





CORPORATE PROFILE

Since its establishment in 1920, Mazda has continued to be an automobile manufacturer that embodies the spirit of “never stop challenging.”

In 2012, Mazda introduced its new-generation products, which extensively employ Skyactiv Technology and Kodo—Soul of Motion design, thereby making efforts toward structural reforms leveraging Skyactiv Technology. With our Structural Reform Stage 2 medium-term business plan, which commenced in the March 2017 fiscal year, we are working to realize sustainable growth by offering attractive products that achieve both driving pleasure and outstanding environmental and safety performance. At the same time, we are making efforts to achieve qualitative business growth and further improve brand value.

In August 2017, we announced “Sustainable Zoom-Zoom 2030,” a new long-term vision for technology development. Based on our Corporate Vision, this new long-term vision aims to resolve issues facing people, the earth, and society through the utilization of driving pleasure, which represents the fundamental appeal of the automobile.

Going forward, we hope to create a future in which people, the earth, and society can coexist with cars, to enrich people’s lives through a car ownership experience that celebrates driving, and to become a brand with which customers feel a strong emotional connection.

CONTENTS

Mazda Highlights

- 02 History of Mazda
- 03 Major Product Lineup
- 04 Global Network
- 06 At a Glance

Message from Management

- 08 Message from the President and CEO
- 12 Interview with the Executive Vice President

Review of Operations

- 16 Review by Market
 - Japan
 - North America
 - Europe
 - China
 - Other Markets

Increasing Corporate Value

- 22 Long-Term Vision for Technology Development
- 28 Monotsukuri Innovation

Foundations Underpinning Sustainable Growth

- 29 Mazda CSR
- 31 Business Management System
 - Corporate Governance
 - Internal Controls
 - Risk Management
 - Compliance
 - Directors, Audit & Supervisory Board Members, and Executive Officers

Financial Section

- 40 Eleven-Year Summary of Consolidated Financial Statements
- 42 Business Results, Financial Position, and Cash Flows
- 45 Business Risks
- 48 Consolidated Financial Statements
- 56 Corporate Data / Stock Information
- 57 Corporate Vision