11,149	20,417	11,503	10,407
MPV	4,760	2,259	1,203	480	467
CX-3	—	—	—	7,992	30,479
CX-5	5,307	40,762	39,073	27,497	26,545
CX-7	416	19	0	0	0
Roadster	1,168	888	722	462	10,457
RX-8	1,509	1,241	42	2	1
Verisa	7,793	5,134	3,979	1,446	682
Biante	10,117	7,111	9,355	4,165	2,893
Registered vehicles total	142,170	149,683	164,958	158,486	178,120
Carol	10,579	9,592	9,625	8,277	7,104
AZ-Wagon/Flair	23,805	23,191	19,146	11,439	8,138
AZ-Offroad	498	394	373	2	0
Flair Crossover	—	—	2,394	10,314	6,435
Scrum Wagon	2,988	2,144	1,641	1,131	1,601
Flair Wagon	—	5,829	17,974	11,212	8,040
Micro-mini total	37,870	41,150	51,153	42,375	31,318
Passenger vehicles-total	180,040	190,833	216,111	200,861	209,438
Commercial vehicles					
Familia Van	2,651	2,529	2,232	2,195	1,966
Bongo Series	9,272	9,887	10,560	9,377	9,041
Bongo Brawny	25	—	—	—	—
Titan/Titan Dash	2,230	2,233	2,597	2,389	2,268
Registered vehicles total	14,178	14,649	15,389	13,961	13,275
Scrum Van/Truck	11,320	10,775	12,098	9,721	9,637
Micro-mini total	11,320	10,775	12,098	9,721	9,637
Commercial Vehicles-total	25,498	25,424	27,487	23,682	22,912
Total	205,538	216,257	243,598	224,543	232,350

Exports



Exports in FY2015

787,183 units

Exports from Japan by Destination

(As of March 31, 2016) (Units)

Region	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)
North America	278,911	342,833	345,138	296,023	312,981
Europe	173,928	165,874	203,144	200,036	200,465
Oceania	90,660	97,586	97,871	86,801	91,221
Middle East	22,746	21,228	34,541	50,438	53,344
Asia	35,323	31,958	44,116	50,034	63,887
Africa	4,420	4,429	4,711	8,165	10,798
Central & South America	47,859	38,700	61,279	46,372	54,487
Total	653,847	702,608	790,800	737,869	787,183

Exports by Model

(As of March 31, 2016) (Units)

Model	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)
Demio (Mazda2)	95,631	70,952	66,123	38,139	914
Axela (Mazda3)	291,042	280,067	259,646	199,302	191,628
Premacy (Mazda5)	49,083	39,915	29,113	28,154	5,469
Atenza (Mazda6)	44,467	66,816	120,515	128,713	128,401
MPV (Mazda8)	1,206	867	464	315	140
Mazda CX-3	—	—	—	6,277	108,229
Mazda CX-5	38,953	183,533	269,737	286,007	294,104
Mazda CX-7	77,581	3,132	580	0	0
Mazda CX-9	42,722	40,640	31,795	37,766	23,051
Mazda Roadster (MX-5/Miata)	13,026	14,234	10,134	9,690	32,135
Mazda RX-8	136	19	—	—	—
Mazda Biante	—	2,433	2,693	3,506	3,112
Total	653,847	702,608	790,800	737,869	787,183

Note: Figures exclude parts for overseas production (KD set)
*2 The sub-name "Miata" is appended for the North American market.

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 January 2014, operations began at Mazda's production facility in Mexico, a joint venture between Mazda and Sumitomo Corporation.

Regional Headquarters

(As of March 31, 2016)

Country/ region	Company name	Location	Established	Number of employees	Primary business	Investment ratio
U.S.A.	❶ Mazda North American Operations (MNAO) *	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.	–

*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 March 31, 2016)

Country/ region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
Mexico	❷ Mazda de Mexico Vehicle Oparation (MMVO)*	Salamanca, Guanajuato	January 2014	5,200	Mazda2, Mazda3	Mazda 70% Sumitomo 30%

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

Distributors

(As of March 31, 2016)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
U.S.A.	Mazda Motor of America, Inc.	Irvine, CA	February 1971	432	Mazda 100%
Canada	Mazda Canada Inc.	Richmond Hill, Ontario	July 1968	174	Mazda 100%
Mexico	Mazda de Mexico Sales and Commercial Operation*	Centro de la Ciudad Santa Fe, Mexico City	December 2004	65	Mazda 100%

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

Vehicle production in FY2015

213,088 units

Sales in FY2015

435,732 units

Vehicle production in FY2015	
Mexico	213,088 units

(As of March 31, 2016)

Sales in FY2015	
U.S.A.	305,783 units
Canada	71,032 units
Mexico	58,917 units

(As of March 31, 2016)

Mazda de Mexico Vehicle Operation (MMVO)

Mazda3 (Mexico-produced model)

Mazda Vehicle Production

(As of March 31, 2016) (Units)

Country/ region	Plant	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)
U.S.A.	AutoAlliance International, Inc.	47,101	19,101	—	—	—
	Ford Motor Kansas City Assembly Plant	1,523	—	—	—	—
	U.S.A Total	48,624	19,101	0	0	0
Mexico	MMVO	0	0	10,007	140,089	213,088
Total		48,624	19,101	10,007	140,089	213,088

Note: Indicates volume of vehicles produced under the Mazda brand name

Mazda Sales

(As of March 31, 2016) (Units)

	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)
U.S.A.	267,891	273,307	283,721	305,788	305,783
Canada	71,783	72,136	69,685	71,582	71,032
Mexico	30,071	25,283	34,759	45,366	58,917
Total	369,745	370,726	388,165	422,736	435,732

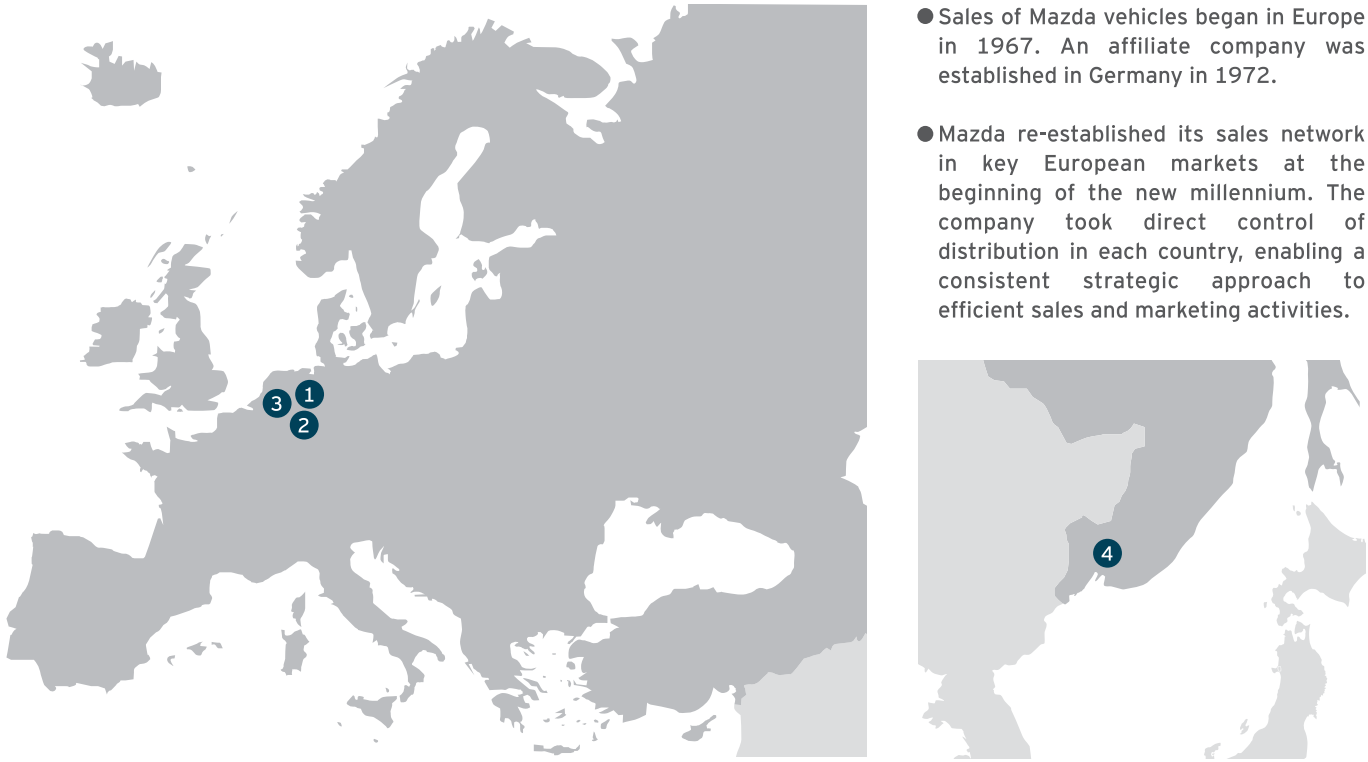
Number of Distributors and Dealerships (As of March 31, 2016)

	Number of markets	Distributors	Dealerships
U.S.A.	1	1	630
Canada	1	1	165
Mexico	1	1	54
Total	3	3	849

Product lineup in major markets

	U.S.A.	Canada	Mexico
Mazda2			●
Mazda3	●	●	●
Mazda5	●	●	
Mazda6	●	●	●
CX-3	●	●	●
CX-5	●	●	●
CX-9	●	●	●
MX-5 Miata	●	●	●
BT-50			

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.

Regional Headquarters

(As of March 31, 2016)

Country/ region	Company name	Location	Established	Number of employees	Primary business	Investment ratio
Germany	① Mazda Motor Europe GmbH (MME)	Leverkusen	March 1998	304	Operations	Mazda Motor Logistics Europe N.V. 100%
	② (European R&D Centre)	Oberursel	December 1987		R&D	
Belgium	③ Mazda Motor Logistics Europe N.V. (Vehicles and Parts Distribution Center)	Willebroek	August 1998	347	Office Logistics Sales	Mazda 100%

Production Facilities

(As of March 31, 2016)

Country/ region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
Russia*	④ MAZDA SOLLERS Manufacturing Rus (MSMR)	Vladivostok, Primorsky Region	October 2012	511	CX-5, Mazda6	Mazda 50% Sollers 50%

* Assembly only (Volume is not disclosed)

Distributors

(As of March 31, 2016)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
Germany	Mazda Motors (Deutschland) GmbH	Leverkusen	November 1972	149	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Austria	Mazda Austria GmbH	Klagenfurt	July 1981	103	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	48	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Spain	Mazda Automoviles Espana, S.A.	Madrid	February 2000	45	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
France	Mazda Automobiles France S.A.S	Saint Germain en Laye Cedex	February 2001	47	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Switzerland	Mazda (Suisse) S.A.	Petit-Lancy	February 2001	41	Mazda 75% Mazda Motor Logistics Europe N.V. 25%

Distributors

(As of March 31, 2016)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
U.K.	Mazda Motors UK Ltd.	Dartford, Kent	May 2001	99	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Denmark	Mazda Motor Danmark	Rodovre	April 2003	17	Mazda Motor Logistics Europe N.V. Branch
Norway	Mazda Motor Norge	Kolbotn	April 2004	16	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	88	Mazda 100%
Ireland	Mazda Motor Ireland	Dublin	July 2006	8	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	33	Mazda Motor Logistics Europe N.V. Branch
Hungary	Mazda Motor Hungary Kft.	Budapest	April 2008	11	Mazda Motor Logistics Europe N.V. 100%
Croatia	Mazda Motor Croatia d.o.o.	Zagreb	April 2008	11	Mazda Motor Logistics Europe N.V. 100%
Slovenia	Mazda Motor Slovenija d.o.o.	Ljubljana	April 2008	7	Mazda Motor Logistics Europe N.V. 100%
Poland	Mazda Motor Poland	Warsaw	May 2008	21	Mazda Motor Logistics Europe N.V. Branch
Turkey	Mazda Motor Logistics Europe N.V. Merkezi Belcika Turkiye Istanbul Subesi	Istanbul	June 2008	12	Mazda Motor Logistics Europe N.V. Branch
Netherlands	Mazda Motor Nederland	Waddinxveen	October 2008	32	Mazda Motor Logistics Europe N.V. Branch

Sales in FY2015

256,629 units

Sales in FY2015

Germany	59,961 units	U.K.	47,997 units
Russia	24,657 units	Others	124,014 units

(As of March 31, 2016)

Mazda Sales

(As of March 31, 2016) (Units)

	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)
Europe	182,685	171,540	206,724	229,133	256,629

Number of Distributors and Dealerships (As of March 31, 2016)

	Number of markets	Distributors	Dealerships
Europe	41	30	1,738

Product lineup in major markets

	Germany	Russia	U.K.
Mazda2	●		●
Mazda3	●	●	●
Mazda5	●		●
Mazda6	●	●	●
CX-3	●		●
CX-5	●	●	●
CX-9		●	
MX-5	●		●
BT-50			

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.
- In April 2014, production of Mazda6 ATENZA and Mazda3 AXELA began at the Changchun Plant and Nanjing Plant respectively.

Regional Headquarters

(As of March 31, 2016)

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	114	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 March 31, 2016)

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	—	Mazda6, MPV	Local 100%
	4 Changan Mazda Automobile Co., Ltd. (CMA)	Nanjing	October 2007	4,200	Mazda3, CX-5	Changan Automobile 50% Mazda 50%
	4 Changan Ford Mazda Engines Co., Ltd. (CFME)	Nanjing	April 2007 (Established in September 2005)	1,897	Engines for vehicles	Changan Automobile 50% Mazda 25% Ford 25%

Distributors

(As of March 31, 2016)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
China	FAW Mazda Motor Sales Co., Ltd. (FMSC)	Changchun, Jilin Province	March 2005	339	FAW Car 56% Mazda 40% FAW Group 4%
	Changan Mazda Automobile Corporation, Ltd. Sales branch (CMAS)	Nanjing	April 2007	274	Sales department of CMA

Vehicle production in FY2015

234,806 units

Sales in FY2015

235,024 units

Mazda6 ATENZA (China-produced model)

Mazda3 AXELA (China-produced model)

Mazda Vehicle Production

(As of March 31, 2016) (Units)

Country/ region	Plant	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)
China	FCC	111,447	100,371	118,435	97,469	73,342
	CMA	85,438	57,563	72,120	117,793	161,464
Total		196,885	157,934	190,555	215,262	234,806

Note: Indicates volume of vehicles produced under the Mazda brand name

Mazda Sales

(As of March 31, 2016) (Units)

	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)
China	222,635	174,687	196,483	214,628	235,024

Number of Distributors and Dealerships (As of March 31, 2016)

	Number of markets	Distributors	Dealerships
China	1	2	468

Product lineup

	China
Mazda2	
Mazda3	●
Mazda5	●
Mazda6	●
Mazda8	●
CX-3	
CX-4	●
CX-5	●
CX-7	●
CX-9	
MX-5	
BT-50	

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, Mazda3 and CX-3.
- Mazda's new transmission plant has started the operation in January 2015.

Regional Headquarters

(As of March 31, 2016)

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

Production Facilities

(As of March 31, 2016)

Country/ region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
Taiwan	❷ Ford Lio Ho Motor Co., Ltd. (FLH)	Chung Li	March 1987*1	—	Mazda5	Ford 70% Local 30%
Thailand	❸ AutoAlliance (Thailand) Co., Ltd. (AAT)	Rayong Province	May 1998*2 (Established in November 1995)	7,515	Mazda2, Mazda3, CX-3, BT-50	Mazda 50% Ford 50%
	❸ Mazda Powertrain Manufacturing (Thailand) Co., Ltd. (MPMT)	Chonburi Province	January 2015	620	Transmission and engines for vehicles	Mazda 100%
Vietnam	❹ Vina Mazda Automobile Manufacturing Co.,LTD	Nui Thanh district, Quang Nam province	October 2011	—	Mazda2, Mazda3, Mazda6, CX-5	Local 100%
Malaysia	❺ Mazda Malaysia Sdn. Bhd. (MMSB)	Shah Alam, Selangor	Established in September 2012*3	89	Mazda3, CX-5	Mazda 70% Local 30%

A part of the Vina Mazda and Mazda Malaysia carry out only assembly (Volume is not discussed).
*1 Production of Mazda vehicles ended in May 2016. *2 Passenger car production started in September 2009.
*3 Number of employees are collected as of August 2015. Local assembly in Malaysia began on a consignment basis in March 2011, before Mazda Malaysia was established.

Distributors

(As of March 31, 2016)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
Australia	Mazda Australia Pty Ltd.	Mount Waverley, Victoria	April 1967	279	Mazda 100%
New Zealand	Mazda Motors of New Zealand Ltd.	Mt Wellington, Auckland	June 1972	42	Mazda 100%
Thailand	Mazda Sales (Thailand) Co., Ltd.	Bangkok	June 1990	174	Mazda 96.1% KKS 3.9%
Indonesia	PT. Mazda Motor Indonesia	Jakarta	February 2006	85	Mazda 99.96% MSEA 0.04%
Taiwan	Mazda Motor Taiwan Co., Ltd.	Taipei	December 2013	55	Mazda 100%

Vehicle production in FY2015

131,288 units

Sales in FY2015

252,083 units

Vehicle production in FY2015	
Thailand	126,378 units
Vietnam	2,676 units
Taiwan	2,234 units

(As of March 31, 2016)

Sales (Asia except China) in FY2015	
Thailand	42,380 units
Vietnam	22,557 units
Taiwan	21,579 units
Others	37,379 units

(As of March 31, 2016)

Sales (Oceania) in FY2015	
Australia	116,193 units
New Zealand	10,385 units
Others	1,610 units

(As of March 31, 2016)

Mazda Powertrain Manufacturing (Thailand) Co., Ltd.

BT-50 (Produced at AAT)

Mazda Vehicle Production

(As of March 31, 2016) (Units)

Country/ region	Plant	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)
Taiwan	FLH	3,571	4,348	6,089	5,454	2,234
Thailand	AAT	76,185	120,746	77,351	84,540	126,378
Vietnam	Vina Mazda	0	173	720	800	2,676

Note: Indicates volume of vehicles produced under the Mazda brand name

Mazda Sales

(As of March 31, 2016) (Units)

	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)
Asia*5	82,517	115,024	90,099	93,237	123,895
Oceania	98,849	111,282	112,608	111,650	128,188

*5 Figures include Taiwan, do not China

Number of Distributors and Dealerships

(As of March 31, 2016)

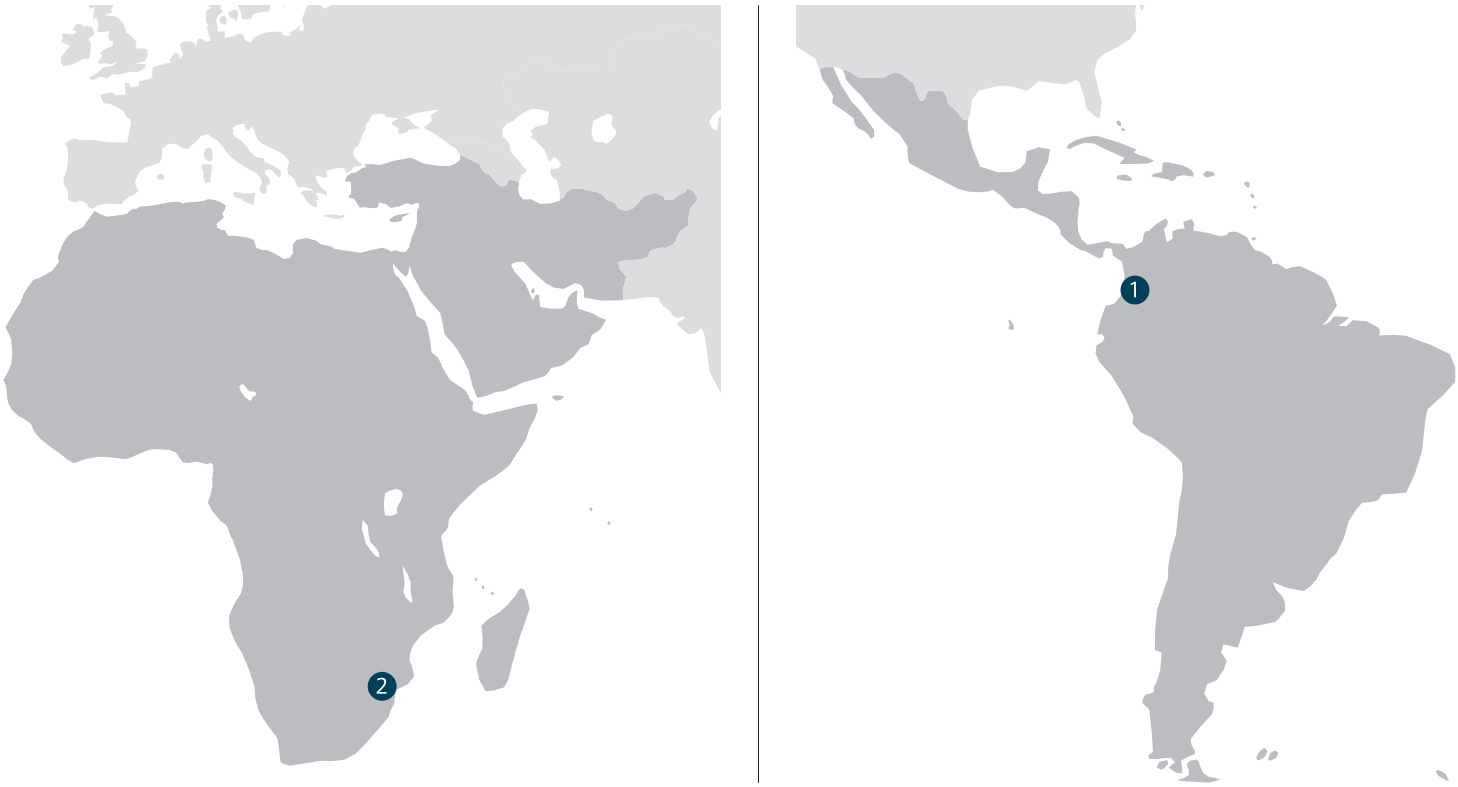
	Number of markets	Distributors	Dealerships
Asia*6	17	17	379
Oceania	14	14	178

*6 Figures include Taiwan, do not China

Product lineup in major markets

	Asia			Oceania	
	Thailand	Vietnam	Taiwan	Australia	New Zealand
Mazda2	●	●	●	●	●
Mazda3	●	●	●	●	●
Mazda5			●		
Mazda6		●	●	●	●
CX-3	●			●	●
CX-5	●	●	●	●	●
CX-9	●			●	●
MX-5	●		●	●	●
BT-50	●	●		●	●

Activities by Region / Middle East, Africa, Caribbean, Central and South America



Distributors

(As of March 31, 2016)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
1 Colombia	MAZDA DE COLOMBIA S.A.S (MCOL)	Bogotá	May 2014	57	Mazda 100%
2 South Africa	Mazda Southern Africa (Pty) Ltd. (MSA)	Midland	July 2013	47	Mazda 70% ITOCHU Corporation 30%

Head Office of Mazda Southern Africa

Motor show in Bogotá, capital of Colombia (November 2016)

Sales in FY2015

122,421 units

Sales (Middle East) in FY2015	
Saudi Arabia	24,429 units
Israel	16,011 units
Others	14,302 units

(As of March 31, 2016)

Sales (Africa) in FY2015	
South Africa	10,311 units
Others	8,624 units

(As of March 31, 2016)

Sales (Caribbean, Central and South America) in FY2015	
Colombia	17,414 units
Chile	12,476 units
Others	18,854 units

(As of March 31, 2016)

Mazda Vehicle Production

(As of March 31, 2016) (Units)

Country/ region	Plant	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)
South Africa	FMCSA	2,951	3,098	3,154	2,283	932
Zimbabwe	WMMI	813	246	1	0	0
Colombia	CCA	3,223	3,905	2,044	351	0
Ecuador	MARESA	6,108	11,334	6,842	6,879	1,684

Note: Indicates volume of vehicles produced under the Mazda brand name

Mazda Sales

(As of March 31, 2016) (Units)

	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)
Middle East	33,410	29,852	39,408	44,690	54,742
Africa	12,595	9,824	11,494	11,750	18,935
Caribbean, Central and South America*	38,401	35,311	42,342	44,922	48,744

* Excluding Mexico

Number of Distributors and Dealerships

(As of March 31, 2016)

	Number of markets	Distributors	Dealerships
Middle East	13	13	204
Africa	39	26	162
Caribbean, Central and South America*	37	36	257

* Excluding Mexico

Product lineup in major markets

	Central and South America		Middle East		Africa
	Colombia	Chile	Israel	Saudi Arabia	South Africa
Mazda2	●	●	●		●
Mazda3	●	●	●	●	●
Mazda5		●	●		
Mazda6	●	●	●	●	●
CX-3					
CX-5	●	●	●	●	●
CX-9	●	●		●	
MX-5	●			●	●
BT-50	●	●		●	●

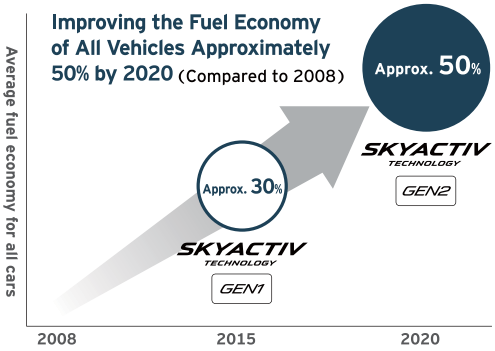
Environment, Safety and Design

Sustainable Zoom-Zoom

Mazda announced its long-term vision for technology development "Sustainable Zoom-Zoom" in March 2007. The basic policy of the vision is to "provide all customers who purchase Mazda vehicles with driving pleasure as well as outstanding environmental and safety performance. This vision commits Mazda to making vehicles that always excite and that embody a "Zoom-Zoom" feeling, meaning they look inviting to drive, are fun to drive and make you want to drive them again, helping to achieve an exciting, sustainable future for vehicles, people, and the Earth.

Improving the Fuel Economy of Mazda Vehicles 50% by 2020

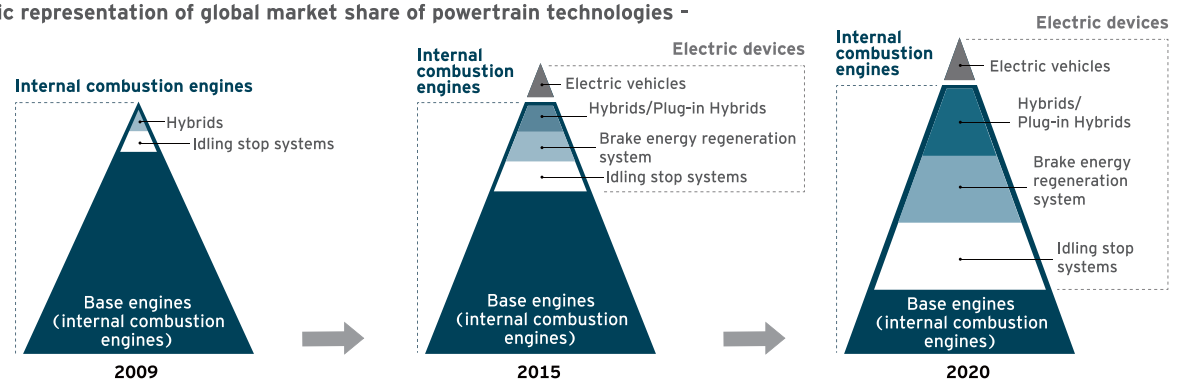
Based on the Sustainable Zoom-Zoom long-term vision for technology, Mazda cuts CO_2 emissions through improved fuel economy and provides all customers who purchase Mazda vehicles with driving pleasure and outstanding environmental performance. In April 2015, Mazda set a goal of raising the average fuel economy of Mazda vehicles sold worldwide by 2020 by 50% compared with 2008 levels.



Building Block Strategy

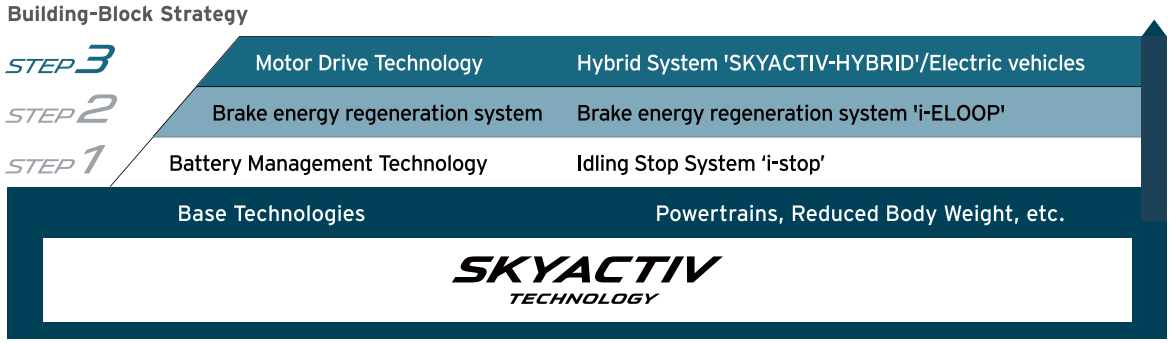
In addition to dramatically improving our base technologies that provide the basic capabilities of a car (such as the engine, transmission, body and chassis), Mazda has been implementing a Building Block Strategy that introduces electric devices such as brake energy regeneration and hybrid systems in a phased manner. This approach to reducing total CO_2 emissions does not rely heavily on a small proportion of specific eco-friendly models but rather, Mazda aims to provide all customers with driving pleasure as well as outstanding environmental and safety performance as a means to achieve such reductions.
SKYACTIV TECHNOLOGY, Mazda's revolutionary base technology, improves the efficiency of the powertrain (engine, transmission and other parts that provide the basic capabilities of a car), reduces the weight of the vehicle body, and radically improves aerodynamic and similar characteristics while also combining base and electric device technologies as based on the Building-Block Strategy.

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



- Introduction of hybrid technology and idling stop technology
- Expanded use of electric device technologies and increased introduction of electric vehicles
- Stricter fuel economy standards globally
- Need for big boost in energy efficiency
- Expanded adoption of electric device technologies

Building-Block Strategy



SKYACTIV TECHNOLOGY

SKYACTIV TECHNOLOGY is an umbrella 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 new-generation, highly efficient direct-injection gasoline engine has achieved the world's highest compression ratio (14.0), and also provides a 15% improvement in fuel economy, and in middle and low-speed torque.*1

*1 Mazda data as of November 2012 Compression ratio values, and fuel economy and torque improvement rates may vary depending on specifications and similar factors.

SKYACTIV-D

Mazda's new-generation, highly efficient clean diesel engine has achieved the world's lowest compression ratio (14.0)*1

*1 Mazda data as of November 2012 Compression ratio values, and fuel economy and torque improvement rates may vary depending on specifications and similar factors.

SKYACTIV-DRIVE

Mazda's new-generation, highly efficient automatic transmission combines the best characteristics of all our transmissions.

SKYACTIV-MT

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

SKYACTIV BODY

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

SKYACTIV CHASSIS

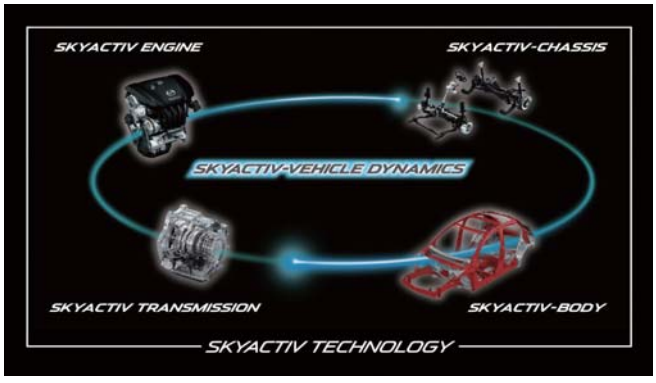
Pursuing the 'oneness between car and driver' achieved in the MX-5, this lightweight chassis has improved comfort and security, while at the same time delivering Mazda's hallmark fun-to-drive feel.

SKYACTIV-VEHICLE DYNAMICS

The first stage of SKYACTIV-VEHICLE DYNAMICS, Mazda's new-generation vehicle motion control technology, was the development of G-Vectoring Control (GVC). This technology was first equipped to the updated Axela (Mazda3), which went on sale in Japan in July 2016, and it is planned to be equipped to all new-generation products as they are released.

GVC implements the novel idea of "using the engine to improve chassis performance" and is based on a human-centered development philosophy. It is the world's first* control system to vary engine torque in response to driver steering inputs in order to provide integrated control of lateral and longitudinal acceleration forces (G), and optimize the vertical load on each wheel for smooth and efficient vehicle motion.

* Mazda data of mass-produced vehicles as of June 2016



Environment, Safety and Design

i-ELOOP

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-HYBRID

This system improves the overall energy efficiency of the vehicle by providing electric motor assistance when the engine is working at low RPM and low load. Further efficiency improvement (improved fuel economy) is realized by combining the system with i-ELOOP and Mazda's i-stop idling stop technology. SKYACTIV-HYBRID was incorporated in the all-new Mazda3 (Axela) launched in Japan in November 2013. The model realizes outstanding fuel economy without sacrificing the excitement of Mazda's trademark fun-to-drive feel.

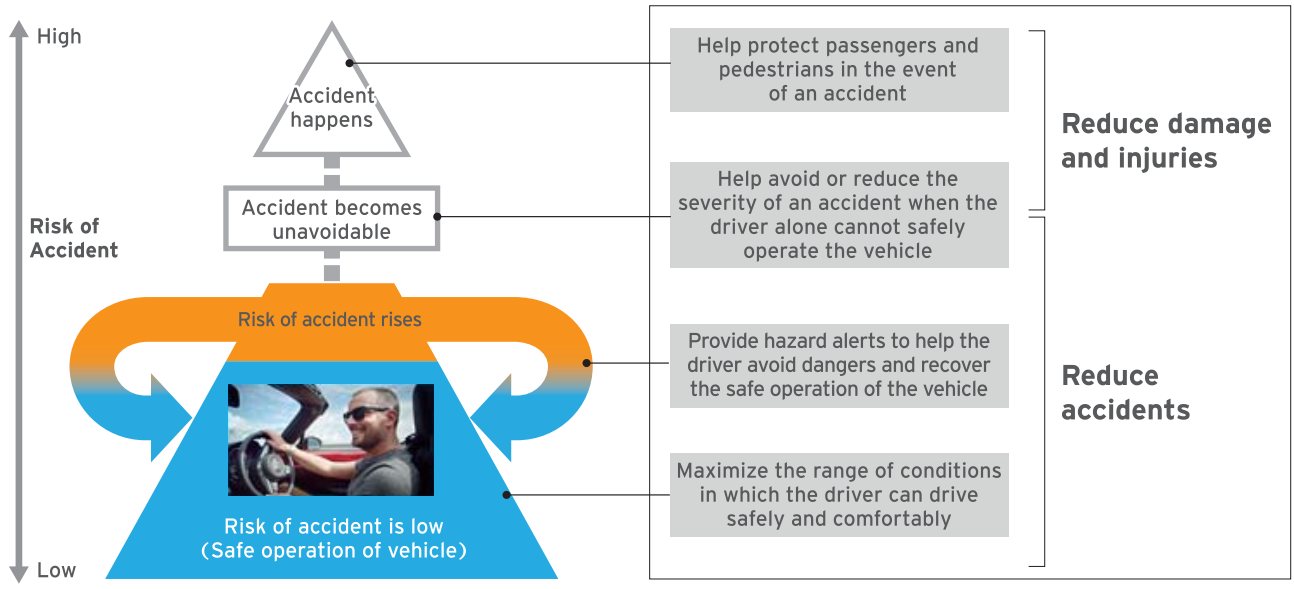
KODO - Soul of Motion design theme

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 Mazda3, Mazda2, CX-3, MX-5, Mazda6, CX-5

MAZDA PROACTIVE SAFETY

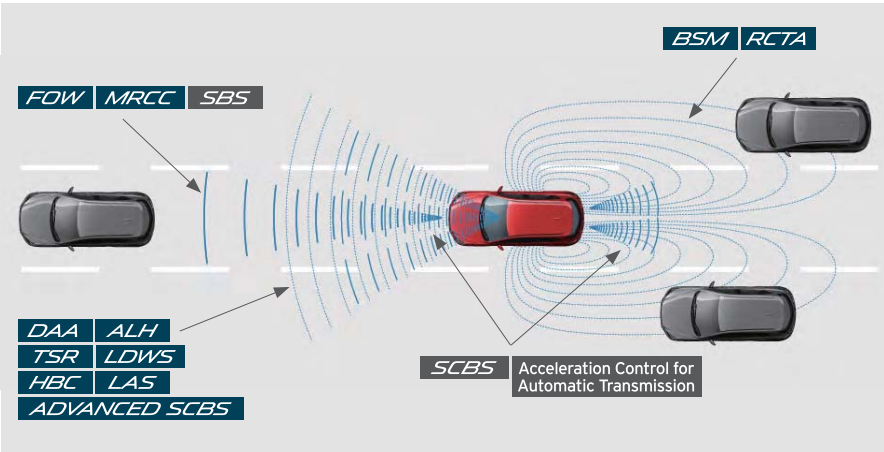
Mazda's safety philosophy, which guides the research and development of safety technologies, is based on understanding, respecting and trusting the driver.
To drive safely it is essential to recognize potential hazards, exercise good judgment and operate the vehicle in an appropriate fashion. Mazda aims to support these essential functions so drivers can drive safely and with peace of mind, despite changing driving conditions. But drivers are human beings, and human beings make mistakes, so Mazda offers an increasing range of technologies which help to prevent and reduce the damage resulting from a collision.



Customer Usage Conditions | **Safety Performance Provided by Mazda**

i-ACTIVSENSE

Mazda's concept of safety technology is "Provide support for the driver".
i-ACTIVSENSE is an umbrella term covering a series of advanced safety technologies that make use of detection devices such as milliwave radars and cameras. They includes active safety technologies that support safe driving by helping the driver to recognize potential hazards, and pre-crash safety technologies which helps to avert collisions or reduce their severity in situations where they cannot be avoided.



Active Safety Technologies
(Prevent accidents)

- Advanced Blind Spot Monitoring (ABSM)
- Rear Cross Traffic Alert (RCTA)
- Driver Attention Alert (DAA)
- Traffic Sign Recognition System (TSR)
- Adaptive Front-lighting System (AFS)
- High-Beam Control (HBC)
- Adaptive LED Headlights (ALH)
- Forward Obstruction Warning (FOW)
- Lane Departure Warning System (LDWS)
- Lane Keep Assist System (LAS)
- Mazda Radar Cruise Control (MRCC)

Pre-crash Safety Technologies
(Reduce risk of accidents)

- Smart Brake Support (SBS)
- Smart City Brake Support (SCBS) Forward/Reverse
- Advanced Smart City Brake Support (ADVANCED SCBS)
- Acceleration Control for Automatic Transmission Forward/Reverse

Environment, Safety and Design

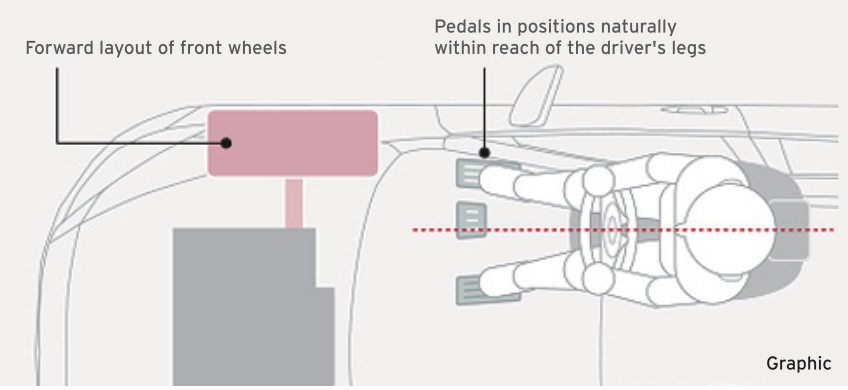
Providing a Good Driving Environment

Mazda provides support for safe driving with a good driving environment and excellent operating stability.

Realizing the Ideal Driving Position

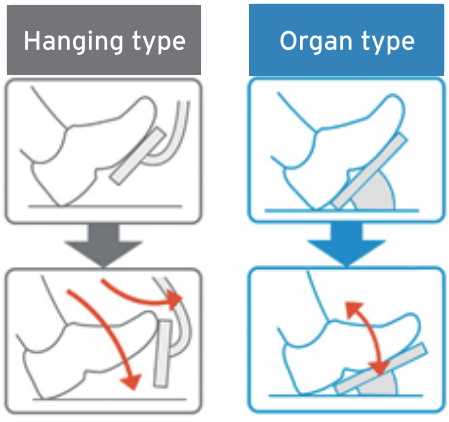
We believe that the layout of a human-centered car should place controls such as the accelerator and brake pedals, and steering wheel in natural locations to make for easier operation in order to make driving more fun and improve safety. The driving position itself is integrated into the car design process by Mazda's ideal driving fundamental of "Jinba-ittai", a sense of connectedness between car and driver, and by adopting a human-centered design philosophy.
The accelerator and brake pedals are laid out in positions where the driver's legs naturally reach while maintaining the ideal driving position. In order to achieve this, we moved the front-wheel house of Mazda vehicles after the CX-5 slightly forward, changing the design of the cars to suit their human drivers. We also determined the horizontal and vertical adjustment ranges of seats and the steering wheel so that the optimal driving position for the majority of persons can be maintained regardless of differences in physique and eye-line zone.

Forward layout of the front wheels provides ideal pedal positions



Adoption of Organ-Style Accelerator Pedal

The organ-type accelerator pedal provides a pedal trajectory that is the same as that of the foot pressing it. This prevents the heel from slipping when it is contacting the floor while pressing the pedal down, and achieves easy control of the accelerator pedal.
Additionally, the accelerator pedal is located at the position where the foot is naturally placed when sitting in the driver's seat in order to reduce fatigue when driving and prevent erroneous pressing of the pedal in an emergency.



Heads-Up Cockpit

Mazda has developed a human-machine interface (HMI) to minimize line-of-sight adjustment and posture changes in order to help drivers maintain a stable driving position and concentrate on driving safely, even while dealing with a wide variety of information.

- Simple cockpit laid out in zones for each type of information
- A seven-inch center display is located on the dashboard to allow for checking without lowering the line of sight. ❶
- Commander Control provides operation by feel without having to check visually. ❷
- The Active Driving Display provides a virtual image in front of the meter hood that shows speed, navigation route guidance and similar information. ❸
- It also features voice recognition to control functions by speaking.

❶Center Display

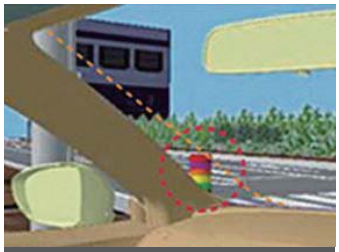
❷Commander Control

❸Active Driving Display

Improved Forward Visibility

By placing the A pillars further back than in regular cars, we achieved a design that can provide an even better diagonal-forward field of vision. Additionally, providing an ample gap between the A pillars and side mirrors improves visibility for a low diagonal-forward position on both driver and passenger sides, and supports safer driving.

Comparison of Diagonal-Forward Visibility Provided by Innovative A-pillar Shape

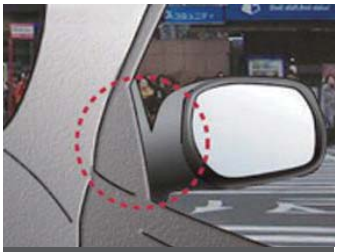


Improved forward visibility

Not adopted

Comparison of side mirror Installation Positions

Improved forward visibility



Not adopted

History 1920-2006

Corporate

1920 January — Toyo Cork Kogyo Co. Ltd. is founded in Hiroshima, Japan
Shinpachi Kaizuka becomes president
1921 March — Jujiro Matsuda becomes president
1927 September — Company becomes Toyo Kogyo Co., Ltd.
1929 April — Begins manufacturing Toyo machine tools
1931 October — Starts 3-wheeled truck Mazda-go production
1932 — — Starts export of 3-wheeled trucks to Dalian, Mukden, Tsingtao, China
1935 October — Begins production of rock drills and gauge blocks
1945 August — Loans part of headquarters' building to Hiroshima prefecture and all functions of the prefecture office are transferred there (until July '46)
1949 August — Restarts 3-wheeled truck exports (India)
1951 December — Tsuneji Matsuda becomes president
1961 July — Enters into technical cooperation with NSU/ Wankel on rotary engines
1962 January — Begins local assembly in South Korea
1963 March — Cumulative production reaches 1 million vehicles
June — Begins local assembly in South Africa
1965 January — Technical cooperation begins with Perkins Services N.V. (U.K.) on diesel engines
May — Completes Miyoshi Proving Ground
1966 November — Completes new passenger car plant (Ujina) in Hiroshima
1967 March — Full-scale exports to the European market starts
April — Establishes sales company in Australia
1968 July — Establishes sales company in Canada
1969 April — Begins full-scale exports of rotary engine vehicles
1970 April — Exports to the U.S. begin
November — Kouhei Matsuda becomes president
1971 February — Establishes Mazda Motor of America (MMA)
1972 October — Completes Mazda Training Center in Taibi
December — Cumulative production reaches 5 million units
1974 April — Completes Miyoshi diesel engine plant
1975 January — Begins local production in Thailand
1977 December — Yoshiki Yamasaki becomes president
1978 November — Cumulative production reaches 1 million units for rotary-engine cars
1979 June — Cumulative production reaches 10 million units
November — Enters into a capital tie-up with Ford Motor Company
1981 December — Starts operations at Hofu transmission plant (Nakanoseki area)
Establishes Autorama (begins to supply products from October 1982)
1982 September — Production begins at the Hofu Plant (Nishinoura district)
1983 April — Begins local production in Colombia (establishes CCA)
1984 May — Company is renamed Mazda Motor Corporation
October — Establishes the Mazda Foundation
November — Kenichi Yamamoto becomes president
1985 January — Establishes Mazda Motor Manufacturing (USA) Corporation (MMUC), later called AutoAlliance International (AAI)
March — Establishes Mazda Motor Corporation Beijing Representative Office
1986 April — Cumulative production of Mazda rotary-engine vehicles reaches 1.5 million units
December — Mazda R&D Center in Ann Arbor is completed
1987 April — Cumulative production reaches 20 million units in Japan
June — Mazda opens a new research center in Yokohama, Japan
December — Norimasa Furuta becomes president
Reaches an OEM agreement for micro-mini vehicles with Suzuki Motors Co., Ltd.
1988 May — Completes the Mazda Research and Development Center in Irvine, CA. (U.S.)
1989 April — Establishes Mazda Eunos and Mazda Autozam dealership channels
June — Tokyo Branch renamed Tokyo Head Office
1990 May — Completes the European R&D Representative Office (MRE) in Germany
December — Cumulative production reaches 25 million units
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
November — Establishes Anfini sales channel (formerly Mazda Auto) in Japan
December — Yoshihiro Wada becomes president
1992 February — Full-scale production starts in Hofu Plant No.2
April — The 'Mazda Global Environmental Charter' is adopted
September — Starts local production in China
1993 March — Formulates Environment-Related Activity Promotion Plan (Mazda Environmental Voluntary Plan)
May — Cumulative production at AAI in the US reaches 1 million units
1994 November — Mazda acquires the ISO 9002 certificate, first among Japanese auto makers
1995 April — Cumulative production in Japan reaches 30 million units
November — Establishes AutoAlliance (Thailand) Co., Ltd. (AAT)
(Actual operations start in February 1996)

Product

1931 October — Starts sales of Mazda's first automobile, the 3-wheeled truck, Mazda-go
1950 June — Introduces first small 4-wheeled truck, Mazda CA
1958 April — Introduces small 4-wheeled truck Romper (later known as D-series (Mazda Kraft), E-series (Titan))
1960 May — Introduces Mazda R360 Coupe, first 2-door passenger car for the company
1961 February — Introduces 4-wheeled light truck B360 (later known as Porter)
August — Introduces Mazda B-series 1500 compact pickup (later renamed Proceed)
1962 February — Introduces Mazda Carol 600, first 4-door passenger car for the company
1963 October — Introduces Familia 800 Van
1964 October — Introduces Familia Sedan
1965 May — Introduces Light bus (later known as Parkway)
1966 May — Introduces Mazda Bongo
August — Introduces Mazda Luce
1967 May — Introduces Mazda Cosmo Sport (110S), first rotary engine vehicle for the company
1969 April — Introduces 4-wheeled light truck, Porter Cab
October — Introduces mid-size truck, Boxer
1970 May — Introduces Mazda Capella (RX-2)
1971 September — Introduces the Grand Familia
Introduces Mazda Savanna (RX-3)
1972 June — Introduces micro-mini, Shante
1975 March — Introduces Road Pacer
October — Introduces Mazda Cosmo
1978 March — Introduces Mazda Savanna RX-7 (RX-7)
1980 December — 5th generation Mazda Familia (GLC/323) wins Japan Car of the Year
1982 December — 4th Generation Capella (Telstar) wins Japan Car of the Year award
1983 June — Introduces Mazda Bongo Brawny van and wagon series (E-series)
1986 February — Introduces Festiva
1987 January — Introduces Mazda Etude
1988 October — Introduces Persona
1989 June — Introduces Mazda Scrum (Suzuki OEM)
September — Introduces Eunos Roadster (MX-5)
November — Introduces Eunos 100 and Eunos 300
1990 January — Introduces Mazda MPV
April — Introduces Eunos Cosmo
September — Introduces Autozam Revue (121)
1991 May — Introduces Mazda Sentia (929)
June — Introduces Eunos Presso and Autozam AZ-3
October — HR-X hydrogen rotary engine concept car is shown at the Tokyo Motor Show
Introduces Mazda Cronos
November — Introduces Anfini MS-6 and Anfini MS-9
1992 January — Introduces Mazda MX-6 to the Japanese market
February — Introduces Eunos 500 (Xedos 6)
March — Introduces Anfini MS-8
May — Introduces Autozam Clef
October — Introduces Autozam AZ-1
November — Develops a passenger car with a natural gas engine
1993 January — Electric-powered vehicles based on the Mazda MX-5 are developed
April — Develops Miller-cycle engine
September — Introduces Mazda Lantis (323F)
October — Introduces Eunos 800 (Xedos 6)
1994 February — Mazda develops a compressed natural gas-powered truck (Titan base)
September — Introduces Mazda AZ-Wagon (Suzuki OEM)
Introduces Mazda Familia Van (Nissan OEM)

1996	April	Anfini dealerships renamed Mazda Anfini
		Eunos dealerships integrated into Mazda Anfini or Mazda dealerships
	June	Mazda acquires ISO 9001 certification, the highest attainable quality mark in the ISO 9000 series, first among Japanese automakers
		Henry D.G. Wallace becomes president
1997	June	Inaugurates its new brand symbol, the Mazda M
	October	North American operations are streamlined (MNAO commences operations)
	November	James E. Miller is appointed president
	December	Establishes Ethics Committee
1998	January	Changes corporate symbol
	March	Consolidates European business (MME commences operations)
	April	Formulates Product Philosophy
	May	AAT starts production
	August	Establishes Mazda Motor Logistics Europe N.V. (MLE)
	September	Hofu Nishinoura plant acquires ISO 14001 certification
	December	AAT commences exports
1999	June	Cumulative production at AAI reaches 2 million units
		Mazda reaches an agreement with Mitsubishi to supply small commercial vehicles to Mitsubishi
	September	Entire Hofu Plant obtains environmental ISO certification
	December	Mark Fields becomes president
2000	April	Mazda participates in a government supported joint project to test run fuel cell vehicles
	June	All Mazda plants in Japan acquire ISO 14001 environmental management certification
	July	Introduces a website for the media
		Establishes brand DNA common to all passenger cars
	August	AAT-produced pickup trucks reach 100,000 units
	November	Announces mid-term plan, Millennium Plan
2001	January	Mazda expands use of recycled materials made from end-of-life bumpers
	February	Introduces the 'build-to-order' system, a first in Japan
	September	Closes Ujina Plant No.2 (until May 2004)

2002	January	Cumulative production volume at Hofu Plant reaches 5 million units
		Completes Nakasatsunai Proving Ground in Hokkaido
		Commences production of MZR engines
	March	Opens company day-care center
	April	Introduces new brand message Zoom-Zoom
	May	Enhances corporate governance by taking measures such as the introduction of an executive officer system
	June	Lewis Booth becomes president
	August	Sells auto leasing business to SB Auto Leasing Company
	September	Transfers business in subsidiary Mazda Earth Technologies Co., Ltd. to Sandvik Tamrock Japan Co., Ltd.
	December	Mazda establishes Management Advisory Committee to further enhance corporate governance
2003	January	Begins production of RENESIS rotary engine
		Starts production of Mazda6 at FAW Car Company in China
		Starts production of the Mazda2 in Europe at the Ford Valencia plant (ends June 2007)
	July	Mazda and Isuzu agree on OEM supply of Isuzu small truck
	August	Hisakazu Imaki becomes president
2004	February	Starts sales of micro-mini vehicles in all dealership networks and expands cross-channel offerings of registered vehicles
	April	Ends production at the Hiroshima plant's F Plant to strengthen its production system
	May	Commences operations at retooled Ujina Plant No.2
	September	Transfers all shares in Mazda Car Rental Corporation
	December	Ujina Plant No.1 fire
2005	February	Hydrogen fueling station opens
		Celebrating Mazda's 85th anniversary, the newly-renovated Mazda Museum opens
	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
	August	Opens China Engineering Support Center
2006	January	Mazda and Mitsubishi Corporation establish new energy supply company for Japan operations
	February	Starts production of Mazda3 at Changan Ford Mazda Automobile plant in Chongqing
	April	Mazda Autozam sales channel in Japan cumulative sales reach 1 million units
	May	Holds opening ceremony for Mine Proving Ground
	July	The car-carrying vessel, Cougar Ace, becomes stricken at sea

1995	February	Introduces Mazda Proceed Levante
	June	Introduces Mazda Bongo Friendee
1996	August	Introduces Mazda Demio
	October	Mazda Demio receives RJC New Car of the Year award
1997	December	Mazda develops the Mazda Demio FCEV, fuel-cell electric vehicle
1998	May	Introduces Mazda Bongo EV, electric vehicle
	October	Introduces AZ-Offroad (Suzuki OEM)
		Introduces Carol (Suzuki OEM) (4th generation)
1999	March	Introduces Mazda Laputa (Suzuki OEM)
	April	Develops aldehyde remover, Life Breath
		Introduces Mazda Premacy
2000	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 Titan Dash
	November	Introduces Tribute
2001	February	Develops a new fuel-cell electric vehicle, Premacy FC-EV
		First test run on public roads in Japan
	December	Develops high-strength plastic technology for new module carriers
2002	February	Introduces Mazda Spiano (Suzuki OEM)
	May	Introduces Mazda Atenza (Mazda6)
	July	Minimizes environmental impact with semi-dry machining process
		Develops world's first environmentally friendly painting technology
	November	Mazda Atenza wins RJC New Car of the Year award
	December	Begins public road trials of Advanced Safety Vehicle (ASV)

2003	February	Mazda introduces a world first aluminum joining technology using friction heat
	April	Mazda develops an impact-absorbing hood
	May	Develops an emissions reduction technology for diesel engines where the particulate matter is reduced by over 75% compared to the current model
	June	Mazda's RENESIS engine wins International Engine of the Year award
	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
	October	Introduces Mazda Axela (Mazda3)
	November	RENESIS rotary engine named RJC Technology of the Year
		Mazda RX-8 wins RJC Car of the Year award
	December	Mazda6 named Car of the Year in China
2004	May	Mazda's RENESIS wins 2.5-3.0 liter category of International Engine of the Year for second year running
	June	Introduces Mazda Verisa
	October	Starts public road testing of the RX-8 Hydrogen RE vehicle
	November	Mazda's Three Layer Wet Paint technologies wins the Minister of Environment Award for prevention of global warming
2005	March	Bumper-to-bumper recycling technology is introduced to produce new bumpers for the RX-8
	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
	November	3rd generation Mazda Roadster wins Japan Car of the Year
2006	February	Begins commercial leasing of world's first rotary hydrogen vehicle (RX-8 Hydrogen RE)
	May	Mazda develops high-strength heat-resistant bioplastic for interior parts with Hiroshima area partners
	November	Mazda MPV 2.3L DISI turbo engine vehicle wins the Chairperson's Award of the Eco-Products Awards Steering Committee
	December	Introduces Mazda CX-7 to the Japanese market

History 2007 - 2016

Corporate

2007
- **March** Announces new Mazda Advancement Plan mid-term business plan
  Sets long-term vision for technology development: Sustainable Zoom-Zoom
- **April** Starts engine mass production at the Changan Ford Mazda Automobile Co., Ltd. (Nanjing)
- **May** Receives certification of the Japanese Government's Kurumin mark
- **July** Celebrates the 40th anniversary of the Rotary Engine vehicle
  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
- **October** Changan Ford Mazda Automobile Nanjing Plant commences production of the new Mazda2

2008
- **February** Receives Japan's first Human Rights Merit Award
- **March** Forms strategic alliance in auto financing business in Japan
- **April** Launches the environment management system Eco-action 21 among Japanese distributors
- **June** Launches new Global Visual Identity to express the company's brand identity
  Announces plan to improve vehicle fuel economy 30% by 2015
- **July** Establishes Mazda Parts Co., Ltd. in Japan
- **September** Commences vehicle transport on the Trans-Siberian Railroad
- **October** Mazda Museum welcomes 1 millionth visitor
- **November** Takashi Yamanouchi becomes president
- **December** Obtains naming rights for the new Hiroshima baseball stadium and names the stadium Mazda Zoom-Zoom Stadium Hiroshima

2009
- **March** Opens training centers in Beijing, Shanghai and Shenzhen
- **April** Increases capital investment from 25% to 40% in FAW Mazda Motor Sales Co. Ltd. (FMSC)
- **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)

2011
- **January** Nissan and Mazda agree on new OEM contract with Nissan
- **February** Mazda and Hiroshima University sign comprehensive cooperation agreement
- **June** Establishes vehicle production facility in Mexico and sales company in Brazil with Sumitomo
  Implements outside director system
- **October** Mazda and Sumitomo Corporation hold groundbreaking ceremony to mark start of construction of the new plant in Mexico
  Local assembly of Mazda2 begins at Vina Mazda's new plant in Vietnam

2012
- **January** Completes new wing of the Mazda Hospital (in-patient ward)
- **May** Begins discussions with Fiat regarding development and production of new open-top two-seater sports car
- **July** Increases production capacity of SKYACTIV-G and SKYACTIV-D engines to 800,000 units per annum
- **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
- **November** Reached agreement with Toyota to produce Toyota vehicles at new plant in Mexico

Product

2007
- **September** Develops world's first biofabric made with 100% plant-derived fiber for vehicle interior
- **October** Develops world-first catalyst material structure for autos using single-nanotechnology
- **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

2008
- **January** Conducts ITS test on public roads as part of a Hiroshima prefecture industry-academic-government group
- **March** Realizes Japan first rear vehicle monitoring system
  3rd generation Mazda2 wins World Car of the Year award
  Starts public test driving of the Advanced Safety Vehicle, ASV
- **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
- **July** Introduces new Mazda Biante
- **September** Develops a unique idling stop system using direct injection engine technology
  Develops plastic molding technology which reduces consumption of plastic resins by 30%

2009
- **January** Cuts precious metal usage 70% with new single-nanocatalyst
- **February** Participates in 'ITS-Safety 2010' combined road trials
- **March** Develops world-first automated recycling technology for end-of-life vehicle bumpers
  Becomes first Japanese automaker to develop a urea SCR system for cars
  Begins commercial leasing of world's first hybrid rotary hydrogen vehicle, Premacy Hydrogen RE Hybrid
- **June** Succeeds in developing world's lowest environmental impact water-based paint system, Aqua-tech, and launches it in Ujina Plant No.1
- **November** Mazda i-stop wins RJC Technology of the Year award
  Mazda Axela and Mazda Biante with i-stop win Eco-Products Award in Japan
  Provides Demios as the base architecture for the electric vehicle test project, Tsukuba Environmental Style Test Project

2010
- **September** Announces new design theme KODO - Soul of Motion
- **October** Announces next-generation SKYACTIV TECHNOLOGY

2011
- **February** Builds 900,000th Roadster/MX-5, applies to Guinness World Records to update record for best-selling two-seat sports car
- **May** Mazda3/Axela global production reaches 3 million units
- **June** Launches Demio with highly-efficient direct-injection SKYACTIV-G 1.3 gasoline engine
- **September** Launches second SKYACTIV model in Japan, Axela (Mazda3)
- **November** Launches final special edition of the RX-8; Mazda RX-8 SPIRIT R
  New engine SKYACTIV-G 1.3 wins RJC Technology of the Year Award
  Develops brake energy regeneration system for a passenger car that uses a capacitor

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
- **June** Launches Mazda Flairwagon micro-mini, an OEM vehicle from Suzuki
- **October** Begins leasing the Demio EV (electric vehicle)
- **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 Biante
- **September** Mazda Atenza ASV-5 advanced safety vehicle begins trials on public roads
- **November** Launches 3rd generation Mazda3 (Axela)
  3rd generation Atenza (Mazda6) wins Emotional Award of 2013-2014 Car of the Year Japan
  3rd generation Atenza (Mazda6) wins RJC Car of the Year

2013	January	Signed agreement with Fiat to produce a new Alfa Romeo
	April	Takashi Yamanouchi, then president and CEO is awarded Mexico's Order of the Aztec Eagle
	June	Masamichi Kogai becomes President
	July	Begins construction of new transmission plant in Thailand
	August	Announces addition of engine machining factory to Mexican plant
		Announces increase in production capacity for SKYACTIV engines in Japan to 1 million units
		Hofu Plant builds ten millionth car
		Establishes a new national sales company in South Africa
		Obtains naming rights for Hiroshima baseball stadium, keeps name Mazda Zoom-Zoom Stadium Hiroshima
2014	January	Production starts at new plant in Mexico
	February	Opening ceremony for new plant in Mexico
	March	Production of all-new Mazda3 begins in Thailand
	April	Production of all-new Mazda6 and all-new Mazda3 begins in China
	May	Construction of (Mazda-exclusive) vehicle assembly plant is completed in Malaysia
	June	Operations begins at new national sales company in Columbia
	July	Accumulated production volume of Axela (Mazda3) for driving schools reaches 10,000 units
		Operations begin at new national sales company in Taiwan
		Production of all-new Mazda2 (Demio) begins at Hofu Plant
		Announces new-generation dealership in Japan
		Announces production capacity increase for SKYACTIV transmissions at Hofu (Nakanoseki)
	August	Mazda Technology for Kids receives Prime Minister's Award in Kids Design Awards 2014
	September	Production of all-new Mazda2 begins in Thailand
		Mazda renews headquarters' lobby
	October	Production of all-new Mazda2 begins in Mexico
		Mazda vehicles now available in all ten ASEAN member countries
	December	Mazda6 global production reaches 3 million units

2015	January	Mazda starts production at new transmission plant in Thailand
	May	Toyota and Mazda team up to make cars better
		Hiroshima Industry-University-Government Collaboration Promotion Conference on Automobile Sector
	July	Mazda starts production of freshened Mazda BT-50 in Thailand
	September	Mazda's Miyoshi Proving Ground celebrates 50th anniversary
	November	Aqua-tech Paint System wins Prime Minister's Prize of the 6th Monozukuri Nippon Grand Award
	December	Ranked number one in the Corporate Average Fuel Economy of the EPA's (US Environmental Protection Agency) Fuel Economy Trends Report for the third consecutive year
2016	January	Opens Mazda Brand Space Osaka
	February	Strengthens the domestic sales structure by further improving brand value
	April	Starts global roll-out of Aqua-tech Paint System
	May	Wins the 8th Japan Marketing Award
	June	Mazda and Nishikido begin sales of assorted Momiji manju cakes in package commemorating one million MX-5s produced
		Starts collaborative research with the University of Hyogo
	July	Mazda and Isuzu agree on OEM supply of Isuzu next-generation pick-up trucks
	August	Announces increase in engine production capacity at Thai powertrain plant
	September	Signs special investment contract with the Russian government for establishment of an engine plant by the joint venture production company created with the Russia's Sollers
	November	Introduces Mazda car insurance: Sky Plus
		Ranked number one in the Corporate Average Fuel Economy of the EPA's Fuel Economy Trends Report for the fourth consecutive year

2014	February	Global production of Mazda3 (Axela) reaches 4 million units
	April	Global production of SKYACTIV models reaches one million units
	September	World premiere of all-new Mazda MX-5 (Roadster)
		Pre-sale orders for all-new Demio (Mazda2) begin in Japan
	October	All-new Demio (Mazda2) wins 2014-2015 Car of the Year Japan
	November	All-new Demio Wins Good Design Gold Award 2014 in Japan
		SKYACTIV-D 1.5 awarded 11th Eco-Products Award
2015	January	Mazda releases updated Mazda Atenza and Mazda CX-5
	February	Mazda CX-3 goes on sale in Japan
	March	Three New Mazdas capture 2015 Red Dot Awards
	May	All-new Mazda Roadster goes on sale in Japan
	June	Mazda Introduces Digital Owner's Manuals Starting with All-New Roadster in Japan
		Mazda participates in 2015 Goodwood Festival of Speed
	July	Adaptive LED Headlight wins the 9th Kids Design Award
	September	Mazda to Unveil Mazda KOERU Concept at Frankfurt Motor Show
		Mazda receives German Design Awards in three categories
	October	Mazda Reveals Mazda RX-VISION Concept at Tokyo Motor Show
	November	4th generation Mazda Roadster wins Car of the Year award from Japan Automotive Hall of Fame
		World premiere of the CX-9, a new 3-row seating mid-size crossover SUV, at the Los Angeles Auto Show
	December	4th generation Mazda Roadster wins Japan Car of the Year
		Global production of new-generation products reaches three million units

2016	January	Mazda RX-VISION selected as the most beautiful concept car in France
	February	Production of all-new Mazda CX-9 begins
	March	Announces plans for sponsorship of 2016 motor sport events
		World premiere of MX-5 RF retractable hard roof model
		4th generation Mazda Roadster wins World Car of the Year and World Car Design of the Year
	April	World premiere of CX-4, an all-new crossover SUV
		Production of Roadster reaches one million units
	May	Global production of Mazda3 (Axela) reaches five million units
		CX-3 wins the JNCAP Five Star Award with the highest score for 2015
		Combustion chamber structure of SKYACTIV-D wins the Imperial Invention Prize of the 2016 All-Japan Invention Awards
	July	Mazda3 (Axela) is updated
		Announces SKYACTIV-VEHICLE DYNAMICS, a new-generation vehicle motion control technology
	August	Mazda6 (Atenza) receives product update
		G-Vectoring Control and automatic brake technology win the 10th Kids Design Award
	October	Production of MX-5 RF begins
		Announces product updates for CX-3 and Mazda2 (Demio)
	November	Mazda MX-5 (Roadster) RF debuts in Japan
		World premiere of all-new CX-5 at Los Angeles Auto Show
		Development of new body color Soul Red Crystal
		CX-4 wins 2017 Chinese Car Design of the Year award for the first time

■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

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

Annual Report

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

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