

Mazda In Brief 2014

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Vision of Mazda

Corporate Vision

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

■ Vision

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

■ Mission

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

■ Value

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

Mazda Brand Symbol (Established in June 1997)

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



Mazda Corporate Mark (Established in 1975)

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

The Origin and Meaning of "Mazda"

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

Mazda's Brand Message: "Zoom-Zoom"

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

Structural Reform Plan and Brand Value Management

Structural Reform Plan

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

1 Business Innovation by SKYACTIV TECHNOLOGY

SKYACTIV TECHNOLOGY drives not only technology reforms but will also result in structural reforms of Mazda's business itself. Distinctive design and class-leading products based on outstanding environmental and safety performance have helped to realize both increasing sales volumes and sales at the right price, without relying on incentives.

Targets for FYE March 2016

Global Sales 1.52 million units

Operating Profit ¥230 billion

ROS 7% or more

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

2 Accelerate Further Cost Improvements through Monotsukuri Innovation

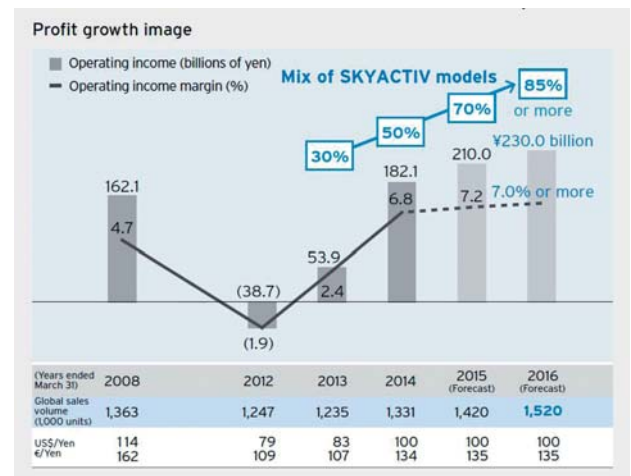
Thanks to more efficient product development processes and manufacturing-equipment investments, our new generation of products that begun with the CX-5, not only deliver excellent driving performance and fuel economy but also drastically reduced R&D and production costs.

3 Reinforce Business in Emerging Countries and Establish Global Production Footprints

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

4 Promotion of Global Alliances

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



Brand Value Management



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

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

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

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

Company Profile and Major Data

Company Profile (As of March 31, 2014)

Company name	Mazda Motor Corporation
Founded	January 30, 1920
Headquarters	3-1 Shинchi, Fuchū-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*1	Authorized: 6,000,000,000 shares Issued: 2,999,377,399 shares Number of shareholders: 125,596
Capital	¥258,957,096,762
Employees	Unconsolidated Male: 19,424 Female: 1,854 Total: 21,278 (including dispatchees) Consolidated: 40,892
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*2, United States*3, Colombia*4, Zimbabwe, South Africa, Ecuador, Taiwan*5, Vietnam*5, Malaysia*6, Russia*6
Sales companies	Japan: 251 Overseas: 141 (As of December 31, 2013)
Principal products	Four-wheeled vehicles, gasoline reciprocating engines, diesel engines, automatic and manual transmissions for vehicles

*1 Due to the share consolidation implemented on August 1, 2014, the number of issued share was changed to 599,875,479 shares.

The number of authorized shares was changed to 1,200,000,000 shares effective the same date.

*2 Operations started in January 2014.

*3 Mazda6 production ended in August 2012. Mazda agreed to finalize discussions with a view to selling its shares in AAI to Ford.

*4 Production of Mazda vehicles finished at the end of April 2014.

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

*6 Assembly only (Volume is not disclosed)

Global Production (Calendar Year)

(As of December 31, 2013) (Units)

	2009	2010	2011	2012	2013
Global	984,520	1,307,540	1,165,723	1,189,472	1,264,814
Japan	717,175	912,836	813,302	845,550	966,628
Overseas	267,345	394,704	352,421	343,922	298,186

Global Sales (Calendar Year)

(As of December 31, 2013) (Units)

	2009	2010	2011	2012	2013
Global	1,160,972	1,285,841	1,206,797	1,248,690	1,294,219
Japan	204,373	223,861	189,991	218,359	228,257
N. America	281,439	308,228	319,613	348,687	355,805
Europe	256,426	217,502	185,320	172,990	196,499
China	179,679	239,709	214,799	187,083	186,690
Others	239,055	296,541	297,074	321,571	326,968

Company Profile and Major Data

Financial Summary (Consolidated) (As of March 31, 2014)

(¥ in billions, except per share amounts)	FY March 2010 ('09.4-'10.3)	FY March 2011 ('10.4-'11.3)	FY March 2012 ('11.4-'12.3)	FY March 2013 ('12.4-'13.3)	FY March 2014 ('13.4-'14.3)
Domestic (Japan)	575.0	541.5	560.2	588.0	655.7
Overseas	1,588.9	1,784.2	1,472.9	1,617.3	2,036.5
Net sales	2,163.9	2,325.7	2,033.1	2,205.3	2,692.2
Operating income	9.5	23.8	- 38.7	53.9	182.1
Ordinary income	4.6	36.9	- 36.8	33.1	140.7
Income before taxes	-7.3	16.1	- 55.3	39.1	97.4
Net income	-6.5	-60.0	- 107.7	34.3	135.7
Net income per share*1	¥-4.26	¥-33.92	¥- 57.80	¥ 11.5	¥ 45.4
Capital investment	29.8	44.7	78.0	77.2	133.2
Depreciation and amortization	76.4	71.6	68.8	60.0	57.7
Research and Development cost	85.2	91.0	91.7	89.9	99.4
Total assets	1,947.8	1,771.8	1,915.9	1,978.6	2,246.0
Equity	509.8	430.5	474.4	513.2	676.8
Financial debts	722.1	693.0	778.1	719.0	742.7
Net financial debts	375.8	370.2	300.8	274.1	263.0
Cash flows	67.4	1.6	- 79.4	8.7	16.3
(Thousands of units)					
Japan	828	867	847	879	973
Overseas	316	411	338	321	296
Production Volume	1,144	1,278	1,185	1,200	1,269
Japan	221	206	206	216	244
N. America	307	342	372	372	391
Europe	239	212	183	172	207
China	196	236	223	175	196
Others	230	277	263	300	293
Sales Volume	1,193	1,273	1,247	1,235	1,331

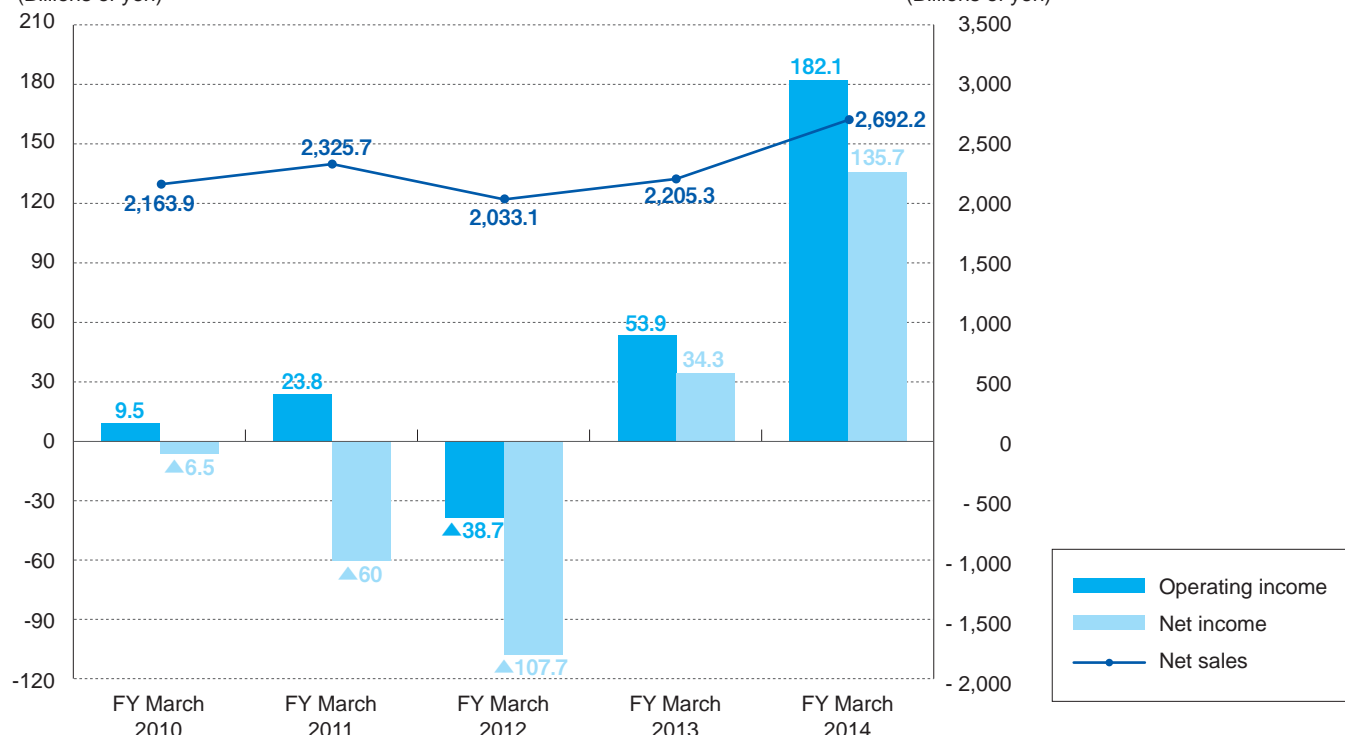
Note: Cash flows represent net cash flow from operating activities and from investing activities

*1 These figures do not reflect the share consolidation implemented on August 1, 2014.

Operating Results

Operating Income
Net Income
(Billions of yen)

Net sales
(Billions of yen)



Directors

Representative Director and
Chairman of the Board



Seita Kanai

Representative Director



Masamichi Kogai

Representative Director



Akira Marumoto

Director



Yuji Harada

Director



Yuji Nakamine

Director



Nobuhide Inamoto

Director



Koji Kurosawa

Director



Ichiro Sakai

Director



Taizo Muta

Audit & Supervisory Board Members

Audit & Supervisory Board
Member (Full time)

Nobuyoshi Tochio

Hirofumi Kawamura

Audit & Supervisory Board
Member

Isao Akaoka

Masahide Hirasawa

Takao Hotta

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

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

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

Major Affiliates

Consolidated Subsidiaries 59 (As of March 31, 2014)

Company name	Country	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%	Insurance, real estate, others
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 and parts
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.p.A.	Italy	100.0%	Distribution of vehicles and parts
Mazda Automoviles Espana, S. A.	Spain	100.0%	Distribution of vehicles and parts
Mazda Austria GmbH	Austria	100.0%	Distribution of vehicles and parts
Mazda Motor Russia, OOO	Russia	100.0%	Distribution of vehicles and parts
Mazda Australia Pty Ltd.	Australia	100.0%	Distribution of vehicles and parts
Compania Colombiana Automotriz S.A.	Colombia	100.0%	Production and sales of vehicles
Mazda Motors of New Zealand Ltd.	New Zealand	100.0%	Distribution of vehicles and parts
Mazda Sales (Thailand) Co., Ltd.	Thailand	96.1%	Distribution of vehicles and parts
Mazda Powertrain Manufacturing (Thailand) Co., Ltd.	Thailand	100.0%	Production and sales of 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	100.0%	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 (10)	—	—	—

Equity Method Applied Companies 15 (As of March 31, 2014)

Company name	Country	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	40.0%	Automotive retail finance
MCM Energy Service Co., Ltd.	Japan	40.0%	Steam and electricity supply
MAZDA SOLLERS Manufacturing Rus LLC	Russia	50.0%	Production and sales of vehicles
AutoAlliance (Thailand) Co., Ltd.	Thailand	50.0%	Production and sales of vehicles
Changan Mazda Automobile Co., Ltd.	China	50.0%	Production and sales of vehicles
Changan Ford Mazda Engines Co., Ltd.	China	25.0%	Production and sales of vehicle parts
FAW Mazda Motor Sales Co., Ltd.	China	40.0%	Distribution of vehicles and parts
Others (3)	—	—	—

Research & Development

R&D Sites

Mazda is dedicated to developing vehicles that are distinctive and innovative, using the latest and most advanced technologies to satisfy the diverse needs of customers worldwide. To accomplish this, Mazda created a global R&D network with operations in Japan, the United States, Germany and China.



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

*1 Mazda North American Operations (MNAO) is a generic organizational name which comprises Mazda Motor of America, Inc. and Mazda Motor de Mexico S. de R. L. de C. V.

Comprehensive Vehicle Proving Grounds

Name	Location	Start of operations	Land area	Activities
Miyoshi Proving Ground	Hiroshima, Japan	June 1965	1,677,000m ²	Mazda's main proving ground: used to develop basic vehicle functionality for driving, cornering, and stopping. Also, contributes to comfortable and safe vehicle engineering by providing test areas for stability tests, crash tests, and durability tests.
Mine Proving Ground	Yamaguchi, Japan	May 2006	603,000m ²	Ongoing development of test course facilities that are unavailable at the Miyoshi Proving Ground for further product improvements.
Hokkaido Kenbuchi Proving Ground	Hokkaido, Japan	January 1990	4,700,000m ²	Technology development and functional tests on frozen roads of systems such as AWD, ABS, TCS*2, and DSC*3 that ensure safe driving under hazardous frozen/snow conditions.
Hokkaido Nakasatsunai Proving Ground	Hokkaido, Japan	January 2002	206,000m ²	Mazda's second proving ground in Hokkaido is for developing vehicle functions for differing conditions in various climates. Mainly performs development tests for safe-driving systems such as ABS, TCS, and DSC under frozen conditions.

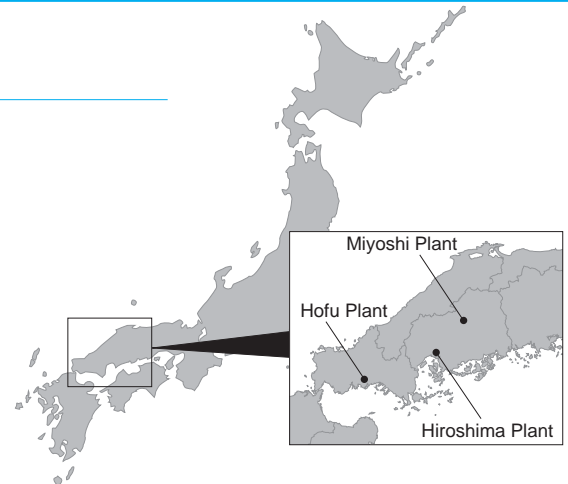
*2 Traction Control System (TCS): Mechanism to optimize a vehicle's traction according to the driving conditions

*3 Dynamic Stability Control (DSC): DSC integrates the 4-wheel Anti-lock Braking System (ABS) and Traction Control System (TCS) to optimally control the engine output and 4-wheel individual brake force to prevent side skids. In addition, the system maintains stable driving conditions while cornering on slippery roads or during evasive steering to avoid hazards.

Activities by Region

Japan

- Mazda became a vehicle manufacturer in 1931, when it began producing three-wheeled trucks. Mazda moved into passenger vehicle production in 1960 with the launch of the Mazda R360 Coupe micro-mini.
- Mazda has manufacturing facilities in Hiroshima and Yamaguchi in Western Japan. Both feature unique flexible, high-quality and synchronized production lines. In response to increasing demand for SKYACTIV vehicles, production capacity at Mazda's engine and transmission plants will be increased by the end of 2014.



Production in Japan (As of December 31, 2013)

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	551,000㎡
		Ujina district	Ujina Plant No.1 (U1)	Mazda2*1, Mazda8/MPV, Mazda CX-9*2, Mazda MX-5, Mazda Verisa, Mazda Biente, Mazda CX-5, Mazda E-series (Bongo Van)	274,200 units/year	November 1966	1,685,000㎡
			Ujina Plant No.2 (U2)	Mazda5, Mazda CX-5	240,600 units/year	December 1972	
				Gasoline reciprocating engines, diesel engines		December 1964	
Miyoshi, Hiroshima	Miyoshi Plant			Gasoline reciprocating engines		May 1974	1,677,000㎡
Hofu, Yamaguchi	Hofu Plant	Nishinoura district	Hofu Plant No.1 (H1)	Mazda3	240,600 units/year	September 1982	792,000㎡
			Hofu Plant No.2 (H2)	Mazda6	240,600 units/year	February 1992	
		Nakanoseki district		Automatic transmissions, manual transmissions			
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 All-new Mazda2 produced at Hofu Plant No. 1 (start July 2014)

*2 For export only

Production Volume by Model

(Units)

Model	CY2009	CY2010	CY2011	CY2012	CY2013	Cumulative total
Passenger vehicles						
Mazda2	145,384	159,079	152,675	131,862	108,368	2,042,304
Mazda3	325,002	383,285	303,677	305,107	283,175	3,562,742
Mazda5	60,125	82,109	97,102	54,669	50,062	1,029,820
Mazda6	48,328	76,498	57,403	56,404	148,854	1,363,640
Mazda8/Mazda MPV	7,091	6,812	6,206	3,632	1,957	1,080,386
Mazda CX-5	—	—	3,777	204,220	294,310	502,307
Mazda CX-7	35,831	89,099	98,333	4,909	1,000	423,273
Mazda CX-9	29,104	50,157	45,064	35,987	36,686	288,505
Mazda MX-5/Mazda MX-5 Miata	19,341	20,554	14,995	15,400	11,639	939,130
Mazda RX-8	2,970	2,801	1,233	2,131	0	193,318
Mazda Verisa	10,271	10,381	7,801	5,944	4,035	106,984
Mazda Biente	9,031	12,148	9,794	10,029	10,748	65,307
Mazda Tribute/Ford Escape	1,120	400	—	—	—	121,516
Others	0	0	0	0	0	22,120,237
Sub-total	693,598	893,323	798,060	830,294	950,834	33,839,469
Commercial vehicles						
Mazda E-Series (Bongo Van/Truck)	19,164	17,311	15,242	15,256	15,794	2,024,513
Mazda E-Series (Bongo Brawny Van/Truck)	2,677	1,457	—	—	—	860,308
Mazda T-Series (Titan)/E-Series (Titan Dash)	1,736	745	—	—	—	1,723,153
Others	0	0	—	—	—	7,394,844
Sub-total	23,577	19,513	15,242	15,256	15,794	12,002,818
Total	717,175	912,836	813,302	845,550	966,628	46,808,915
Breakdown						
Rotary engine vehicles	2,970	2,801	1,233	2,131	0	1,997,365
Diesel engine vehicles	61,663	75,270	47,729	79,014	130,679	5,030,402

Activities by Region

Sales in Japan

Sales Channels in Japan

(As of December 31, 2013)

	Dealerships	Outlets
Mazda/Mazda Anfini	49	819
Mazda Autozam	202	225
Total	251	1,044

Mazda Product Line-up by Sales Channel

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

Sales by Model

(As of December 31, 2013) (Units)

Model	CY2009	CY2010	CY2011	CY2012	CY2013
Passenger vehicles					
Demio	55,614	65,950	61,735	57,819	43,584
Axela	26,769	26,725	18,927	16,307	17,981
Premacy	15,202	25,553	20,437	15,233	17,776
Atenza	7,398	7,105	4,588	5,190	22,382
MPV	7,033	6,239	4,908	3,015	1,559
CX-5	—	—	—	35,408	38,512
CX-7	572	641	568	33	1
Roadster	1,947	1,120	1,104	941	768
RX-8	1,515	963	938	1,848	289
Verisa	10,162	10,609	7,575	6,216	4,227
Biante	10,864	11,909	9,659	8,740	8,490
Others	0	0	0	0	0
Registered vehicles total	137,076	156,814	130,439	150,750	155,569
Carol	8,243	11,516	10,081	10,468	8,968
AZ-Wagon/Flair	27,428	24,786	21,673	24,322	20,896
AZ-Offroad	485	398	487	398	443
Scrum Wagon	2,484	2,215	2,824	2,386	1,761
Flair Wagon	—	—	—	4,103	14,356
Others	1	0	0	0	0
Micro-mini total	38,641	38,915	35,065	41,677	46,424
Sub-total	175,717	195,729	165,504	192,427	201,993
Commercial vehicles					
Bongo Series	9,872	10,170	9,241	9,980	9,920
Titan/Titan Dash	4,061	2,997	2,173	2,332	2,437
Familia	2,742	2,881	2,575	2,674	2,212
Others	1,359	1,002	75	1	0
Registered vehicles total	18,034	17,050	14,064	14,987	14,569
Scrum	10,622	11,082	10,423	10,945	11,694
Micro-mini total	10,622	11,082	10,423	10,945	11,694
Sub-total	28,656	28,132	24,487	25,932	26,263
Total	204,373	223,861	189,991	218,359	228,256

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

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

Exports (As of December 31, 2013)

Exports from Japan by Destination

(Units)

	CY2009	CY2010	CY2011	CY2012	CY2013
North America	206,628	290,660	262,392	323,170	355,094
Europe	190,133	206,785	182,905	160,343	191,607
Oceania	68,978	73,370	83,882	98,462	99,884
Other Regions	94,087	159,124	121,398	89,815	141,098
Middle East	34,692	56,533	27,524	17,903	33,908
Asia	23,584	47,605	38,028	31,463	41,381
Africa	6,361	9,014	5,010	3,851	5,600
Central & South America	29,450	45,972	50,836	36,598	60,209
Total	559,826	729,939	650,577	671,790	787,683

Exports by Model

(Units)

Model	CY2009	CY2010	CY2011	CY2012	CY2012
Passenger vehicles					
Mazda2	92,418	89,872	91,010	76,996	65,699
Mazda3	295,594	356,611	284,561	290,723	263,498
Mazda5	44,823	54,825	59,015	38,483	29,232
Mazda6	42,095	68,457	53,298	42,759	123,246
Mazda8	179	678	938	1,311	470
Mazda CX-5	—	—	3,486	164,003	253,691
Mazda CX-7	34,597	87,635	98,507	6,058	1,000
Mazda CX-9	28,761	49,685	45,173	36,157	36,804
Mazda MX-5 *2	17,185	19,146	14,327	13,943	11,294
Mazda RX-8	1,454	1,845	262	54	0
Mazda Biente	—	—	—	1,303	2,749
Mazda Tribute / Ford Escape	1,180	400	0	0	0
Others	0	0	0	0	0
Sub-total	558,286	729,154	650,577	671,790	787,683
Commercial vehicles	1,540	785	0	0	0
Total	559,826	729,939	650,577	671,790	787,683

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

*2 Also known as "Miata" in North America

Activities by Region

North America

- Mazda began selling vehicles in North America with the establishment of affiliate companies in Canada in 1968, and in the USA in 1971.
- In January 2014, operations began at Mazda's production facility in Mexico, a joint venture between Mazda and Sumitomo Corporation.



Regional Headquarters

(As of December 31, 2013)

Country/ region	Company name	Location	Established	Number of employees	Primary business	Investment ratio
U.S.A.	Mazda North American Operations (MNAO) *1	① Irvine, CA	October 1997	—	Importer and distributor of Mazda vehicles, parts and accessories. Technical trend surveys and research, design development, evaluation testing and vehicle certification for the North American market.	—
		② Flat Rock, MI				

*1 Mazda North American Operations (MNAO) is a generic organizational name which comprises Mazda Motor of America, Inc. and Mazda Motor de Mexico S. de R. L. de C. V.

Production Facilities

(As of December 31, 2013)

Country/ region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
U.S.A.	② AutoAlliance International, Inc. (AAI)*1	Flat Rock, MI	September 1987*2	—	— *3	Mazda 50% Ford 50%
Mexico	③ Mazda de Mexico Vehicle Operation. (MMVO) *4	Salamanca, Guanajuato	— *5	2,629	— *6	Mazda 70% Sumitomo 30%

*1 Mazda agreed to finalize discussions with a view to selling its shares in AAI to Ford.

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

*3 Mazda6 production ended in August 2012

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

*5 Production start January 2014

*6 Mazda3 production from January 2014, Mazda2 production from October 2014.

Distributors

(As of December 31, 2013)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
U.S.A.	Mazda Motor of America, Inc.	Irvine, CA	February 1971	741	Mazda 100%
Canada	Mazda Canada Inc.	Richmond Hill, Ontario	July 1968	148	Mazda 100%
Mexico	Mazda Motor de Mexico S. de R.L. de C.V.	Centro de la Ciudad Santa Fe, Mexico City	December 2004	40	Mazda 99% Mazda Motor International 1%



Mazda3 (Mexico-produced model)



Mazda de Mexico Vehicle Operation (MMVO)

Mazda Vehicle Production

(As of December 31, 2013) (Units)

		CY2009	CY2010	CY2011	CY2012	CY2013
U.S.A.	AutoAlliance International, Inc.	32,065	45,138	39,546	37,563	—
	Ford Motor Kansas City Assembly Plant	7,396	9,273	3,977	—	—
Total		39,461	54,411	43,523	37,563	—

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

Mazda Sales

(As of December 31, 2013) (Units)

	CY2009	CY2010	CY2011	CY2012	CY2013
U.S.A.	207,767	229,566	250,426	277,047	283,947
Canada	73,672	78,662	69,187	71,640	71,858
Mexico	18,914	25,117	29,860	25,424	33,348
Total	300,353	333,345	349,473	374,111	389,153

Number of Distributors and Dealerships

(As of December 31, 2013)

Region	North America	
Market	Distributors	Dealerships
U.S.A.	1	635
Canada	1	162
Mexico	1	39
Total	3	836

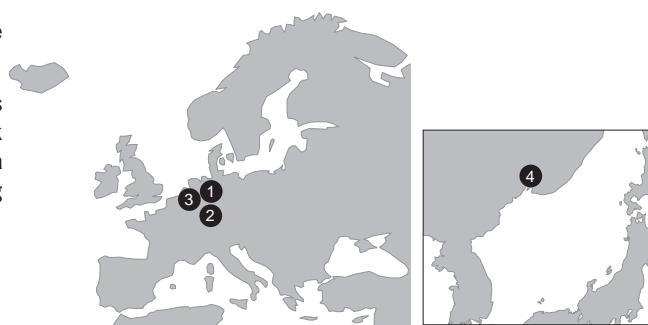
Major Product Line-up by Market

Region	North America		
Market	U.S.A.	Canada	Mexico
Mazda2	●	●	●
Mazda3	●	●	●
Mazda5	●	●	●
Mazda6	●	●	●
CX-5	●	●	●
CX-9	●	●	●
MX-5 (Miata)	●	●	●

Activities by Region

Europe

- Sales of Mazda vehicles began in Europe in 1967. An affiliate company was established in Germany in 1972.
- Mazda re-established its sales network in key European markets at the beginning of the new millennium. The company took direct control of distribution in each country, enabling a consistent strategic approach to efficient sales and marketing activities.



Regional Offices

(As of December 31, 2013)

Country/region	Company name	Location	Established	Number of employees	Primary business	Investment ratio
Germany	① Mazda Motor Europe GmbH (MME)	Leverkusen	March 1998	275	Office Sales	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	352	Office Logistics Sales	Mazda 100%

Production Facilities

(As of December 31, 2013)

Country/region	Company name	Location	Established	Number of employees	Primary products *1	Investment ratio
Russia	④ MAZDA SOLLERS Manufacturing Rus (MSMR)	Vladivostok, Primorsky Region	October 2012	833	CX-5 Mazda6	Mazda Sollers 50% 50%

*1 Local assembly only (volume is not disclosed).

Distributors

(As of December 31, 2013)

Country/region	Company name	Location	Established	Number of employees	Investment ratio
Germany	Mazda Motors (Deutschland) GmbH	Leverkusen	November 1972	154	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Austria	Mazda Austria GmbH	Klagenfurt	July 1981	104	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Portugal	Mazda Motor de Portugal Lda.	Lisbon	February 1995	12	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Italy	Mazda Motor Italia S.p.A.	Rome	December 1999	49	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Spain	Mazda Automoviles Espana, S.A.	Madrid	February 2000	43	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
France	Mazda Automobiles France S.A.S	Saint Germain en Laye Cedex	February 2001	44	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Switzerland	Mazda (Suisse) S.A.	Petit-Lancy	February 2001	39	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
U.K.	Mazda Motors UK Ltd.	Dartford, Kent	May 2001	87	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Denmark	Mazda Motor Danmark	Rodovre	April 2003	16	Mazda Motor Logistics Europe N.V. Branch

Distributors

(As of December 31, 2013)

Country/region	Company name	Location	Established	Number of employees	Investment ratio
Norway	Mazda Motor Norge	Kolbotn	April 2004	15	Mazda Motor Logistics Europe N.V. Branch
Sweden	Mazda Motor Sweden	Kungsbacka	April 2004	15	Mazda Motor Logistics Europe N.V. Branch
Russia	Mazda Motor Rus, OOO	Moscow	December 2005	77	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	29	Mazda Motor Logistics Europe N.V. Branch
Hungary	Mazda Motor Hungary Kft.	Budapest	April 2008	11	Mazda Motor Logistics Europe N.V. Branch
Croatia	Mazda Motor Croatia d.o.o.	Zagreb	April 2008	11	Mazda Motor Logistics Europe N.V. Branch
Slovenia	Mazda Motor Slovenija d.o.o.	Ljubljana	April 2008	7	Mazda Motor Logistics Europe N.V. Branch
Poland	Mazda Motor Poland	Warsaw	May 2008	20	Mazda Motor Logistics Europe N.V. Branch
Turkey	Mazda Motor Logistics Europe N.V. Merkezi Belcika Türkiye Istanbul Subesi	Istanbul	June 2008	12	Mazda Motor Logistics Europe N.V. Branch
Netherlands	Mazda Motor Nederland	Waddinxveen	October 2008	30	Mazda Motor Logistics Europe N.V. Branch

Mazda Sales

(As of December 31, 2013) (Units)

	CY2009	CY2010	CY2011	CY2012	CY2013
Europe	256,426	217,502	185,320	172,990	196,499

Number of Markets, Distributors and Dealerships

(As of December 31, 2013)

	Markets	Distributors	Dealerships
Europe	41	31	1,868

Major Product Line-up by Market

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

Activities by Region

China

- Mazda officially entered the Chinese market in 2001 and established a local affiliate company in 2005 to implement a unified brand strategy over two sales channels, FAW Mazda and Changan Mazda.
- In April 2014, production of Mazda6 ATENZA and Mazda3 AXELA began at the Changchun Plant and Nanjing Plant respectively.



Regional Offices

(As of December 31, 2013)

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	116	Overall management of business in China	Mazda 100%
	② Mazda Motor (China) Co., Ltd. Beijing Branch (MCO-Beijing)	Chaoyang District, Beijing	November 2007		Branch Office of MCO	—
	① Mazda Motor (China) Co., Ltd. China Engineering Support Center (MCO-CESC)	Jiading District, Shanghai	August 2005		Branch Office of MCO/ Workshops, market research and technology studies for the Chinese market, as well as technical support in the region	—

Production Facilities

(As of December 31, 2013)

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, Mazda8	Local 100%
	④ Changan Mazda Automobile Co., Ltd. (CMA)	Nanjing, Jiangsu Province	October 2007	3,937	Mazda2, Mazda3, CX-5	Changan Automobile 50% Mazda 50%
	④ Changan Ford Mazda Engine Co., Ltd. (CFME)	Nanjing, Jiangsu Province	April 2007 (Established in September 2005)	2,500	Engines for vehicles	Changan Automobile 50% Ford 25% Mazda 25%



Mazda6 ATENZA (China-produced model)



Mazda3 AXELA (China-produced model)

Distributors

(As of December 31, 2013)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
China	FAW Mazda Motor Sales Co., Ltd. (FMSC)	Changchun, Jilin Province	March 2005	326	FAW Car 56% Mazda 40% FAW Group 4%
	Changan Mazda Automobile Corporation, LTD. Sales branch (CMAS)	Nanjing, Jiangsu Province	April 2007	257	Sales department of CFMA

Mazda Vehicle Production

(As of December 31, 2013) (Units)

		CY2009	CY2010	CY2011	CY2012	CY2013
China	FCC	101,844	139,635	128,325	102,372	119,441
	CMA	71,944	88,950	84,142	67,097	67,612
	Total	173,788	228,585	212,467	169,469	187,053

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

Mazda Sales

(As of December 31, 2013) (Units)

	CY2009	CY2010	CY2011	CY2012	CY2013
China	179,679	239,709	214,799	187,083	186,690

Number of Distributors and Dealerships

(As of December 31, 2013)

	Distributors	Dealerships
China	2	432

Major Product Line-up

	China
Mazda2	●
Mazda3	●
Mazda5	●
Mazda6	●
Mazda8	●
CX-5	●
CX-7	●
CX-9	●
MX-5	●

Activities by Region

Asia, Oceania

- Mazda began sales in Australia when it established an affiliate company in the country in 1967. It was the company's first overseas office.
- In Thailand Mazda began producing pickup trucks in 1998 at a production facility jointly owned by Ford. Production was later expanded to include the Mazda2 and Mazda3.
- In Thailand, Mazda's new transmission plant is scheduled to start production in the first half of fiscal year ending March 2016.



Regional Headquarters

(As of December 31, 2013)

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

Production Facilities

(As of December 31, 2013)

Country/region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
Taiwan	② Ford Lio Ho Motor Co., Ltd. (FLH)	Chung Li	March 1987	—	Mazda3, Mazda5	Ford 70% Local 30%
Thailand	③ AutoAlliance (Thailand) Co., Ltd. (AAT)	Rayong	May 1998 *1 (Established in November 1995)	7,222	Mazda2, Mazda3, BT-50	Mazda 50% Ford 50%
Vietnam	④ Vina Mazda Automobile Manufacturing Co.,LTD	Nui Thanh district, Quang Nam province	October 2011	—	Mazda2, Mazda3,CX-5	Local 100%
Malaysia	⑤ Mazda Malaysia Sdn. Bhd. (MMSB)	Shah Alam, Selangor	Established in September 2012 *2	54	Mazda3,CX-5	Mazda 70% Berumatsu 30%

Note: Some models at Vina Mazda and all models at Mazda Malaysia are local assembly only. (Volume is not disclosed)

*1 Passenger car production started in September 2009

*2 Indicates month and year Mazda Malaysia was established. Local assembly has been carried out by a locally-owned company on a consignment basis since March 2011.

Distributors

(As of December 31, 2013)

Country/region	Company name	Location	Established	Number of employees	Investment ratio
Australia	Mazda Australia Pty Ltd.	Mount Waverley, Victoria	April 1967	232	Mazda 100%
New Zealand	Mazda Motors of New Zealand Ltd.	Mt Wellington, Auckland	June 1972	29	Mazda 100%
Thailand	Mazda Sales (Thailand) Co., Ltd.	Bangkok	June 1990	153	Mazda 96.1% KKS 3.9%
Indonesia	PT. Mazda Motor Indonesia	Jakarta	February 2006	83	Mazda 99.96% MSEA 0.04%
Taiwan	Mazda Motor Taiwan Co., Ltd.	Taipei	December 2013	39*3	Mazda 100%

*3 At start of operations (July 1, 2014)



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



BT-50 (Produced at AAT)

Mazda Vehicle Production

(As of December 31, 2013) (Units)

		CY2009	CY2010	CY2011	CY2012	CY2013
Taiwan	FLH	9,491	6,977	3,471	4,775	5,178
Thailand	AAT	29,408	87,348	75,630	115,815	92,644
Vietnam	Vina Mazda	—	—	132	189	641
Philippines	Ford Motor Company Philippines	180	—	—	—	—

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

Mazda Sales

(As of December 31, 2013) (Units)

	CY2009	CY2010	CY2011	CY2012	CY2013
Asia(excluding China)*4	33,696	66,980	79,518	110,841	95,252
Oceania	84,614	92,149	95,144	110,927	111,258

*4 Figures include Taiwan

Number of Markets, Distributors and Dealerships

(As of December 31, 2013)

	Markets	Distributors	Dealerships
Asia (excluding China)*5	15	15	345
Oceania	14	14	176

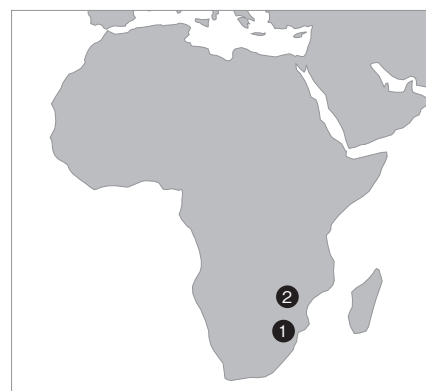
*5 Figures include Taiwan

Major Product Line-up by Market

Region	Asia					Oceania	
Market	Thailand	Taiwan	Indonesia	Malaysia	Philippines	Australia	New Zealand
Mazda2	●	●	●	●	●	●	●
Mazda3	●	●		●	●	●	●
Mazda5		●		●			
Mazda6		●	●	●	●	●	●
Mazda8			●	●			
CX-5	●	●	●	●	●	●	●
CX-9	●	●	●	●	●	●	●
MX-5	●		●	●	●	●	●
Biante			●	●			
VX-1			●				
BT-50	●		●	●	●	●	●

Activities by Region

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



Production Facilities

(As of December 31, 2013)

Country/region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
South Africa	① Ford Motor Company of Southern Africa (Pty.) Ltd. (FMCSA)	Pretoria	June 1963	—	BT-50	Ford 100%
Zimbabwe	② Willowvale Mazda Motor Industries (PVT) Ltd. (WMMI)	Harare	July 1980	150	BT-50	MOTEC 58% Mazda 25% Workers Trust 9% ITOCHU Corporation 8%
Colombia	③ Compania Colombiana Automotriz S.A. (CCA)*1	Bogota	April 1983	339	Mazda3, Mazda2, BT-50	Mazda 95% Mazda Motor International 5%
Ecuador	④ Manufacturas, Armaduras y Repuestos Ecuatorianos S. A. (MARESA)	Quito	November 1986	—	BT-50	Local 100%

*1 Mazda vehicle production finished in late April 2014

Distributors

(As of December 31, 2013)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
Colombia	Compania Colombiana Automotriz S.A. (CCA) *1	Bogota	October 1973*1	339	Mazda 95% Mazda Motor International 5%
South Africa	Mazda Southern Africa (Pty) Ltd. (MSA)	Johannesburg	July 2013	36*2	Mazda 100%

*1 Since May 2014, distribution has been carried out by national sales company MAZDA DE COLOMBIA S.A.S (MCOL) (100% Mazda-owned).

*2 At start of operations (October 1, 2014)

Mazda Vehicle Production

(As of December 31, 2013) (Units)

		CY2009	CY2010	CY2011	CY2012	CY2013
South Africa	FMCSA	3,725	3,661	3,875	2,481	3,070
Zimbabwe	WMMI	911	257	829	393	23
Colombia	CCA	3,520	4,517	4,346	3,411	2,103
Ecuador	MARESA	6,861	8,948	8,148	9,826	7,474

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

Mazda Sales

(As of December 31, 2013) (Units)

	CY2009	CY2010	CY2011	CY2012	CY2013
Central and South America*2	33,307	41,109	41,098	33,863	41,496
Middle East	51,691	55,102	37,785	30,044	34,932
Africa	16,833	16,084	13,669	10,456	10,368

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

Number of Markets, Distributors and Dealerships

(As of December 31, 2013)

	Markets	Distributors	Dealerships
Central and South America*2	36	36	239
Middle East	13	13	242
Africa	34	29	221

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

Major Product Line-up by Market

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

Environment, Safety and Design

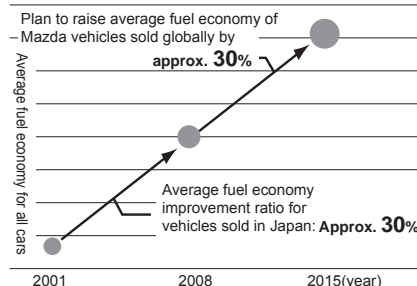
Sustainable Zoom-Zoom - Long-Term Vision for Technology Development

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

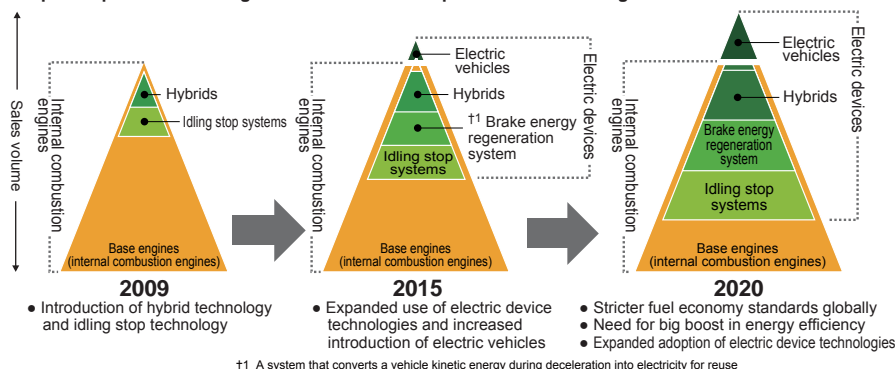
Building Block Strategy - Contributing as it Expands

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

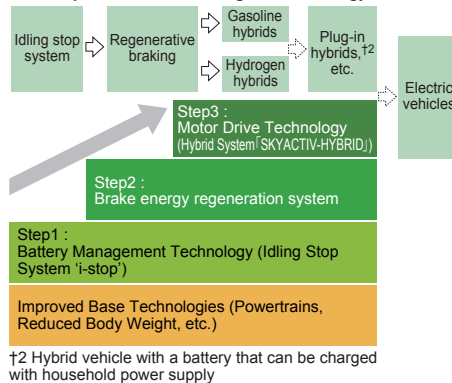
[Improving Average Fuel Economy]



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



[Development of the Building-Block Strategy]



MAZDA SKYACTIV TECHNOLOGY

SKYACTIV TECHNOLOGY is a blanket term for Mazda's innovative new-generation technologies developed under the company's long-term vision for technology development, Sustainable Zoom-Zoom. The name reflects Mazda's desire to provide both driving pleasure and outstanding environmental and safety performance in its vehicles. All technologies developed in line with the Building Block Strategy fall under the umbrella of SKYACTIV TECHNOLOGY.

■ SKYACTIV-G

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

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



■ SKYACTIV-Drive

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



■ SKYACTIV-BODY

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



■ i-ELOOP: brake energy regeneration system

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

■ SKYACTIV-D

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

*2 Mazda data as of August 2013



■ SKYACTIV - MT

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



■ SKYACTIV-CHASSIS

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



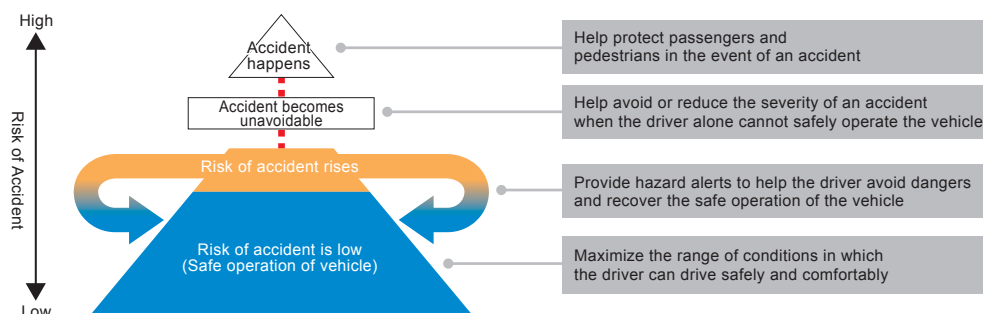
■ SKYACTIV-HYBRID

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.

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.

■ What Mazda's safety technologies aim to provide



■ HEADS-UP COCKPIT CONCEPT

In order to safely enjoy driving, Mazda believes that an ideal driving position that allows the driver to concentrate on driving is essential. Based on the concept of the Heads-up Cockpit, Mazda has developed a cockpit that helps drivers to drive safely and maintain a correct driving position.



① Center Display

The center display sits atop the dashboard making it easy to see without significantly lowering one's line of sight. Icons and letters are designed to be simple and easy-to-read.

② Commander Control

The commander control is designed to be used by feel and is located where the hand will come to rest naturally when lowered from the steering wheel. The button layout is designed to be simple and easy to operate.

③ Active Driving Display

The Active Driving Display shows information necessary for driving, such as vehicle speed and turn-by-turn directions from the navigation system. It is located in a position that minimizes the need for the driver to adjust their line of sight and point of focus.

■ i-ACTIVSENSE

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

Table of i-ACTIVSENSE technologies

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

KODO - Soul of Motion Design Theme

Over the years Mazda has often explored the idea of 'motion' to inspire its unique vehicle designs. The latest rendition of Mazda Design expresses the power and beauty seen in the instantaneous movement of animals. This split-second movement is the ultimate form of motion, filled with vitality and emotion; it is the essence of Mazda's new design language KODO – Soul of Motion. Through this KODO design theme, Mazda is seeking deeper expressions of motion.



From left to right; Mazda CX-5, Mazda6 (Atenza), Mazda3 (Axela)

1920—

Corporate

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

Product

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

1992	February	Full-scale production starts in Hofu Plant No.2.	2000	April	Mazda participates in a government supported joint project to test run fuel cell vehicles.
	April	The 'Mazda Global Environmental Charter' is adopted.		June	All Mazda plants in Japan acquire ISO 14001 environmental management certification.
	September	Starts local production in China.		July	Introduces a website for the media.
1993	March	Formulates "Environment-Related Activity Promotion Plan (Mazda Environmental Voluntary Plan)".			Establishes brand DNA common to all passenger cars.
	May	Cumulative production at AAI in the US reaches 1 million units.		August	AAT-produced pickup trucks reach 100,000 units.
1994	November	Mazda acquires the ISO 9002 certificate, first among Japanese auto makers.		November	Announces mid-term plan, "Millennium Plan".
1995	April	Cumulative production in Japan reaches 30 million units.	2001	January	Mazda expands use of recycled materials made from end-of-life bumpers.
	November	Establishes AutoAlliance (Thailand) Co., Ltd. (AAT). (Actual operations start in February 1996)		February	Introduces the 'build-to-order' system, a first in Japan.
1996	April	Anfini dealerships renamed Mazda Anfini.		September	Closes Ujina Plant No.2 (until May 2004).
	June	Eunos dealerships integrated into Mazda Anfini or Mazda dealerships.	2002	January	Cumulative production volume at Hofu Plant reaches 5 million units.
		Mazda acquires ISO 9001 certification, the highest attainable quality mark in the ISO 9000 series, first among Japanese automakers.			Completes Nakasatsunai Proving Ground in Hokkaido.
		Henry D.G. Wallace becomes president.			Commences production of MZR engines.
1997	June	Inaugurates its new brand symbol, the Mazda M.		March	Opens company day-care center.
	October	North American operations are streamlined (MNAO commences operations).		April	Introduces new brand message 'Zoom-Zoom.'
	November	James E. Miller is appointed president.		May	Enhances corporate governance by taking measures such as the introduction of an executive officer system.
	December	Establishes Ethics Committee.		June	Lewis Booth becomes president.
1998	January	Changes corporate symbol.		August	Sells auto leasing business to SB Auto Leasing Company.
	March	Consolidates European business (MME commences operations).		September	Transfers business in subsidiary Mazda Earth Technologies Co., Ltd. to Sandvik Tamrock Japan Co., Ltd.
	April	Formulates Product Philosophy.		December	Mazda establishes Management Advisory Committee to further enhance corporate governance.
	May	AAT starts production.	2003	January	Begins production of RENESIS rotary engine.
	August	Establishes Mazda Motor Logistics Europe N.V. (MLE).			Starts production of Mazda6 at FAW Car Company in China.
	September	Hofu Nishinoura plant acquires ISO 14001 certification.			Starts production of the Mazda2 in Europe at the Ford Valencia plant (ends June 2007).
	December	AAT commences exports.		July	Mazda and Isuzu agree on OEM supply of Isuzu small truck.
1999	June	Cumulative production at AAI reaches 2 million units.		August	Hisakazu Imaki becomes president.
		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.			

1993	January	Electric-powered vehicles based on the Mazda MX-5 are developed.	2001	February	Develops a new fuel-cell electric vehicle, Premacy FC-EV. First test run on public roads in Japan.
	April	Develops Miller-cycle engine.		December	Develops high-strength plastic technology for new module carriers.
	September	Introduces Mazda Lantis (323F).	2002	February	Introduces Mazda Spiano (Suzuki OEM).
	October	Introduces Eunos 800 (Xedos9).		May	Introduces Mazda Atenza (Mazda6).
1994	February	Mazda develops a compressed natural gas-powered truck (Titan base).		July	Minimizes environmental impact with semi-dry machining process.
	September	Introduces Mazda AZ-Wagon (Suzuki OEM).			Develops world's first environmentally friendly painting technology.
		Introduces Mazda Familia Van (Nissan OEM).		November	Mazda Atenza wins "RJC New Car of the Year" award.
1995	February	Introduces Mazda Proceed Levante.		December	Begins public road trials of Advanced Safety Vehicle (ASV).
	June	Introduces Mazda Bongo Friendee.	2003	February	Mazda introduces a world first aluminum joining technology using friction heat.
1996	August	Introduces Mazda Demio.		April	Mazda develops an impact-absorbing hood.
	October	Mazda Demio receives "RJC New Car of the Year" award.		May	Develops an emissions reduction technology for diesel engines where the particulate matter is reduced by over 75% compared to the current model.
1997	December	Mazda develops the Mazda Demio FCEV, fuel-cell electric vehicle.		June	Mazda's RENESIS engine wins "International Engine of the Year" award.
1998	May	Introduces Mazda Bongo EV, electric vehicle.		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 "AZ-Offroad" (Suzuki OEM).		October	Introduces Mazda Axela (Mazda3).
		Introduces "Carol" (Suzuki OEM) (4th generation).		November	RENESIS rotary engine named "RJC Technology of the Year".
1999	March	Introduces Mazda Laputa (Suzuki OEM).			Mazda RX-8 wins "RJC Car of the Year" award.
	April	Develops aldehyde remover, "Life Breath".		December	Mazda6 named Car of the Year in China.
		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.			

2004 —

Corporate

2004	February	Starts sales of micro-mini vehicles in all dealership networks and expands cross-channel offerings of registered vehicles.	2007	March	Announces new "Mazda Advancement Plan" mid-term business plan. Sets long-term vision for technology development: "Sustainable Zoom-Zoom."
	April	Ends production at the Hiroshima plant's F Plant to strengthen its production system.		April	Starts engine mass production at the Changan Ford Mazda Automobile Co., Ltd. (Nanjing).
	May	Commences operations at retooled Ujina Plant No.2.		May	Receives certification of the Japanese Government's Kurumin mark. Celebrates the 40th anniversary of the Rotary Engine vehicle.
	September	Transfers all shares in Mazda Car Rental Corporation.		July	Marks 40 million units of cumulative vehicle production in Japan. AAT celebrates 1 million units of production. Achieves mixed production of V6 and in-line four-cylinder engines. Mazda Enhances Green Distribution System Between Hiroshima and the Tokai District.
2005	December	Ujina Plant No.1 fire.	2008	October	Changan Ford Mazda Automobile Nanjing Plant commences production of the new Mazda2.
	February	Hydrogen fueling station opens. Celebrating Mazda's 85th anniversary, the newly-renovated Mazda Museum opens.		February	Receives Japan's first Human Rights Merit Award.
	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.		March	Forms strategic alliance in auto financing business in Japan.
	May	Mazda Global Environmental Charter revised and Mazda Environmental Committee strengthened.		April	Launches the environment management system 'Eco-action 21' among Japanese distributors.
2006	June	Mazda Motor (Shanghai) Business Management & Consulting Co., Ltd. founded.		June	Launches new Global Visual Identity to express the company's brand identity. Announces plan to improve vehicle fuel economy 30% by 2015.
	August	Establishes sales company, Mazda South East Asia, Ltd., in Thailand. Opens China Engineering Support Center.		July	Establishes Mazda Parts Co., Ltd. in Japan.
	January	Mazda and Mitsubishi Corporation establish new energy supply company for Japan operations.		September	Commences vehicle transport on the Trans-Siberian Railroad.
	February	Starts production of Mazda3 at Changan Ford Mazda Automobile plant in Chongqing.		October	Mazda Museum welcomes 1 millionth visitor.
2007	April	Mazda Autozam sales channel in Japan cumulative sales reach 1 million units.		November	Takashi Yamanouchi becomes president.
	May	Holds opening ceremony for Mine Proving Ground.		December	Obtains naming rights for the new Hiroshima baseball stadium and names the stadium "Mazda Zoom-Zoom Stadium Hiroshima."
	July	The car-carrying vessel, Cougar Ace, becomes stricken at sea.			
	September	Mazda6 marks 3 millionth vehicle produced at AutoAlliance International.			
2008	October	Renews Mazda official websites.			

Product

2004	May	Mazda's RENESIS wins 2.5-3.0 liter category of International Engine of the Year for second year running.	2007	June	Participates in ITS public road trials in Hiroshima.
	June	Introduces Mazda Verisa		September	Develops world's first biofabric made with 100% plant-derived fiber for vehicle interior.
	October	Starts public road testing of the RX-8 Hydrogen RE vehicle.		October	Develops world-first catalyst material structure for autos using single-nanotechnology.
	November	Mazda's Three Layer Wet Paint technologies wins the Minister of Environment Award for prevention of global warming.		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.
2005	March	Bumper-to-bumper recycling technology is introduced to produce new bumpers for the RX-8.	2008	January	Mazda CX-9 wins North American Truck of the Year award. Conducts ITS test on public roads as part of a Hiroshima prefecture industry-academic-government group. Realizes Japan first rear vehicle monitoring system.
	April	Mazda resumes Ujina Plant No.1 paint shop operations with the new state-of-the-art Three Layer Wet Paint system installed.		March	3rd generation Mazda2 wins World Car of the Year award. Starts public test driving of the Advanced Safety Vehicle, "ASV".
	June	Develops world's first steel-to-aluminum friction spot welding technology.		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	Mazda adopts a more eco-friendly painting process, further reducing the environmental burden during the painting process.		July	Introduces new Mazda Biante
2006	November	3rd generation Mazda Roadster wins "Japan Car of the Year".		September	Develops a unique idling stop system using direct injection engine technology. Develops clean diesel engine with improved output and environmental performance. Develops plastic molding technology which reduces consumption of plastic resins by 30%.
	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.			
2007	December	Introduces Mazda CX-7 to the Japanese market.			

2009	March	Opens training centers in Beijing, Shanghai and Shenzhen.	2013	January	Signed Agreement with Fiat to produce a new Alfa Romeo
	April	Increases capital investment from 25% to 40% in FAW Mazda Motor Sales Co. Ltd (FMSC).		April	Takashi Yamanouchi, then president and CEO is awarded Mexico's Order of the Aztec Eagle.
2010	July	Inaugurates new passenger car plant at AutoAlliance Thailand (AAT).		July	Begins construction of new transmission plant in Thailand.
	March	Agrees to hybrid system technology license with Toyota Motor Corporation.		August	Announces addition of engine machining factory to Mexican plant.
	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.			Announces increase in production capacity for SKYACTIV engines in Japan to one million units.
2011	September	Joins Hiroshima Moritsukuri Forum. Begins forest conservation activities in the local community through Mazda no Mori (Mazda Forest).			Hofu Plant builds ten millionth car.
	January	Nissan and Mazda agree on new OEM contract with Nissan.	2014	January	Establishes a new national sales company in South Africa.
2012	February	Mazda and Hiroshima University sign comprehensive cooperation agreement.		February	Obtains naming rights for Hiroshima baseball stadium, keeps name "Mazda Zoom-Zoom Stadium Hiroshima".
	June	Establishes vehicle production facility in Mexico and sales company in Brazil with Sumitomo.		January	Production starts at new plant in Mexico.
	October	Implements outside director system.		February	Opening ceremony for new plant in Mexico .
2013	January	Mazda and Sumitomo Corporation hold groundbreaking ceremony to mark start of construction of the new plant in Mexico.		March	Production of all-new Mazda3 begins in Thailand.
	May	Local assembly of Mazda2 begins at Vina Mazda's new plant in Vietnam.		April	Production of all-new Mazda6 and all-new Mazda3 begins in China.
	July	Increases production capacity of SKYACTIV-G and SKYACTIV-D engines to 800,000 units per annum.		May	Construction of (Mazda-exclusive) vehicle assembly plant is completed in Malaysia.
	September	Established Mazda SOLLERS, a local production company in Russia in partnership with Sollers.			Operations begins at new national sales company in Columbia.
	November	Mazda and Malaysia's Bermaz establish joint venture company Mazda Malaysia.		June	Accumulated production volume of Axela (Mazda3) for driving schools reaches 10,000 units.
2014	January	Reached agreement with Toyota to produce Toyota vehicles at new plant in Mexico.		July	Operations begin at new national sales company in Taiwan.
	February				Production of all-new Mazda2 (Demio) begins at Hofu Plant.
	March				Announces new-generation dealership in Japan.
	April				Announces production capacity increase for SKYACTIV transmissions at Hofu (Nakanoseki) .
	May			August	Mazda Technology for Kids receives Prime Minister's Award in Kids Design Awards 2014.
	June			September	Production of all-new Mazda2 begins in Thailand.
	July			October	Production of all-new Mazda2 begins in Mexico.

2009	January	Cuts precious metal usage 70% with new single-nanocatalyst.	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.
	February	Participates in 'ITS-Safety 2010' combined road trials.		June	Launches Mazda Flairwagon micro-mini, an OEM vehicle from Suzuki.
2010	March	Develops world-first automated recycling technology for end-of-life vehicle bumpers.		October	Begins leasing the Demio EV (electric vehicle).
		Becomes first Japanese automaker to develop a urea SCR system for cars.	2013	November	The Mazda CX-5 with SKYACTIV-D 2.2 wins Car Technology of the Year award from Japan Automotive Hall of Fame.
	June	Begins commercial leasing of world's first hybrid rotary hydrogen vehicle, Premacy Hydrogen RE Hybrid.		January	Launch of 3rd generation Atenza (Mazda6) featuring advanced safety technology, i-ACTIVSENSE.
2011	November	Succeeds in developing world's lowest environmental impact water-based paint system, "Aqua-tech", and launches it in Ujina Plant No.1.	2014	May	Mazda CX-5 wins the 2012-2013 Car of the Year Japan.
	September	Mazda i-stop wins RJC Technology of the Year award.		January	Launched upgraded Premacy
2012	October	Mazda Axela and Mazda Biente with i-stop win Eco-Products Award in Japan.	2015	May	Launched upgraded Biente
	February	Provides Demios as the base architecture for the electric vehicle test project, "Tsukuba Environmental Style Test Project".		September	Mazda Atenza ASV-5 advanced safety vehicle begins trials on public roads.
2013	September	Announces new design theme "KODO - Soul of Motion".	2016	November	Mazda Atenza ASV-5 advanced safety vehicle begins trials on public roads.
	October	Announces next-generation SKYACTIV TECHNOLOGY.		November	Launches 3rd generation Mazda3 (Axela).
2014	February	Builds 900,000th Roadster/MX-5, applies to Guinness World Records to update record for best-selling two-seat sports car.			3rd generation Atenza (Mazda6) wins Emotional Award of 2013-2014 Car of the Year Japan.
	May	Mazda3/Axela global production reaches 3 million units.			3rd generation Atenza (Mazda6) wins RJC Car of the Year.
2015	June	Launches Demio with highly-efficient direct-injection SKYACTIV-G 1.3 gasoline engine.		February	Global production of Mazda3 (Axela) reaches four million units.
	September	Launches second SKYACTIV model in Japan, Axela (Mazda3).	2017	April	Global production of SKYACTIV models reaches one million units.
2016	November	Launches final special edition of the RX-8; Mazda RX-8 SPIRIT R.		September	World premiere of all-new Mazda MX-5 (Roadster).
		New engine SKYACTIV-G 1.3 wins RJC Technology of the Year Award.		October	Pre-sale orders for all-new Demio (Mazda2) begin in Japan.
		Develops brake energy regeneration system for a passenger car that uses a capacitor.			All-new Demio (Mazda2) wins 2014-2015 Car of the Year Japan.

■ 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 2014

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

Annual Report 2014

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

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