

2004 Mazda In Brief

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mazda

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Japan



Vision of Mazda

(1) Vision of Mazda

Mazda established a new corporate vision in December 1999, comprising of three aspects:

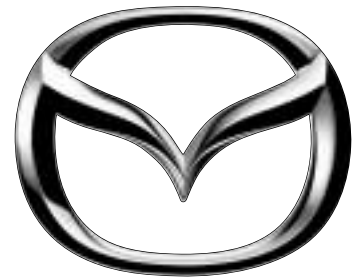
Vision : To create new value, excite and delight our customers through the best automotive products and services.

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 and 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.

(2) Mazda brand symbol (Established June, 1997)

The brand symbol expressed 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.



(3) Mazda corporate mark (Established in 1975)

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



(4) The origin and meaning of "Mazda"

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

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Overview

1. Company Profile



Mazda Motor Corporation's Plant Complex in Hiroshima, Japan

Originally established in January 1920, Mazda started manufacturing tools in 1929 and soon branched out into production of trucks for commercial use. In the early 1960s, Mazda launched its first passenger car models and began developing rotary engines. Still headquartered in Hiroshima in western Japan, Mazda Motor Corporation today ranks as one of Japan's leading automakers.

Mazda has been exporting cars to the United States and Europe for over 30 years. Overseas sales account for more than half of total turnover. Mazda has two main production sites in Japan and 19 overseas facilities. Mazda's factory at Hiroshima is one of the largest single-site automobile plants in the world, with an annual production capacity of over 500,000 units. The plant located at Hofu has a capacity of nearly 400,000 units. Overseas sites include joint ventures based in the United States, and in Thailand with Ford Motor Company, Mazda's largest shareholder.

Mazda boasts an illustrious history of engineering innovation, symbolized by the rotary engine. Although many leading firms attempted to adapt the concept, only Mazda persevered and succeeded in creating a commercial sports car engine. Today, Mazda is the only manufacturer in the world that makes gasoline, diesel and rotary internal combustion engines. The latest incarnation of the rotary engine powers the new Mazda RX-8, a car that truly embodies Mazda DNA.

Mazda's raison-d'être is to make cars that are fun to drive-cars that enthuse but are also affordable. The brand message "Zoom-Zoom" aims to capture this feeling, expressing the passionate spirit of motoring enjoyment that drives Mazda forward.

(1) Financial highlights

(millions of yen)

Fiscal Year	FY 2001	FY 2002	FY 2003
Net Sales	2,094,914	2,364,512	2,916,130
Operating Income	28,553	50,656	70,174
Ordinary Income	19,221	40,710	58,029
Net Income	8,830	24,134	33,901
Total Assets	1,734,895	1,754,017	1,795,573

Note: Fiscal years begin in April and end in March.

FY2003 results include 15-month activities of major overseas subsidiaries that changed their fiscal year.

(2) Global production

(units)

Calendar Year	CY 2001	CY 2002	CY 2003
Total	905,763	1,036,034	1,199,850
Japan	729,279	773,418	801,084
Overseas	176,484	262,616	398,766

(units)

Fiscal Year	FY 2001	FY 2002	FY 2003
Total	955,058	1,055,201	1,196,216
Japan	729,971	776,682	811,333
Overseas	225,087	278,519	384,883

Note: Fiscal years begin in April and end in March.

(3) Global sales

(units)

Calendar Year	CY 2001	CY 2002	CY 2003
Total	936,482	955,140	1,113,219
Japan	224,503	262,988	277,689
Overseas	711,979	692,152	835,530

(units)

Fiscal Year	FY 2001	FY 2002	FY 2003
Total	912,288	996,740	1,181,504
Japan	268,356	270,086	279,359
Overseas	643,932	726,654	902,145

Note: Fiscal years begin in April and end in March.

2. Directors, Auditors and Executive Officers

(as of September 1, 2004)

<Directors and Auditors>

Representative Director and Chairman of the Board	Kazuhide Watanabe
Representative Director	Hisakazu Imaki
Representative Director	John G. Parker
Representative Director	Gideon Wolthers
Director	Stephen T. Odell
Director	Mutsumi Fujiwara
Director	Takashi Yamanouchi
Director	Ryoichi Hasegawa
Director	Kiyoshi Ozaki
Corporate Auditor (Full time)	Toshiki Sakata
Corporate Auditor (Full time)	Kazumi Ikeda
Corporate Auditor (Full time)	Koji Kurosawa
Corporate Auditor	Takaharu Dohi
Corporate Auditor	Kenichi Komatsu

<Executive Officers>

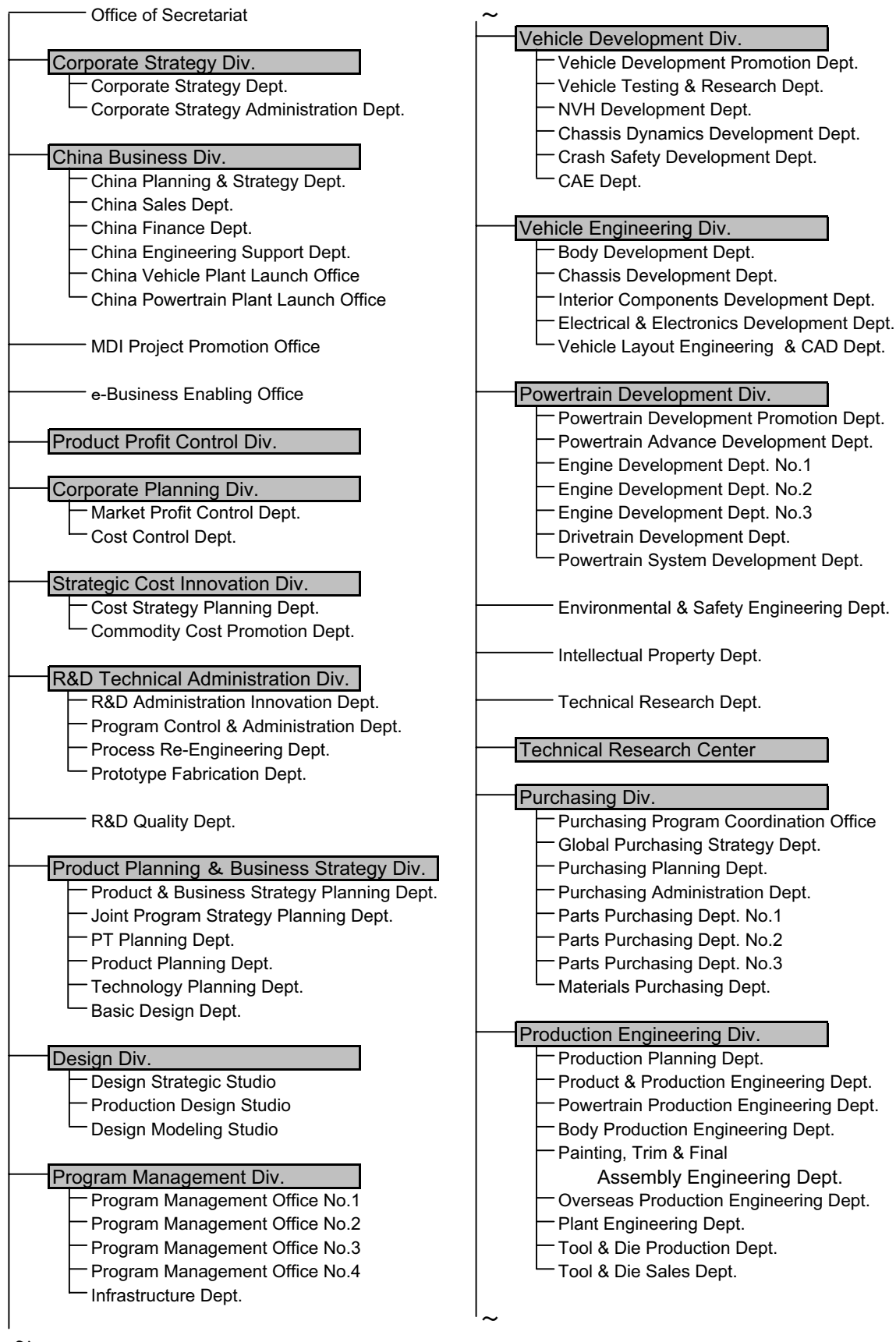
* President and CEO	Hisakazu Imaki	
* Executive Vice President	John G. Parker	Assistant to President; In charge of R&D, Purchasing, Quality Assurance, Marketing, Sales and IT Solutions
* Senior Managing Executive Officer and CFO	Gideon Wolthers	In charge of Corporate Planning and Product Profit Control
* Senior Managing Executive Officer	Stephen T. Odell	In charge of Marketing, Sales and Customer Service
* Senior Managing Executive Officer	Mutsumi Fujiwara	In charge of Purchasing
* Senior Managing Executive Officer	Takashi Yamanouchi	In charge of Secretariat, Personnel & Human Development, Internal Auditing and Mazda Hospital
* Senior Managing Executive Officer	Ryoichi Hasegawa	In charge of IT Solution, e-Business, Corporate Affairs and Risk Management; Assistant to the CFO
* Senior Managing Executive Officer	Kiyoshi Ozaki	In charge of China Business
Senior Managing Executive Officer	Joseph Bakaj	In charge of R&D

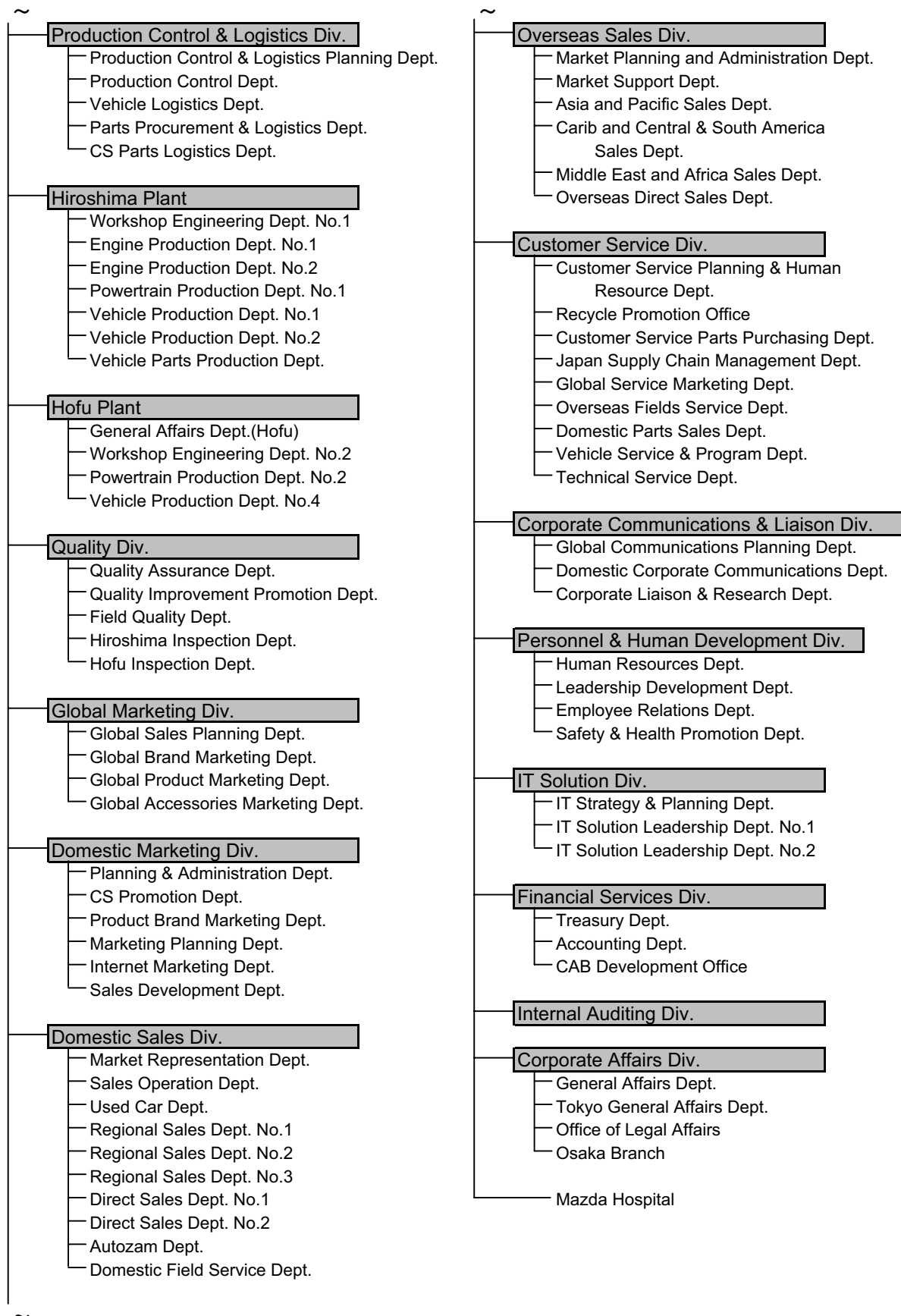
Managing Executive Officer	Masao Furuta	In charge of Domestic Marketing, Domestic Sales and Domestic Customer Service
Managing Executive Officer	Masaharu Yamaki	In charge of Production and Business Logistics
Managing Executive Officer	Masazumi Wakayama	In charge of Corporate Communications & Liaison; General Manager, Corporate Communications & Liaison Div.
Managing Executive Officer	Nobuhiro Hayama	In charge of R&D Quality
Managing Executive Officer	Seita Kanai	In charge of Vehicle Development and Technical Affairs
Managing Executive Officer	James J. O'Sullivan	President and CEO, Mazda Motor of America, Inc. (Mazda North American Operations)
Managing Executive Officer	Daniel T. Morris	President and CEO, Mazda Motor Europe G.m.b.H.
Executive Officer	Akira Marumoto	General Manager, Program Management Div.
Executive Officer	Keishi Egawa	In charge of Financial Services and Domestic Dealer Financial Administration; General Manager, Financial Services Div.
Executive Officer	Masaki Kanda	General Manager, Personnel & Human Development Div.
Executive Officer	Hiroshi Hosaka	General Manager, Domestic Sales Div.
Executive Officer	Nobuhide Inamoto	In charge of Six Sigma; General Manager, Quality Div.
Executive Officer	Hiroshi Kamiya	General Manager, Hiroshima Plant
Executive Officer	Kazuhiko Tanaka	General Manager, Corporate Affairs Div.
Executive Officer	Toru Oka	General Manager, Purchasing Div.
Executive Officer	Satoshi Tachikake	General Manager, China Business Div.
Executive Officer	Yasuto Tatsuta	General Manager, Production Engineering Div.
Executive Officer	Hiroataka Kanazawa	In charge of Product Planning, Program Management and Technical Research Center
Executive Officer	Malcolm D. Gough	General Manager, Overseas Sales Div.
Executive Officer	Kazuyuki Okada	General Manager, Vehicle Development Div.
Executive Officer	Masamichi Kogai	General Manager, Hofu Plant

Note: “*” mark stands for the Executive Officers who also hold the post of Director.

3. Organization Chart

(as of October 1, 2004)





4. Main Facilities

(1) Japan (as of June 1, 2004)

Function		Facility Name	Location & Address		Established	Primary Business, Products, etc.
Head Office	①	Hiroshima	3-1 Shinchī, Fuchū-cho, Aki-gun, Hiroshima 730-8670		January 1920	
Head Office	②	Tokyo	1-1-7 Uchisaiwai-cho Chiyoda-ku, Toyo 100-0011			
Branch	③	Osaka	Umeda Sky Bld. Tower East, 1-1-88-800 Oyodonaka Kita-ku, Osaka 531-0076			
R&D	①	Hiroshima	3-1 Shinchī, Fuchū-cho, Aki-gun Hiroshima 730-8670			Product and engineering planning, Design development, Product development, Advanced research for significant new technology
	④	Mazda R&D Center Yokohama	2-5 Moriya-cho Kanagawa-ku, Yokohama-shi, Kanagawa 221-0022		June 1987	Advanced product planning and development, Advanced and mass production product design development, Advanced research for significant new technology
	⑤	Miyoshi Proving Ground	551-1 Higashisakaya-cho, Miyoshi-shi, Hiroshima 728-0023		June 1965	Tests for basic vehicle functions, comfortability, aeromechanical stability and safety
	⑥	Kenbuchi Proving Ground	8-ku, Kenbuchi-cho, Kamikawa-gun, Hokkaido 098-0308		January 1990	Technology development and functional tests on hazardous frozen/snow conditions of systems
	⑦	Nakasatsunai Proving Ground	61 Nishisatsunai, Nakasatsunai-mura, Kasai-gun, Hokkaido 089-1356		January 2002	Technology development and functional tests on frozen roads of systems
Production, Logistics	①	Hiroshima Plant	3-1 Shinchī, Fuchū-cho, Aki-gun, Hiroshima 730-8670		March 1931	Reciprocating engines, manual transmissions, Hiroshima Plant land area: approx. 2,241,000m ²
		Plant Complex in Head Office District			December 1964	Reciprocating, diesel, rotary engines
		Plant Complex in Ujina District			November 1966	Passenger cars, commercial vehicles
		Ujina Plant No.1	888-1 Nishinoura, Hofu-shi, Yamaguchi 747-0835		December 1972	Passenger cars
		Ujina Plant No.2				Hofu Plant land area: approx. 1,329,000m ²
Others	⑧	Hofu Plant	415-8 Hamakata, Hofu-shi, Yamaguchi 747-0833		September 1982	Passenger cars
		Nishinoura District			February 1992	Passenger cars
		Hofu Plant No.1			December 1981	Manual transmissions
		Hofu Plant No.2	551-1 Higashisakaya-cho, Miyoshi-shi, Hiroshima 728-0023		May 1974	Reciprocating, diesel engines
	⑤	Miyoshi Plant			May 1948	Car transport by sea and land, car storage, administration at motor pools and car packing
		Malox Co., Ltd.*1	3-19 Kusuna-cho, Minami-ku, Hiroshima 734-0032			
		Distribution Center	10 sites all over Japan			
		Mazda Call Center	2F Tokai Mazda Naka-ten, 2-3-3 Kamimaedzu, Naka-ku, Nagoya-shi, Aichi, 460-0013		August 1991	From executive sales managers to new employees and sales staff of dealerships in Japan, practical hands-on and goal-oriented education, tailored to match their knowledge and experience.
		Etre College of Business Arts Nagoya			May 1991	
		Etre College of Business Arts Osaka	Umeda Sky Bld. Tower East, 1-1-88-800 Oyodonaka Kita-ku, Osaka 531-0076		May 1991	
		Etre College of Business Arts Hiroshima	2F Mazda Education Center, 2-12-2 Nihoshinmachi, Minami-ku, Hiroshima 734-0024		May 1991	
		Mazda Training Center Taibi	2-6-7 Taibi, Saka-machi, Aki-gun, Hiroshima 731-4325		October 1972	Technical training, business training
		Mazda Training Center Yokohama	2-5 Moriya-cho Kanagawa-ku, Yokohama-shi, Kanagawa 221-0022		November 2002	Land area: 22,000m ² , building area: 7,500m ² Technical training, in Mazda R&D Center Yokohama
		Mazda Hospital	2-15 Aosakiminami, Fuchū-cho, Aki-gun, Hiroshima 735-8585		July 1961	Health promotion for employees and medical services for the community
		Technical Service Training Center	See page 26.			

*1 Malox Co., Ltd. and Mazda Butsuryu Co. consolidated on October 1, 2004

Sales Channels in Japan

Sales Channels	Models (as of June 28, 2004)	Dealerships (as of March 31, 2004)	Outlets (as of March 31, 2004)
Mazda	(Registration passenger cars) Demio, Verisa, Axela Sport, Axela, Atenza Sports*, Atenza Sportwagon*, RX-8*, Atenza sedan*, Roadster*, Premacy, Tribute, MPV, Bongo Friendee	41	801
Mazda Anfini	(Registration commercial vehicles) Bongo van, Bongo truck, Bongo Brawny(van,truck)*, Titan*, Titan Dash*,	20	91
Mazda Autozam	(Micro-mini passenger cars) Carol, AZ-Wagon, AZ-Offroad, Laputa, Spiano, Scrum wagon	256	278
	(Micoro-mini commercial vehicles) Scrum van, Scrum truck		
Note: Passenger cars and commercial vehicles are classified according to segments set by Japan Automobile Dealers Association and Japan Mini Vehicles Association.		Total 317	Total 1,170

Note: On March 1, 2004, six micro-minis and three registrations were made available at Mazda, Mazda Anfini and Mazda Autozam dealerships except vehicles with *** mark, which are exclusively sold at Mazda and Mazda Anfini dealerships.



(2) Overseas

North America

(as of December 31, 2003)

Countries/ Regions		Facility Name	Function	Location & Address	Management		Established	Number of Employees	Notes (Primary Business, Products, etc.)	Investment Ratio
U. S. A.	①	Mazda Motor of America, Inc. (Mazda North American Operations) *1	Sales R&D	7755 Irvine Center Drive Irvine, CA 92618-2922, U. S. A.	President and CEO James J. O'Sullivan		February 1971	818 (as of March 31, 2004)	Importer and distributor of Mazda vehicles, parts and accessories in the U.S. and Canada. Product planning, advanced product development, research, evaluation testing and vehicle certification	Mazda 92.6% Sumitomo Corporation 4.28% ITOCHU Corporation 3.12%
	②			27100 International Drive, Flat Rock, MI 48134, U. S. A.						
	②	AutoAlliance International, Inc.	Production	1 International Drive, Flat Rock, MI 48134 U. S. A.	President Philip G. Spender		June 1992 Start-up date: September 1987 (Originally established as MMUC in Jan. 1985)	2,239 (as of March 31, 2004)	Products: Mazda6 Production Capacity: 240,000 units/year with two shifts (regular working hours) Production of Mazda vehicles: 83,314 units in 2003 Land area: 1.6 million m ² (approx. 400 acre)	\$760 million Mazda 50% Ford 50%
Canada	③	Mazda Canada Inc.	Sales	55 Vogell Road, Richmond Hill, Ontario, Canada, L4B 3K5	President Mike Benchimol		July 1968	116	Importer and distributor of automobiles and repair parts	C\$13 million Mazda 60% ITOCHU Corporation 40%

*1 Mazda Motor of America, Inc.(MMA) is operated under the business name of Mazda North American Operations (MNAO) (Consolidated in October 1997).



Ford Plants producing Mazda vehicles

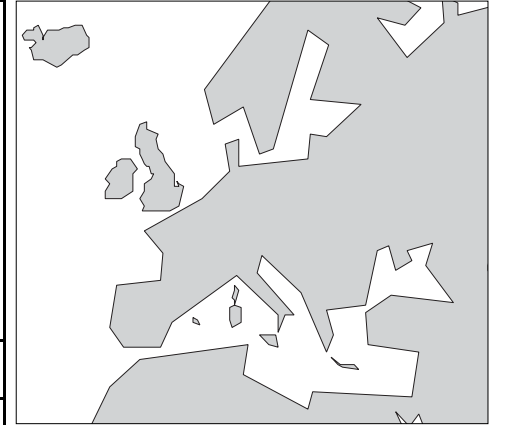
Countries/ Regions		Facility Name	Function	Location & Address	Management		Established	Number of Employees	Notes (Primary Business, Products, etc.)	Investment Ratio
U. S. A.	④	Ford Motor Kansas City Assembly	Production	Kansas City, Missouri, U.S.A.					Mazda Tribute	Ford 100%
	⑤	Ford Motor Edison Assembly	Production	Edison, New Jersey, U.S.A.					Mazda B-Series (Until February 2004)	Ford 100%
	⑥	Ford Motor Twin Cities Assembly	Production	St. Paul, Minnesota, U.S.A.					Mazda B-Series (From August 2004)	Ford 100%

Europe

(as of December 31, 2003)

Countries/ Regions		Facility Name	Function	Location & Address	Management		Established	Number of Employees	Notes (Primary Business, Products, etc.)	Investment Ratio
Germany	①	Mazda Motor Europe G.m.b.H.	Office	Hitdorfer Strasse 73 51371 Leverkusen, Germany	President and CEO Daniel T. Morris		March 1998	248	Strategic development and daily management of Mazda's activities in Europe	Mazda Motor Logistics Europe N.V. 100%
	②	(European R&D and Production/ MRE European R&D Centre)	Sales R&D	Hiroshimastrasse 1 61440 Oberursel/Ts., Germany	Vice President Kiyoshi Fujiwara		December 1987	84	Product planning, advanced product development, design and modeling, research, trend and engineering studies, accessory development, evaluation testing and tuning, vehicle certification procedures Land area: 76,000 m ²	
	①	Mazda Motors (Deutschland) G.m.b.H.	Sales	Hitdorfer Strasse 73 51371 Leverkusen, Germany	President & CEO Michael A. Bergman		November 1972	196	Importer and distributor of automobiles and repair parts	Mazda 100%
Belgium	③	Mazda Motor Logistics Europe N.V. (Vehicles and Parts Distribution Center)	Logistics Sales	Blaasveldstraat 162 2830 Willebroek, Belgium	President Daniel T. Morris		August 1998	404	Dealers and Distributors of automobiles, parts and accessories in Europe	Mazda 100%
U. K.		Mazda Motors UK Ltd.	Sales	Riverbridge House, Anchor Boulevard, Dartford, Kent, UK. DA2 6QH	Managing Director Phil Waring		May 2001	79	Importer and distributor of automobiles and repair parts	Mazda 100%
France		Mazda Automobiles France S.A.S	Sales	Z.I. Moimont 2 1, rue Eugène Pottier Marly-La-Ville 95 476 Fosses Cedex, France	Managing Director Jean-Luc Gerard		February 2001	52	Importer and distributor of automobiles and repair parts	Mazda 100%
Switzerland		Mazda (Suisse) S.A.	Sales	12, av. des Morgines CH-1213 Petit-Lancy, Switzerland	Vice-Chairman of the Board Thomas Kursch		November 2001*	45	Importer and distributor of automobiles and repair parts	Mazda 100%
Austria		Mazda Austria G.m.b.H.	Sales	Ernst Diez Strasse 3, 9020 Klagenfurt, Austria	Managing Director Josef A. Schmid		September 2003*	91	Importer and distributor of automobiles and repair parts	Mazda 100%
Spain		Mazda Automoviles España, S.A.	Sales	c/Sor Angela de la Cruz, No.6-12, 28020 Madrid, Spain	General Manager Jose María Terol		February 2000	39	Importer and distributor of automobiles and repair parts	Mazda 100%
Portugal		Mazda Motor de Portugal Lda.	Sales	NOVA MORADA Rua Rosa Araujo, n. 2-1. 1250- 195 Lisboa, Portugal	General Manager Nuno P. Guerreiro		February 1995	21	Importer and distributor of automobiles and repair parts	Mazda 100%
Italy		Mazda Motor Italia S.p.A.	Sales	54, Via Argoli, 00143 Roma, Italy	President Carlo Simongini		December 1999	46	Importer and distributor of automobiles and repair parts	Mazda 100%

* The dates are when Mazda took control of these sales companies.



Ford Plants producing Mazda vehicles

Countries/ Regions		Facility Name	Function	Location & Address	Management		Established	Number of Employees	Notes (Primary Business, Products, etc.)	Investment Ratio
Spain	④	Ford Motor Valencia Body & Assembly	Production	46440 Almussafes Valencia, Spain			1976	7,256	Mazda2 Land area: 2,734,620 m ² Production of Mazda vehicles: 40,927 units in 2003	Ford 100%

East Asia

(as of December 31, 2003)

Countries/ Regions		Facility Name	Function	Location & Address	Management		Established	Vehicle Production 2003	Number of Employees	Notes (Primary Business, Products, etc.)	Investment Ratio
China	①	Mazda Representative Office (Beijing)	Office	317 West Wing, China World Trade Center, 1 Jianguomenwai Street, Chaoyang District, 100004, China	Chief Representative Yasutaka Ikeda		March 23, 1985		4	—	—
	②	Faw Hainan Motor Co., Ltd.	Production/ Sales	Jinpan Industrial Development Area, Haikou, China	General Manager Jing Zhu		May 2001	55,320	2,000	Importer and distributor of automobiles and repair parts Mazda 323, Mazda Premacy Production capacity: 80,000 units/year	Local 100%
	③	FAW Car Co. Ltd.	Production/ Sales	Dongfeng Street Changchun, China	General Manager Zhang Lei		March 2003	29,980	7,365	Mazda6 Production capacity: 70,000 units/year	Local 100%
Taiwan	④	Ford Lio Ho Motor Co., Ltd.	Production	705 Chung Hwa Rd, Sec.1 Chung Li, Taiwan R.O.C	CEO Jeffery Shen		March 1987	15,434	2,200	Mazda3, Mazda 323, Mazda Premacy, Mazda Tribute, Ford brand vehicles Production capacity: approx. 130,000 units/year	Ford 70% Local 30%
		Ford Distribution Taiwan Ltd.	Sales	705 Chung Hwa Rd, Sec.1 Chung Li, Taiwan R.O.C	CEO K.C. Hu		October 1998	—	17	Importer and distributor of automobiles	Ford 100%



Plants producing other brand models with Mazda KD set

Countries/ Regions		Facility Name	Function	Location & Address	Management		Established	Vehicle Production 2003	Number of Employees	Notes (Primary Business, Products, etc.)	Investment Ratio
China	②	Hainan Mazda Motor Co., Ltd.	Production	Jinpan Industrial Development Area, Haikou, China	General Manager Jing Zhu			—		Press parts	
	⑤	Fuzhou Automobile Works	Production	368 Fuxin Rd. East, Fuzhou, Fujian, China	Director Chen Rui Mao			—		Truck	
Korea	⑥	KIA Motor Corporation	Production					—		Ford brand vehicles	

Southeast Asia

(as of December 31, 2003)

Countries/ Regions		Facility Name	Function	Location & Address	Management		Established	Vehicle Production 2003	Number of Employees	Notes (Primary Business, Products, etc.)	Investment Ratio
Thailand	①	AutoAlliance (Thailand) Company Limited	Production	Eastern Seaboard Industrial Estate 49 Moo.4 Tambol Pluakdang, Rayong 21140, Thailand	President Yuji Nakamine		November 28, 1995 (Established) May 29, 1998 (Start operations)	30,652	2,547	Mazda B-Series, Ford Ranger, Courier, Ford Everest Production capacity: 135,000 units/year with two shifts (regular working hours) Land area: approx. 846,000m ²	5 billion Thai baht Mazda 45% Ford 50% Mazda Sales (Thailand) 5%
	②	Mazda Sales (Thailand) Co., Ltd.	Sales	18th Floor, 193/74-76 Lake Rajada Office Complex, Rachadapisek Rd, Klongtoey, Bangkok 10110, Thailand	Managing Director Fumio Tone		June 1990	—	33	Distributor of automobiles and repair parts	Mazda 96.1% KKS 3.9%
India	③	Swaraj Mazda Ltd.	Production	(Head Office) S. C. O. No. 204- 205, Sector 34-A Chandigarh-160 022, India (Works) Village Asron, Post Bag No. 38 Ropar (Punjab) 140 001, India			May 1985	9,635	629 (February 2003)	Mazda T-Series	Mazda 15.6% Sumitomo Corporation 10.4% Others 74.0%
Indonesia	④	P.T. National Assembler	Production	Jl. Raya Bekasi KM 18, Pulogadung Jakarta-Utara, Indonesia	President Director Josef Utamin		October 1971	542	294	Mazda E-Series, others Production capacity: 15,000 units/year	Indomobil 79% NMC 20% Others 1%
	④	P.T. Unicor Prima Motor	Sales	9th Floor Jl. Letjen Haryono M.T. Kav. 8, Jakarta 13330, Indonesia	CEO Frans C. Harsono		February 2003	—	84	—	Indomobil 100%
Vietnam	⑤	Vietnam Motors Corporation	Production/ Sales	Km 9th, Nguyen Trai Road, Thanh Xuan District Hanoi, Vietnam	Chairman and President Jose Ch. Alvarez		July 1992	2,022	667	Mazda 323, Mazda6, Mazda Premacy	Corporation in Philippines 55% Corporation controlled by Vietnam government 30% Nichimen 15%
Malaysia	⑥	Associated Motors Industries	Production	1 Jalan Sesiku 15/2, 40000 Shah Alam, Selangor Darul Ehsan, Malaysia			September 1968	620	838	Mazda B-Series, Ford Ranger	Ford 49% Local 51%
	⑥	Cycle & Carriage Bintang	Sales	Lot 9, Jalan 219, Federal Highway, 41600 Petaling Jaya, Selangor Darul Ehsan, Malaysia	Managing Director Steven G. Foster				846		
Philippines	⑦	Ford Motors Philippines Co.	Production	FGP Bldg., #1 American Road, Greenfield Automotive Park-SEZ, Santa Rosa, Laguna, 4026, Philippines	CEO Henry T. Co		February 2004			Mazda 323, Mazda3, Mazda Tribute	Ford 100%
	⑦	Ford Group Philippines	Sales	FGP Bldg., #1 American Road, Greenfield Automotive Park-SEZ, Santa Rosa, Laguna, 4026, Philippines	CEO Henry T. Co		February 2004				Ford 100%



Central and South America

(as of December 31, 2003)

Countries/ Regions		Facility Name	Function	Location & Address	Management		Established	Vehicle Production 2003	Number of Employees	Notes (Primary Business, Products, etc.)	Investment Ratio
Colombia	①	Compania Colombiana Automotriz S. A.	Production Sales	Calle 13 No. 38-54 (Apdo Aereo 80342) Bogota, Colombia	Executive President Jose Fernando Isaza		April 1983	13,428	713	Mazda 323, Mazda 626, Mazda6, Mazda B-Series, Mazda2 Production capacity: 22,800 units/year	Mazda 95% MIC 5%
Ecuador	②	Manufacturas, Armaduras y Repuestos Equatorianos S. A. (M.A.R.E.S.A.)	Production Sales	Av.Manuel Cordova Galarza Km.12 1/2, Quito, Ecuador	Chief Executive Officer Francisco J. Restrepo		November 1986	3,405	230	Mazda 323, Mazda B-Series Production capacity: 8,500 units/year	Local 100%



Oceania

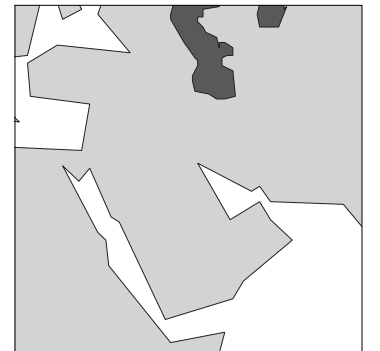
Countries/ Regions		Facility Name	Function	Location & Address	Management		Established	Vehicle Production 2003	Number of Employees	Notes (Primary Business, Products, etc.)	Investment Ratio
Australia	③	Mazda Australia Pty, Ltd.	Sales	385 Ferntree Gully Road, Notting Hill, Victoria 3149,Australia	Managing Director Doug Dickson* ¹		April 1967	—	127		Mazda 100%
New Zealand	④	Mazda Motors of New Zealand Ltd.	Sales	70 Plunket Avenue, Wiri, Manukau City, Auckland 1730, New Zealand	Managing Director Peter J. Aitken		June 1972	—	22		Mazda 56% Sumitomo Corporation 44%



*1 Effective on June 22, 2004.

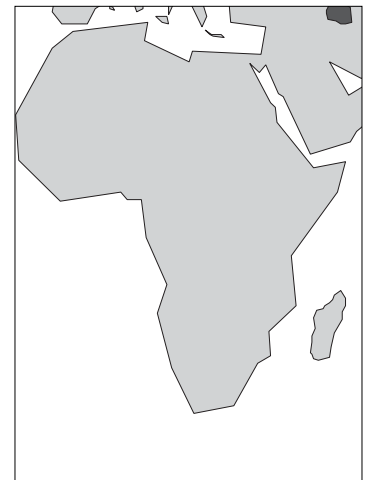
Middle East

Countries/ Regions		Facility Name	Function	Location & Address	Management		Established	Vehicle Production 2003	Number of Employees	Notes (Primary Business, Products, etc.)	Investment Ratio
UAE	⑤	Mazda Representative Office (Middle East)	Office (service)	P.O.Box 31827, Dubai, UAE	Customer Service General Manager Hidehisa Matsuda		March 1982	—	3		—
Iran	⑥	Asr-e-Bahman Co.	Office (service)	No. 39, Saba blvd., Africa St., Tehran, Iran	Managing Director Saremi		April 1999	—	25		Local 100%
		Bahman Motor Center	Production	16 KM, Karadj Old Road, Tehran, Iran	Managing Director Safavi		1959	9,997	1,040	Mazda 323, Mazda B-Series Production capacity: 15,000 units/year	Local 100%



Africa

Countries/ Regions		Facility Name	Function	Location & Address	Management		Established	Vehicle Production 2003	Number of Employees	Notes (Primary Business, Products, etc.)	Investment Ratio
Kenya	⑦	Kenya Vehicle Manufacturers Ltd.	Production	Garissa Road, Thika (Box No.1436, Thika), Kenya	Managing Director D. Percival		September 1977	40	300	Mazda T-Series Land area: 1,725m ²	Local government 35% Local 65%
Zimbabwe	⑧	Willowvale Mazda Motor Industries (PVT) Ltd.	Production	Dagenham Road, Willowvale, Harare (P.O.Box ST 520 Southerton, Harare), Zimbabwe	Chairman M.N. Nduzo		July 1980	2,320	233	Mazda 323, Mazda 626, Mazda B-Series, Mazda T-Series Production capacity: 2,400 units/year Land area: 38,486m ²	MOTEC 58% Mazda 25% Workers Trust 9% ITOCHU Corporation 8%
South Africa	⑨	Ford Motor Company of Southern Africa. (Pty)Ltd.	Production	Simon Vermooten Road, Silverton, Pretoria, Gauteng (P.O.Box 411, Pretoria 0001), South Africa	Group Managing Director, C.E.O. Deborah S. Coleman		June 1963	16,492	3,769	Mazda 323, Mazda B-Series Production capacity: approx.11,000 units/year	Ford 100%



5. Purchasing Network

Suppliers to Mazda in Japan

(as of March 31, 2004)

Automotive component parts	464 companies
Metals	44 companies
Subsidiary materials	
(such as oxygen and acetylene gas)	155 companies
Construction and facility maintenance	423 companies
Total	1,086 companies

Major materials/component parts imported from overseas countries and regions

(as of March 31, 2004)

Countries & Regions	Suppliers	Materials/Component Parts
USA	Autoliv ASP Bose Donnelly Ford Motor Company Modine Manufacturing Tennex Industries Visteon	Airbags Speakers Inner mirror Transmission, engine Drive plate, oil cooler Canister Engine control unit
UK	Britax Vega Kostal Lucas Automotive Electronics	Rear combination lamps Combination switch Immobilizer system
Italy	Nardi	Steering wheel
Austria	Herbert Knitz	Seat fabric
Spain	Castellon	Steering shaft
Germany	Autoliv Bosch Continental Teves INA Mitec Automotive Siemens Automotive Stabilus	Seat belts Boost sensors ABS assys Bearings Balance shaft Sensors Stay dampers
France	L'electricfil Industrie Siemens	Sensors SAS unit
Belgium	De Witte Lietaer	Seat fabric
Malta	Methode Electronics Malta	Switches
Australia	Britax Rainfords Monroe Springs	Outer mirrors Coil springs
Malaysia	Malaysian Automotive Lighting FMS Audio	Headlamps Audio
Korea	Hanwha Machinery Behr Thermot – Tronic Korea Il Heung Industry Sam Shin Chemical	Water pump Thermostat Room lamp Ornaments
China	Leopold Kostal LHMW Investment	Switches Alloy wheels
South Africa	Eagle Ottawa South Africa Alloy Wheel International SA	Seat leather Alloy wheels

	FY2003	FY2002	FY 2001	FY 2000	FY 1999
Number of Countries	25	24	24	25	25
Number of Companies	148	143	144	136	140

6. Production Operations in Japan

Production facilities in Japan

Production Facilities in Japan					
Plant Name	District	Production Lines (as of July 1, 2004)		Start-up Date	Land Area (as of March 31, 2004)
Hiroshima Plant	Plant Complex in Head Office District	Plant I (F)	Built-unit vehicle production ended on April 21, 2004	May 1960	551,000m ²
			Reciprocating engines, manual transmissions		
	Plant Complex in Ujina District	Plant I (U1)	Mazda2, Mazda Verisa, Mazda MX-5, Mazda RX-8, Mazda MPV, Mazda E-series (Bongo van), Mazda E-series (Bongo Brawny van), Mazda Bongo Friendee, J80 van ^{*1} (exports only)	November 1966	1,690,000m ²
		Plant II (U2)	Mazda2 (Closed in September 2001; re-opened on May 26, 2004)	December 1972	
			Reciprocating engines, diesel engines, rotary engines	December 1964	
Miyoshi Plant			Reciprocating engines, diesel engines	May 1974	1,667,000m ²
Hofu Plant	Nishinoura District	Plant I (H1)	Mazda3	September 1982	792,000m ²
		Plant II (H2)	Mazda Premacy, Tribute/Escape ^{*1} , Mazda6	February 1992	
	Nakanoseki District		Automatic transmissions, manual transmissions	December 1981	537,000m ²

(as of July 1, 2004)

Press Kogyo Co., Ltd.	Onomichi Plant	T-Series(Titan) ^{*2} , T-Series(Titan Dash) ^{*3} , Mazda E-Series(Bongo truck) ^{*3} , Mazda E-Series (Bongo Brawny truck (exports only)) ^{*3}
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^{*1} The J80 and Escape are Ford brand vehicles.

^{*2} Production was shifted to Press Kogyo Co., Ltd from May 30, 2003 to June 2004.

Also, the new T-series (launched in June 2004) is outsourced to Isuzu Motors Ltd.

^{*3} The production has been shifted to Press Kogyo Co., Ltd. since September 2003.

Note: Head Office District includes the surrounding area (Fuchizaki district).

Miyoshi and Hofu Plants do not include company housing.

Miyoshi Plant land area encompasses the Vehicle Proving Grounds and Engine Plant.

7. R&D Efforts

(1) R&D facilities

Mazda is dedicated to developing vehicles that are distinctive and innovative using the latest and most advanced technologies to satisfy the diverse needs of motorists worldwide. To accomplish this, Mazda created a global R&D network with operations in Japan (Hiroshima and Yokohama); the United States (Irvine, California and Flat Rock, Michigan); and Germany (Oberursel).

	Name	Location	Primary Business
Japan	Product Planning & Business Strategy Div. Design Div. Program Management Div. Vehicle Development Div. Vehicle Engineering Div. Powertrain Development Div. Technical Research Center etc.	Head Office (Hiroshima)	Product and engineering planning Design development Product development Advanced research for significant new technology
	Product Planning & Business Strategy Div. Design Div. Technical Research Center etc.	Mazda R&D Center (Yokohama)	Advanced product planning and development Advanced and mass production product design development Advanced research for significant new technology
U.S.A.	Mazda North American Operations (MNAO)*	Irvine, California	Product planning, advanced product development, design, market research, engineering studies, accessory development, evaluation testing and tuning, vehicle certification procedures June 1988 (originally as MRA in 1986) Headed by: Robert Davis, MNAO
		Flat Rock, Michigan	
Europe	Mazda Motor Europe G.m.b.H. (MME) European R&D Centre	Oberursel, State of Hessen, Germany	Product planning, advanced product development, design and modeling, research, trend and engineering studies, accessory development, evaluation testing and tuning, vehicle certification procedures December 1987 (Originally as Mazda Motor Corporation, Europe R&D Representative Office) Vice President: Kiyoshi Fujiwara

* Mazda Motor of America, Inc. (MMA) is operated under the business name of Mazda North American Operations (MNAO).
(Consolidated in October 1997)

(2) Comprehensive vehicle proving grounds/testing bases

Name	Location	Start-up Date	Land Area	Primary Business
Miyoshi Proving Ground	Miyoshi-shi Hiroshima, Japan	June 1965	1,667,000 m ²	Contributes to the creation of more comfortable and safer vehicles through the use of various tests, such as handling stability, collision protection, and endurance tests while also improving the basic vehicle functions: driving, cornering, and stopping.
Kenbuchi Proving Ground	Kenbuchi-cho Kamikawa-gun Hokkaido, Japan	January 1990	4,700,000 m ²	Technology development and functional tests on frozen roads of systems such as AWD, ABS, TCS*1, and DSC*2 that ensure safe driving under hazardous frozen/snow conditions.
Nakasatsunai Proving Ground	Nakasatsunai-mura Kasai-gun Hokkaido, Japan	January 2002	260,000 m ²	The second proving ground in Hokkaido is for developing vehicle functions under frozen conditions. Mainly performs development tests for safe-driving systems such as ABS, TCS, and DSC.

*1 Traction Control System (TCS): Mechanism to optimize the drive force according to the driving conditions.

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

8. Workforce

(1) Employees

Composition of employees (as of June 1, 2004)

	Employees		Total
	Men	Women	
Plant Workers	9,074	126	9,200
Office Workers	8,952	1,211	10,163
Total	18,026	1,337	19,363

Workforce summary

Fiscal year end	Employees			Average Age of Employees	Average Length of Service (Years)
	Men	Women	Total		
2004	17,791	1,243	19,034	41.8	20.7
2003	18,105	1,185	19,290	41.7	20.7
2002	18,759	1,189	19,948	41.5	20.4
2001	19,516	1,189	20,705	41.4	20.3
2000	22,104	1,445	23,549	42.5	21.0

Note: Fiscal years end in March.

(2) Health and safety

A safe and healthy workplace, leading to a vital workforce, is the basis of all our activities. Mazda holds respect for human beings as the basic principle behind its work, and began working towards a target of zero accidents in the workplace in 1981. At present, we are broadening the horizons of our activities and aim to continually improve our safety standards.

Activities

Safety	Aiming for a safe and accident-free workplace through management of sick leave and accident statistics.
Hygiene	Aiming for improvements in areas of the workplace that may be subject to health concerns, and the creation of a comfortable workplace.
Health	Careful planning of physical and mental health management for individual employees, with the aim of reducing sick leave.
Accident Prevention	Aiming for the prevention of accidents and fires through risk management.
Transportation	Aiming for improvement in traffic safety awareness, along with an increased awareness of safety issues when driving among all people.

(3) Recent major personnel policies

(as of April 1, 2004)

Programs	Content	Start-up Date
Female Employee Counseling Office	Established an office that provides women with counseling and advice regarding human-rights violations and sexual harassment. Counseling is provided via a hotline, exclusive e-mail, and personal conferences with female staff.	May 1998
Super-Flextime	A flextime system without core time has been introduced to improve work efficiency by harmonizing individual work time and private life.	October 2000
Mazda Flex Benefit	Mazda has introduced an alternative benefits package named 'Mazda Flex Benefit', that allows employees to utilize a benefits menu according to their needs within the range of their assigned points. In addition, Mazda is a corporate member of the benefits company, which grants employees use of various facilities such as hotels and leisure facilities at low prices without having to use their points.	October 2001
On-site Daycare Center "Mazda Wakuwaku-Kids-En"	A day-care center has been established inside the company to assist employees who have children to work without undue worries. Features include extended operating hours, temporary child-care, hand-made lunches, a medical room for sick children.	April 2002
Free Agent (FA) System	This is one policy for supporting employee career development. Employees are able to utilize their accumulated experience and take on new challenges by transferring to the area or division of their choice. The target of this policy is to allow employees to think carefully consider their career path by involving them in their own career development.	January 2004

(4) Educational facilities

(as of January 1, 2004)

Name	Participants	Location	Established	Content
Mazda Education Center	Employees	Hiroshima, Japan	February 1979	Training for management, administrative, engineering, and production staff is provided. Also provides internationalization training, department-specific training among others. Approx. 5,000 users/month
Mazda Technical College	Recent high school graduates and selected employees	Hiroshima, Japan (Ujina District, Hiroshima)	April 1988	The aim of the college is to train mid-career employees who will forge the future of the production department. Basic knowledge and skills are taught in the first year curriculum, and the second year includes subjects and practical skills that mainly focus on skills application, and company staff education. Capacity: 65 students/each grade

(Continued)

Name	Participants	Location	Established	Content
Etre College of Business Arts	From sales managers to sales staff of dealerships in Japan	Nagoya, Osaka, Hiroshima, Japan See page 8	November 1991	Practical hands-on and goal-oriented education for all staff, from executive managers to new employees, tailored to match their knowledge and experience. Approx. 200 users (Hiroshima), 50 users (Nagoya), 100 users (Osaka)
Technical Service Training Center Mazda Training Center Taibi	Service staff in Japan and overseas	Hiroshima, Japan	October 1972	Skill training for dealership service staff in Japan and overseas, and business training for dealerships in Japan. Approx. 1,600 users/year
Technical Service Training Center Mazda Training Center Yokohama	Service staff in Japan	Yokohama, Kanagawa, Japan	November 2002	Skill training for dealership service staff in Japan. Approx. 400 users/year
Skill Training Center, Hiroshima Plant	Employees	28 facilities in Hiroshima Plant, Japan	April 1997	Courses to upgrade field-specific skills (materials, machining, assembly, vehicle body, painting, body assembly, maintenance and improvement) according to level (from new employees to advanced technicians). 4,700 users/year
Nishinoura Education Center, Hofu Plant	Employees	Hofu, Yamaguchi, Japan	August 1982	Training for management, administrative, engineering, and production staff. Approx. 500 users/month
Skill Training Center, Hofu Plant	Employees	6 facilities in Nishinoura District, 2 facilities in Nakanoseki District, Hofu, Japan	September 1982 - September 2003	Courses to upgrade field-specific skills materials, machining, assembly, vehicle body, painting, body assembly, maintenance and improvement) in according level (from new employees to advanced technicians). 1000 users/year

(5) Employee education program

(as of April 1, 2004)

Programs	Content	Reference
Optional Training Program (Training Sessions, e-Learning)	Training can be received during working hours according to employee needs and schedule. Mainly focused on business skills, especially improvement of English-language ability.	FY2003 participants record: 17 group training courses, approx. 2,000 participants 9 e-learning courses, approx. 3,400 participants
MBLD (Mazda Business Leader Development)	Targeted at all employees with the aim of developing business leaders who have management vision, promote successful business plans, and implement innovative corporate culture.	Started July 2000
Leading Mazda 21	A human resources training program for managers. Intended to develop the next generation of leaders who can make strategic decisions with a global vision. An exclusive training center has been created within the Head Office.	Started April 1, 2002
Technical Olympics Training Program	A training course to strengthen the technical skills of young technicians aiming to be medal winners at the National Skills Competition and WorldSkills Competition. Participation is in the following categories: Plate bending, vehicle plating, vehicle painting, wood molding, and lathe operation.	Technicians have participated in the National and WorldSkills Competition since 1962. Total number of participating technicians: 322 National Skills Competition: 23 champions, 80 prize winners WorldSkills Competition: 4 champions, 10 prize winners
Welding Skill Training Program	Intense welding skills training course operation intended to create top arc welding technicians.	Technicians have participated in the national competition from 1984 Total number of participating technicians: 29, (7 champions, 15 prize winners)
Advanced Technical Skills Training Course	One-to-one (master and apprentice) training is provided to hand down core technical skills related to vehicle production and to develop advanced technicians.	Started in July 1996 Completed master accreditation (technical meister): 43 employees in total Complete apprentice accreditation: 90 employees in total

9. Main Strategies to Improve Customer Satisfaction

Improving customer service is given top priority at Mazda. We have adopted the following three initiatives to achieve this goal.

1. Improving product quality: We strive to achieve an industry-wide top level of customer vehicle satisfaction and product quality.
2. Improving overall customer satisfaction: We strive to achieve an industry-wide top level of customer satisfaction and actively promote customer satisfaction activities throughout the complete cycle of vehicle production – delivery – replacement (sales, service, parts, and distribution).
3. Creating attractive products: We strive to create products based on the Zoom-Zoom* spirit, and enrich and enhance the lifestyles of our customers.

* Mazda's brand message. See page 31 for more details.

(1) Mazda Call Center

Mazda has created Call Center for its customers in an effort to answer any questions and give advice regarding all aspects of Mazda vehicles and business activities. The Call Center allows Mazda to hear the 'customer voice' for feedback within the company and make use of their valuable opinions to further improve customer satisfaction.

Established: Feb. 1984

Staff: 55 employees

Location: 3-1 Shinchu, Fuchu-cho, Aki-gun, Hiroshima 730-8670 Japan

Used by approx. 66,800 customers per year

Hours of operation: Monday - Friday 9:00 to 17:00

Weekend and holidays 9:00 to 12:00, 13:00-17:00

Official Site: <http://www.mazda.com/>

(2) Quality control systems

1) Mazda Quality activities

Mazda seeks to increase the satisfaction level of customers by improving quality of product and service. To this end, Mazda has initiated various strategies to improve product quality, such as Quality Control Circle activities started in 1962 and Mazda Quality activities that began in 1978.

- QC circles at Mazda have participated in the 'All Japan QC Circles Conference' (at Hibiya Public Hall, Tokyo) for seven times, including three successive participations since 2001. The circles were honored to receive a General Manager Gold Prize Award twice.
- On July 23, 2004, the QC circle team from the Hofu Plant Nakanoseki District were awarded a Kaoru Ishikawa Medal at the 4650th 'National QC Circles Conference' held in Sapporo, Japan. (This was the fourth time, and the third consecutive year that Mazda was awarded the medal.)

2) ISO 9000 series accreditation

Mazda has been certified by the ISO, an international quality control management system. ISO 9002 accreditation was received in November 1994 for areas except design and development. Then in June 1996, Mazda was the first Japanese automaker to receive ISO 9001 accreditation, the widest ranging type for automobile production and one that covers areas from design/development to production, sales and after-sales service.

Note: ISO 9000 Series: This is an international quality control management system, established by the ISO (International Organization for Standardization), which can be applied to all types of industry and business. Use of this system provides efficient production standards and is a required component for attaining customer satisfaction.

3) TPM* activities

Mazda and the Mazda Group have been implementing TPM activities since the late 1980's, with the aim of creating a corporate structure that allows improvements in the overall efficiency of their manufacturing systems to the maximum extent possible. Currently, TPM activities are being carried out at 11 Mazda Group workplaces and ten of these have been certified with TPM awards.

<Mazda TPM achievements>

- Hofu Plant Powertrain Production Dept. No. 2: '94 Award for TPM Achievement, '96 Award for Excellence in Consistent TPM Commitment, '99 Special Award for TPM Achievement, '02 Advanced Special Award for TPM Achievement
- Hiroshima Plant Engine Production Dept. No. 1 (Miyoshi Engine Plant): '96 Award for TPM Achievement, '98 Award for Excellence in Consistent TPM Commitment, '00 Special Award for TPM Achievement
- Hiroshima Plant Engine Production Dept. No. 2: '97 Award for TPM Achievement, '99 Award for Excellence in Consistent TPM Commitment, '01 Special Award for TPM Achievement
- Hiroshima Plant Engine Production Dept. No. 1 (Hiroshima Dist.): '00 Award for TPM Achievement
- Hiroshima Plant Powertrain Production Dept. No. 1: '01 Award for TPM Achievement
- Hofu Plant Vehicle Production Dept. No. 4 Body Group: '02 Award for TPM Achievement
- Hiroshima Plant Vehicle Production Dept. No. 1: '03 Award for TPM Achievement
- Hiroshima Plant Vehicle Production Dept. No. 3: '03 Award for TPM Achievement
- Hiroshima Plant Engine Production Dept. No. 1: '03 Special Award for TPM Achievement

* TPM stands for Total Productive Maintenance. TPM activities are applied the whole life cycle of the production system and designed to prevent losses due to accidents, substandard products, malfunctions and similar occurrences. All employees participate in small overlapping group activities that function to foster skilled personnel and improve corporate vitality.

Guidance and inspection provided by the Japan Institute of Plant Maintenance.

4) Dealership initiatives

Mazda strives to create a service staff that can provide excellent service to its customers. In order to achieve this goal, Mazda not only maintains educational facilities to train dealership personnel and administer training programs and skills certification systems, but Mazda also holds an 'Service Skill Competition*'. Additionally, Mazda has instituted a Customer Satisfaction commendation program directed at our dealerships.

Furthermore, Mazda has also produced the 'Mazda Excellent Navigator', an activity manual for dealership sales and service staff, as well as a collection of examples of excellence in regard to environmental regulation adherence and environmental improvement.

* Mazda Service Skill Competition

This competition has been held since 1963 in order to improve the skills of our service personnel.

Currently, it is divided into two separate competitions with Mazda and Mazda Anfini dealerships participating in one, and the other for Mazda Autozam dealerships. Also, on June 17, 2004, the first "Worldwide Service Skills Competition" was held in Cologne, Germany with the participation of representatives from nine countries.

10. Mazda's Efforts to Strengthen the Mazda Brand

In order to globally communicate Mazda's unique value, Mazda established a "World Wide Brand Positioning" (WWBP) in April 1998, as part of the overall brand management strategy. The WWBP incorporates the Brand Personality of "Stylish," "Insightful" and "Spirited"; and the Product attributes of "Distinctive Design," "Exceptional Functionality," and "Responsive Handling and Performance" to create the Mazda Brand DNA. Mazda's DNA is summed up in the new brand message "Zoom-Zoom (love of motion experienced as a child)," which is promoted in the major markets around the world. All corporate activities worldwide, including vehicle planning, manufacturing, and internal and external communication are in line with the WWBP.

World Wide Brand Positioning" (WWBP)	
<Personality>	<Product>
<ul style="list-style-type: none">• Stylish• Insightful• Spirited	<ul style="list-style-type: none">• Distinctive Design• Exceptional Functionality• Responsive Handling and Performance

"Zoom-Zoom"

Mazda introduced the new brand message, "Zoom-Zoom (love of motion experienced as a child), as a plain and simple expression of what Mazda stands for.

11. Products

(1) Passenger cars

Domestic Names	Introduction Year	Overseas Names	Cumulative Production ^{*1}	
Demio	1996	Mazda Demio/Mazda2 ^{*2}	813,516	^{*5}
Familia	1964	Mazda 323 ^{*3}	10,579,212	^{*6}
Verisa	2004	-	-	
Axela	2003	Mazda3	161,787	
Atenza	2002	Mazda6	322,135	
RX-8	2003	Mazda RX-8	75,736	
Roadster	1989	Mazda MX-5 ^{*3}	702,292	
Premacy	1999	Mazda Premacy	254,581	
MPV	1988	Mazda MPV	889,837	
Tribute/Escape ^{*4}	2000	Mazda Tribute	91,293	
Bongo Friendee	1995	Mazda Bongo Friendee	164,310	
Carol	1962	-	OEM supplied	^{*7}
AZ-Wagon	1994	-	OEM supplied	
Laputa	1999	-	OEM supplied	
AZ-Offroad	1998	-	OEM supplied	
Spiano	2002	-	OEM supplied	

^{*1} As of March 31, 2004

^{*2} Has the sub-name of "121 Metro" in Australia.

^{*3} The Mazda 323 and the Mazda MX-5 are sold as "Protegé" and "Miata" respectively in North America.

^{*4} Ford-brand vehicle.

^{*5} Includes "Ford Festiva Mini Wagon" production.

^{*6} Includes "Ford Laser Lidea" production.

^{*7} OEM supplied: (Original Equipment Manufacturing) Built-unit vehicles are supplied to Mazda by other manufacturers and sold under the Mazda brand.

(2) Commercial vehicles

Domestic Names	Introduction Year	Overseas Names	Cumulative Production ^{*1}
Bongo (van/truck)	1966	Mazda E-Series (van/truck)	1,751,175
Bongo Brawny (van/truck)	1983	Mazda E-Series (van/truck)	829,110
-	1961	Mazda B-Series (pickup truck)	N.A.
Titan/Titan Dash	1971	Mazda T-Series	1,693,242
Scrum (van/truck)	1989	-	OEM supplied

(3) Welfare vehicles

As part of Mazda's aim to make cars that are safe and fun to drive, Mazda offers vehicles equipped with easy-to-use features designed for the special needs of the elderly and physically challenged.

Car lineup in Japan

Wheelchair access ramp/Extra-low floor: Demio i, Premacy-i

Passenger-side seat lifter: Premacy, MPV

Secondary seat lifter: MPV

Side seat lifter: Mazda Bongo Friendee

Wheelchair accessible: Mazda Bongo Friendee

Rotating passenger seat: Demio, Premacy

(4) Customized vehicles

Web tune factory (URL <http://www.w-tune.com>)

Through this Japanese site, customers can receive an estimate for various combinations of features and accessories and view their desired car. They can also order special combinations that are available only through this site and schedule an appointment with the dealer of their choice.

Car lineup in Japan

Models: Verisa, Axela, Roadster, Demio

January 2000: Internet-limited Web-tuned@Demio introduced

February 2001: Japan's first build-to-order automobile site 'Web Tune Factory' opens

(5) Motor sports

1) Motor sports activities

Mazda supports Roadster and RX-8 Party Races that are geared toward the participation of Mazda customers together with their family and friends.

Roadster Party Race started in 2001	Tsukuba Circuit, Japan
RX-8 Party Race started in May 2004	Tsukuba Circuit, Japan

2) Achievements

June 1991: First place (first time for a Japanese automaker) at Le Mans 24 Hour Endurance Race (Mazda 787B)

September 1990: Savanna RX-7 exceeds 100 cumulative victories in the IMSA, GTO and GTU class (United States)

February 1987: Overall winner of the World Rally Cup Swedish Rally (Familia 4WD)

July 1981: Overall winner (first time for a Japanese automaker) at Belgium's Spa-Francorchamps 24 Hour Endurance Race (Savanna RX-7)

Note: Mazda revamped its motor sports activities in October 1992 and has not participated in the top category of major races such as the Le Mans 24 Hour Race, prototype sports car races or WRC Group A races since that time.

12. Environmental Protection Technology and Policies

(1) Precepts regarding global environmental problems

<Environmental Principles> (Established in 1992)

" We aim to promote environmental protection and contribute to a better society, while maintaining harmony with nature in our business activities. "

1. We will contribute to society by creating environmentally friendly technologies and products.
2. We will use the Earth's resources and energy sparingly, and never overlook environmental considerations when conducting our business.
3. We will play our part in improving the environment, hand in hand with local communities and society at large.

(Development of promotional framework)

April 1992: "Mazda Global Environmental Charter" adopted.

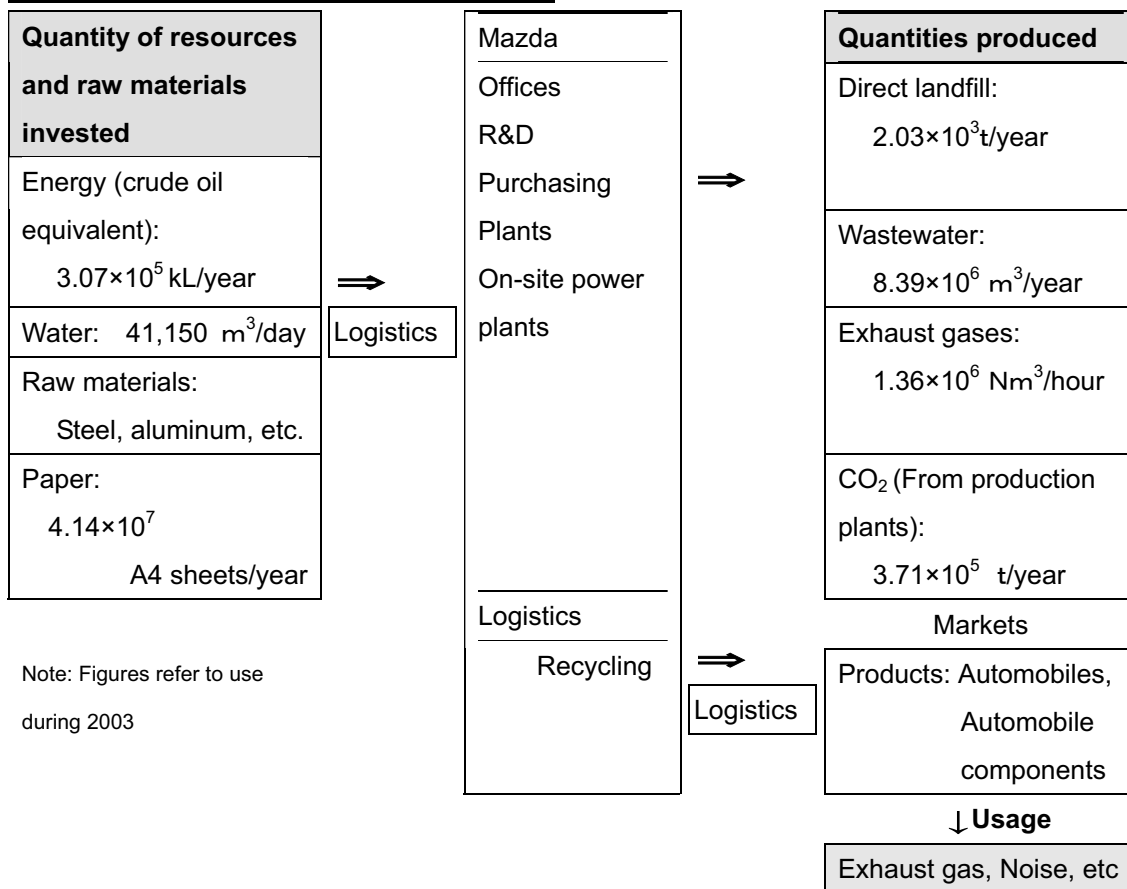
March 1993: "Environment-Related Activity Promotion Plan (Mazda Environmental Voluntary Plan)" formulated.

March 1993: "Mazda Global Environmental Conference" (Chair: President of Mazda Motor Corporation) established.

(2) Objective:

- ◆ Achieve Japanese 2010 fuel efficiency standards in all weight categories of passenger cars by fiscal 2005.
- ◆ Raise the percentage of U-LEV passenger cars to 90% by the end of CY 2005.
- ◆ Achieve a 90%-plus recyclability for all new models from 2002 onwards.
- ◆ Achieve a 95% vehicle recovery rate by 2015.
- ◆ Achieve a 5% reduction in CO₂ output compared with that of fiscal 1990 by the end of 2005, and a 10% reduction by end of fiscal 2010.

Mazda's relationship with the environment



(3) Reduction of CO₂ emissions

Plant CO ₂	November 1987: Industry's first large-scale in-house co-generation system installed at Hiroshima Plant
	July 1993: The world's first co-generation system (Mazda-patented) installed at Hofu Plant
	December 2000: Changeover to low CO ₂ emission LNG (liquid natural gas) for the Hiroshima Plant power supply
	November 2002: Changeover to low CO ₂ emission LNG (liquid natural gas) for the Hofu Plant power supply
Vehicle CO ₂	S-VT (sequential valve timing) engine with improved combustion efficiency
	High efficiency all-aluminum block MZR 1.3/1.5-liter and MZR 2.0/2.3-liter engines developed
	Vehicles powered by a common rail direct injection diesel engine introduced in Europe and Japan
	Rotary engine improved for better fuel economy

(Technologies to reduce vehicle weight)

- Weight reduction of part group units (Through technologies such as high-strength plastic for new-generation module carriers.)
Adopted for the Mazda6 (Atenza), Mazda2 (Demio), and Mazda3 (Axela).
- Aluminum doors and hood adopted for the RX-8.

(4) Reductions in exhaust emissions

1) Purifying exhaust emissions

- The Verisa, introduced in May 2004, is certified 'SU-LEV' (2005 Exhaust Emissions Standards 75% Reduction Level). All the Verisa models meet the 'Green Tax' standards (Japan's tax-reduction regulation for eco-friendly vehicles).
- The Mazda2 (Demio) and 1.5-liter Mazda3 (Axela) introduced in April 2004 are certified 'SU-LEV' (2005 Exhaust Emissions Standards 75% Reduction Level). They also meet the 'Green Tax' standards (Japan's tax-reduction regulation for eco-friendly vehicles).
- New T-series (Titan trucks) introduced in June 2004 equipped with the common rail diesel engine, meeting the 2003 Exhaust Emissions Standards (New Short-term Regulations).

2) Development of clean-energy vehicles

Hydrogen-fueled vehicles

In 2003, the Mazda RX-8 Hydrogen RE was developed. It has a duel fuel system that can be switched to operate on either gasoline or hydrogen. In 2004, Mazda started road test of RX-8 Hydrogen RE in Japan.

Fuel cell electric vehicles (FC-EV)

In 2001, the Premacy FC-EV was developed. The vehicle received licensing and was the first FC-EV to carry out test drives on public roads in Japan.

Electric vehicles

A research program was initiated in 1966 and approximately 100 vehicles, such as the Bongo EV, have been sold.

Natural gas vehicles (NGV)

A compressed natural gas vehicle (CNGV) that used the Mazda 626 (Capella Cargo) as a base was developed in 1992.

In February 1994, a CNGV using the T-series (Titan) as a base was introduced to the market. In June 2000, a CNGV using the Mazda2 (Demio) as a base went on sale.

In November 2000, a CNGV using the T-series (Titan) as a base went on sale. In April 2001 a CNGV using the T-series (Titan Dash) went on sale.

(5) Activities to promote recycling

1) Collection of damaged bumpers for bumper recycling

From January 1992 at dealerships in certain parts of Japan, Mazda started collecting unwanted damaged bumpers that accumulated from repaired vehicles to recycle them into parts for automobiles. At the end of 1999, the collection program was expanded to cover the whole country. The damaged bumpers are gathered and used as raw material for parts such as undercovers. Starting in February 2001, Mazda began utilizing paint stripping technology to produce recycled material, which was used for making bumper reinforcement parts. Additionally, in July 2002 Mazda started to use the recycled bumpers to produce new bumpers.

2) Improved recycling rates

New models released from 2002 onward have a 90% or more recyclability rate thanks to the use of recyclable materials and advances in vehicle fabrication research.

(6) Reduced lead usage (Reduced usage of environment-impacting substances)

The total weight of lead used in Mazda vehicles (excluding the battery) produced from the end of 2000 onward is approximately a half the 1996 amount.

(7) Reduction of direct-to-landfill manufacturing waste

By the end of 2002, Mazda achieved the goal of reducing direct-to-landfill waste to zero, a year ahead of schedule.

(8) Introduction of new environment- and people-friendly production technology

- The 'semi-dry process' was introduced in July 2002 and adopted for the MZR 1.3/1.5-liter engine machining lines.
- The 'three layer wet paint system' was introduced in July 2002 and is utilized at Hofu Plant No. 1. The world's first 'aluminum joining technology' using friction heat was introduced in February 2003 and adopted for the aluminum automobile body assembly process.

13. Vehicle Safety

(1) Safety policy

Based on the awareness that safety is a primary requirement for the enjoyment of life with automobiles, we commit to the following:

1. Research into methods of automobile use by customers and the social and traffic environment in which such automobiles are being used.
2. The search for ever-safer technology, and the application of such in ways that are most appropriate to our customers.

(2) Safety technology development

Safety technology development is ongoing in the following three areas:

<u>Active Safety Technology (Prevents accidents from occurring)</u>
Improved driver field of vision/visibility and operability, high braking performance that supports accident-prevention maneuvers, improved handling stability.
<u>Passive Safety Technology (Protects vehicle occupants in case of accident)</u>
In addition to the core safety protection of 'Mazda Advanced Impact-energy Distribution and Absorption System', Mazda's high-rigidity protective body structure, other passive safety features include a supplemental restraint system, secondary collision protection in the vehicle interior, post-accident fire prevention and rescue facilitation, and pedestrian protection.
<u>Advanced Safety Features (Support safe and smooth driving)</u>
Mazda actively participates in ASV and AHS projects organized by the Japanese Ministry of Land, Infrastructure and Transport in an effort to develop advanced safety features for our vehicles. Features currently under development include a warning system that detects hazardous objects in the vehicle's path and pedestrians in a crosswalk, an injury reduction system that can anticipate whiplash-causing rear end collisions, and a driver support system that utilizes roadway infrastructure.

(3) Safety awareness

- Mandatory seatbelt usage and safe driving speeds endorsement
- 'Safe Driving' internet campaign

(4) Main safety features and technologies

1) Mazda Advanced Impact-energy Distribution and Absorption System

The Mazda Advanced Impact-energy Distribution and Absorption System disperses and absorbs impacts through front and rear crushable zones, and limits cabin deformation through the use of rigidly assembled 'H'-shaped construction in the floors, sides, and roof, adopted from the Mazda 626 (Capella) introduced in 1997.

2) Crashworthiness development using MDI (Mazda Digital Innovation)

Digital modeling is used for collision simulation before a prototype vehicle is made. In this way, a wide variety of tests can be carried out various times under the same conditions; something that is very difficult when using only a prototype vehicle. Moreover, various units can be simulated yielding highly refined collision data that is used to further enhance development of collision and safety features. A prototype vehicle is used for the final verification of safety features.

3) SRS* curtain and front side airbag systems

With the systems, airbags deploy to cover the front and rear door windows and pillar areas. These were first available in 2002 on the Mazda6 (Atenza).

* SRS stands for Supplemental Restraint System

4) Intrusion-minimizing brake pedal

Brake pedals with collapsible construction to minimize feet injuries have been a standard item since first being introduced on the Mazda6 (Atenza) in 2002.

5) Whiplash impact reducing front seat

The front seat construction reduces the impact from rear-end collisions. It has been a standard item since the Mazda6 (Atenza) in 2002.

6) ISO-FIX child seat lock-up mechanism with a top tether (Rear seat, both sides)

A child seat can be simply and securely fixed in place with this mechanism. It has been a standard item since the Mazda 323 (Familia) in 2000.

7) Rear seat construction to prevent luggage from entering passenger compartment

This feature prevents luggage and other items in the trunk from entering the passenger compartment and injuring rear seat occupants during a frontal collision. It has been a standard item since the Mazda6 (Atenza) in 2002.

8) Pedestrian safety

The rib structure on the underside of the hood was changed so that pedestrian head injuries in a vehicle-pedestrian collision are minimized. This shock-absorbing cone structure was adopted for the Mazda RX-8.

14. Social and Cultural Activities

Mazda's philosophy regarding community services activities:

In an effort to be an enterprise trusted and loved by the community in its role as a good corporate citizen, Mazda is engaged in a wide array of activities that contribute to the community. We are promoting activities from volunteering to humanitarian contributions, all of which meet the needs of our regional communities.

(1) Mazda Community Services Committee

The Mazda Community Services Committee was established in June 1993 with the purpose of community service. It involves the participation of approximately 35 companies from the Mazda Group.

1) Community activities

These community activities are a part of the Mazda Group's desire to exist harmoniously with, and be trusted and loved by the local community.

<Head Office District>

Community exchange

- Mazda participates in and sponsors a stage at the Hiroshima Flower Festival held every year in May.
- The Mazda Museum, located next to the Ujina Plant, is open to the public.
- The Mazda Gymnasium and Mazda Insurance Sports Center are open for use by the general public.
- 'Letter from Mazda' community newsletter.
- 'Craftsmanship Experience Workshop.'

Social welfare

- 'Postcard & Telephone Card Collection Campaign' for wheelchair donations.
- Participation in 'V Heart Hiroshima,' a prefectural volunteer activities association.

Environmental protection

- Clean-up activities in the local community and area around the Head Office district.
- Stop vehicle idling activities.

Sports

- Investor in the Hiroshima Toyo Carp and Sanfrecce Hiroshima as well as provider of personnel.
- Sponsors Hiroshima International Peace Marathon and Inter-Prefectural Men's 'Ekiden' Road Relay.
- Mazda Community 'Ekiden' Road Relay.

Other activities

- Mazda Specialist Bank dispatches lecturers and experts.
- Mazda Volunteer Center dispatches volunteers.

<Hofu Plant District> In support of the 'We Love Hofu Campaign**'

- Plant tour open to the public.
- Clean-up activities in the local community and area around the Hofu Plant.
- Participation in 'Hofu Flea Market.'
- Participation in Hofu area community events such as the *Hadakabo* Festival.
- Co-host of sporting events such as the Mazda Invitational Youth Soccer Tournament.

* We Love Hofu Campaign: A group originally consisting of 35 companies in Hofu (location of the Mazda plant) that formed in April 1993 under the slogan 'Companies are citizens also' with the objective of contributing to the revitalization of the city. Currently, some 160 companies are members of the campaign. The secretariat is located in the General Affairs Dept. of the Hofu Plant.

<Miyoshi Office District>

- Miyoshi Proving Grounds and Engine Plant tours open to the public.
- Continuing clean-up activities in the local community and area around Miyoshi Proving Grounds.
- Participation in regional events such as the 'Miyoshi *Kinsai* Festival.'

(2) Mazda R&D Center Yokohama

<Mazda R&D Center Yokohama District>

- Open to the public through events such as the Technology Exhibition.
- Participates in community service activities in conjunction with the Owners Club.

(3) Foundation activities

Mazda Foundation (Japan)

The Mazda Foundation offers assistance to projects that promote science and technology, and that foster the development of well-rounded youth. It was founded with the objective of contributing to the creation of a society where the citizens of the world can share in their prosperity and live rich, fulfilling lives.

While the Foundation concentrates its assistance, offered through grants, on research and programs that will vitalize civic activity in matters such as the creation of a recycling-based society, it also supports community-based programs such as the 'Experiencing Science' seminars. The '*Waku-Waku* Science Project', administered jointly with Hiroshima University, is aimed at fostering a 'science-oriented spirit' and is targeted at elementary to high school students as a means of addressing the increasing trend away from the study of science by young people. Additionally, in conjunction with other foundations and businesses in Hiroshima City, the Mazda Foundation provides an exciting opportunity to study science in a camp. Finally, the Foundation also offers guest lecturers and courses to numerous universities in the Hiroshima area.

(as of April 1, 2004)

Established in: October 1984

Administered by: Ministry of Education, Culture, Sports, Science and Technology

Endowment: 1 billion yen

Board members: Chairperson Kazuhide Watanabe, 13 Executive board members, 2 Auditors

Address: 3-1 Shinchu, Fuchu-cho, Aki-gun, Hiroshima 730-8670 Japan

<http://mzaidan.mazda.co.jp>

Financial report for main programs (Cumulative amount)

Research grants: 592 total grants, 854.88 million yen

Project grants: 431 total grants, 115.53 million yen

Total: 1,023 projects, 970.41 million yen

Lectures, symposiums: 22 held

University courses established (Guest lecturers, etc.): At five universities during FY2003

Mazda Foundation (USA)

The Mazda Foundation (USA), Inc. is dedicated to building a better future through support of imaginative programs that make a difference in communities across the United States. Through the organizations the foundation supports, Mazda is helping to enhance youth literacy, expand diversity in higher education, preserve and enrich the environment at state and national parks, promote cross-cultural understanding, and support medical research. Since 1992, the foundation has donated over \$4.2 million (as of November 2004) to outstanding charitable organizations in the U.S.

Organizations supported by the Mazda Foundation in 2004 include: Reading Is Fundamental®, Dillard University, Dress for Success, Hispanic Scholarship Fund, Mother's Against Drunk Driving (MADD), Student Conservation Association, Juvenile Diabetes Research Foundation, University of North Carolina at Pembroke, and Youth For Understanding.

Please visit www.mazdafoundation.org for further information on the Mazda Foundation (USA).

(as of November 2004)

Established in: September 1990

Funding: \$9 million USD

Board members: Chairperson James J. O'Sullivan (MNAO President and CEO), 3 Executive board members

Address: 1025 Connecticut Ave., NW, Suite 910, Washington, DC 20036

Financial report: \$4.2 million USD (Cumulative)

Mazda Foundation (Australia)

The work of the Mazda Foundation began in 1990 when it was formed to provide assistance to a broad cross section of individuals and important causes throughout Australia. It was seen as an ideal way for Mazda Australia, one of the country's major motor vehicle importers, to develop an equitable and broad community involvement apart from its commercial operations. The Foundation was established through generous donations from Mazda Motor Corporation in Japan and Mazda Australia. Since then it has been supported by contributions from Mazda Australia through the sale of Mazda vehicles, Mazda dealers, public donations and the proceeds of special fund raising functions held in various states. Since inception the Foundation has provided approx. A\$2.9 million (as of June 30, 2004) to various projects and activities throughout Australia.

(as of June 30, 2004)

Established in: August 1990

Basic endowment: Initial endowment of A\$500,000 (A\$200,000 from Mazda and A\$300,000 from Mazda Australia)

Board members: Doug Dickson (Managing Director, Mazda Australia), 6 Directors (From other Australian companies)

Address: 385 Ferntree Gully Road, Notting Hill, Victoria 3149, Australia

(4) Mazda Good Communication activities

Mazda-YFU Scholarship Program

Mazda provides scholarships to US high school students who participate in a homestay program organized by Youth For Understanding (YFU), a non-profit student exchange organization.

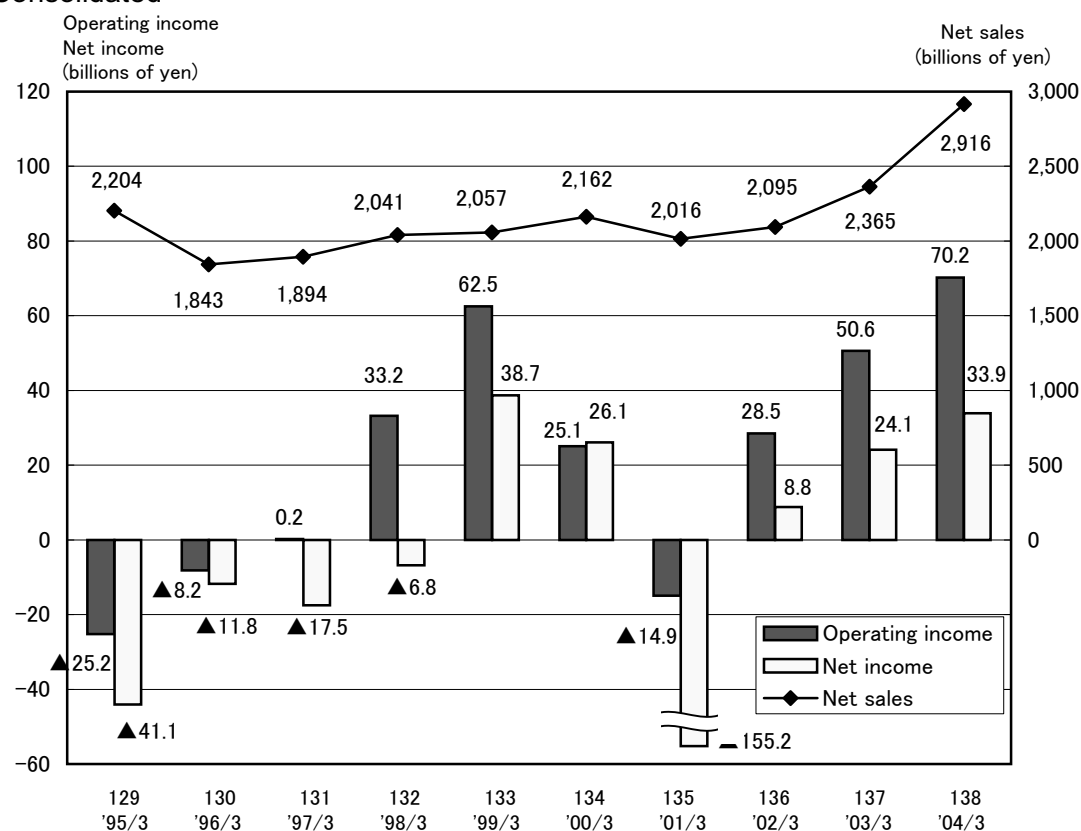
Originally established to provide exchange opportunities for Japanese and US students in 1984, the Mazda-YFU scholarship program gives young participants the chance to experience a different culture while staying with host families for six weeks.

A total of 347 US students have visited Japan as of 2004, while 58 students traveled to the US before the exchange program for Japanese students ended in 2000.

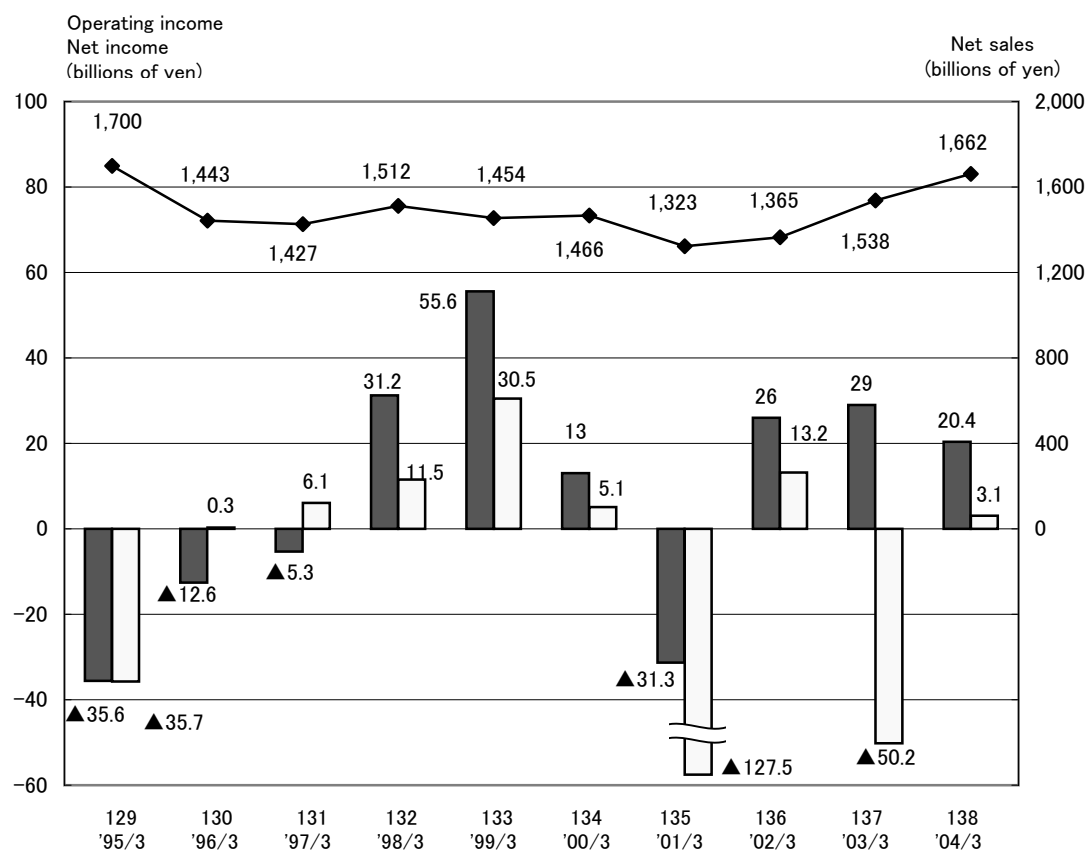
Operating Results

1. Transition of Operating Results

(1) Consolidated



(2) Unconsolidated



(3) Transition of net sales by reportable segment

(Upper figure: Unconsolidated basis, Lower figure: Consolidated basis)

(billions of yen)

Segment	FY 1999	FY2000	FY 2001	FY 2002	FY 2003 ^{*1}
Vehicle	1,064.9 1,430.2	983.9 1,355.7	1,045.0 1,483.1	1,135.9 1,735.4	1,197.5 2,159.1
Parts for Overseas Production	59.1 59.3	59.4 59.5	59.5 59.6	103.9 74.6	159.5 127.5
Parts	162.8 228.8	139.4 203.0	121.7 147.9	119.2 147.6	129.4 209.8
Other	179.2 443.2	139.8 397.5	138.2 404.1	178.4 406.7	175.3 419.7
Total	1,466.1 2,161.5	1,322.7 2,015.8	1,364.6 2,094.9	1,537.6 2,364.5	1,661.7 2,916.1 ^{*1}

Note: Fiscal years begin in April and end in March.

*1 FY2003 results reflect a 15-month fiscal term for main foreign subsidiary companies that changed their fiscal term.

(4) Recent operating results

1) Consolidated

Item	Unit	FY 1999	FY2000	FY 2001	FY 2002	FY 2003 ^{*1}
Domestic (Japan)	(billions of yen)	955.4	912.0	811.0	818.3	846.2
Overseas	(billions of yen)	1,206.1	1,103.8	1,283.9	1,546.2	2,069.9 ^{*1}
Net sales	(billions of yen)	2,161.5	2,015.8	2,094.9	2,364.5	2,916.1 ^{*1}
Operating income/loss	(billions of yen)	25.1	-14.9	28.5	50.6	70.2
Ordinary income/loss	(billions of yen)	6.1	-29.7	19.2	40.7	58.0
Income/loss before tax	(billions of yen)	22.6	-242.4	15.5	28.1	54.1
Net income/loss	(billions of yen)	26.1	-155.2	8.8	24.1	33.9
Capital investment	(billions of yen)	48.8	47.2	56.6	44.0	45.6
Depreciation and amortization	(billions of yen)	51.8	49.5	44.8	36.9	37.9
R&D cost	(billions of yen)	76.1	83.6	94.9	87.8	87.8
Total assets	(billions of yen)	1,469.5	1,743.6	1,734.8	1,754.0	1,795.6
Net worth	(billions of yen)	245.7	158.8	172.8	194.0	222.6
Financial debts	(billions of yen)	770.6	777.2	686.3	678.2	630.4
Net financial debts	(billions of yen)	537.0	484.6	456.9	403.5	358.1
Cash flows ^{*2}	(billions of yen)	126.6	52.2	30.6	47.0	49.1
Domestic (Japan)	(thousands of units)	345	334	288	294	291
Overseas	(thousands of units)	668	630	660	723	934 ^{*1}
Sales volume	(thousands of units)	1,013	964	948	1,017	1,225 ^{*1}
Number of Employees ^{*3}		43,818	39,601	37,824	36,184	35,627

2) Unconsolidated

Item	Unit	FY 1999	FY2000	FY 2001	FY 2002	FY 2003 ^{*1}
Domestic (Japan)	(billions of yen)	651.4	639.6	561.7	587.5	622.2
Exports	(billions of yen)	814.6	683.0	802.9	950.1	1,039.5
Net sales	(billions of yen)	1,466.1	1,322.7	1,364.6	1,537.6	1,661.7
Operating income/loss	(billions of yen)	13.0	-31.3	26.0	29.0	20.4
Ordinary income/loss	(billions of yen)	7.7	-32.3	28.3	24.5	12.0
Income/loss before tax	(billions of yen)	8.7	-218.6	20.1	-43.3	5.6
Net income/loss	(billions of yen)	5.1	-127.5	13.2	-50.2	3.1
Net income/loss per share	(yen)	4.20	-104.36	10.85	-41.14	2.51
Dividend per share	(yen)	2	-	2	2	2
Avg. exchange rate	1 US\$ (yen)	112	111	125	122	113
	1 EUR (yen)	115	100	110	121	133
Capital investment	(billions of yen)	41.5	39.9	46.8	35.6	35.5
Depreciation and amortization	(billions of yen)	36.3	35.0	32.2	23.9	26.6
R&D cost	(billions of yen)	67.0	68.5	63.3	72.9	74.8
Total assets	(billions of yen)	1,104.6	1,428.3	1,373.1	1,373.6	1,412.7
Net worth	(billions of yen)	439.9	434.5	447.4	397.8	398.4
Financial debts	(billions of yen)	401.1	456.2	433.4	476.1	461.7
Net financial debts	(billions of yen)	234.0	230.5	280.0	306.1	261.8
Domestic (Japan)	(thousands of units)	344	337	287	300	303
Exports	(thousands of units)	535	490	534	572	590
Sales volume	(thousands of units)	879	827	821	872	893
Production volume	(thousands of units)	805	738	730	777	811
Number of Employees ^{*3}		21,876	19,478	18,698	18,191	18,077

Note: Fiscal years begin in April and end in March.

*1 FY2003 results reflect a 15-month fiscal term for main foreign subsidiary companies that changed their fiscal term.

This adjustment results in an increase of 149,000 units sales volume and 341.4 billion yen in net sales on an consolidated basis as compared to the current figures.

*2 Cash flows represent net cash flow from operating activities and that from investing activities.

*3 Number of employees does not include loaned employees.

2. Domestic Vehicle Production (Japan)

(1) Summary of vehicle production

Calendar year	(units)		
	Passenger Cars	Commercial Vehicles	Total
CY 2003	733,295	67,789	801,084
CY 2002	716,117	57,301	773,418
CY 2001	657,241	72,038	729,279
CY 2000	697,686	80,454	778,140
CY 1999	705,134	76,357	781,491
CY 1998	706,562	131,617	838,179
CY 1997	688,478	180,531	869,009
CY 1996	599,446	174,121	773,567
CY 1995	606,232	165,218	771,450
CY 1994	821,465	164,356	985,821

Note: Except parts for overseas production (KD set).

Fiscal year	(units)		
	Passenger Cars	Commercial Vehicles	Total
FY 2003	742,773	68,560	811,333
FY 2002	719,259	57,423	776,682
FY 2001	661,294	68,677	729,971
FY 2000	659,918	78,025	737,943
FY 1999	726,855	78,036	804,891
FY 1998	707,593	110,883	818,476
FY 1997	703,695	169,432	873,127
FY 1996	596,884	184,479	781,363
FY 1995	606,934	163,633	770,567
FY 1994	763,728	167,246	930,974

Note: Except parts for overseas production (KD set).

(2) Model-based vehicle production/cumulative number in Japan

Calendar year	(units) (as of December 31, 2003)			
Models	CY 2001	CY 2002	CY 2003	Cumulative Production
Passenger Cars				
Mazda Demio/Mazda 121 Metro/Mazda2	83,382	85,297	89,286	790,103
Mazda 323/Mazda Protégé/Ford Laser Lidea	292,620	260,915	154,405	10,575,452
Mazda 626/Ford Telstar	38,376	12,094	2,080	4,343,819
Mazda6	0	115,732	174,699	290,431
Mazda3	0	0	86,452	86,452
Mazda Millenia/Mazda Xedos 9	25,486	14,903	274	230,427
Mazda MX-5/Mazda MX-5 Miata	38,870	40,754	30,106	694,722
Mazda RX-7	2,589	3,903	0	811,634
Mazda RX-8	0	0	60,100	60,100
Mazda Premacy/Ford Ixion	45,720	48,742	30,948	247,138
Mazda MPV	88,340	105,074	75,702	870,583
Mazda Tribute/Ford Escape	32,621	23,560	26,063	85,825
Mazda Bongo Friender/Ford Freda	9,237	4,963	3,020	163,492
Mazda Bongo Wagon	0	180	160	41,695
Other passenger cars	0	0	0	5,921,057
Sub-total	657,241	716,117	733,295	25,212,930
Commercial Vehicles				
Mazda E-Series (Bongo van/truck)	44,807	38,332	48,679	1,738,677
Mazda E-Series (Bongo Brawny van/truck)	16,087	7,545	6,496	827,743
Mazda T-Series	11,144	11,424	12,614	1,689,975
Other commercial vehicles	0	0	0	7,394,844
Sub-total	72,038	57,301	67,789	11,651,239
Total	729,279	773,418	801,084	36,864,169
Rotary engine vehicles	2,589	3,903	60,100	1,864,147
Diesel engine vehicles	66,814	74,745	84,387	4,171,812

Note: Except parts for overseas production (KD set).

Cumulative production units includes overseas production (KD set) until December 1987.

Fiscal year	(units) (as of December 31, 2003)			
Models	FY 2001	FY 2002	FY 2003	Cumulative Production
Passenger Cars				
Mazda Demio/Mazda 121 Metro/Mazda2	79,043	90,778	88,627	813,516
Mazda 323/Mazda Protégé/Ford Laser Lidea	296,850	248,877	97,927	10,579,212
Mazda 626/Ford Telstar	34,903	4,594	1,760	4,344,339
Mazda6	1,775	159,553	160,807	322,135
Mazda3	0	0	161,787	161,787
Mazda Millenia/Mazda Xedos 9	24,219	8,865	214	230,427
Mazda MX-5/Mazda MX-5 Miata	41,448	38,712	24,647	702,292
Mazda RX-7	2,666	2,928	0	811,634
Mazda RX-8	0	0	75,736	75,736
Mazda Premacy/Ford Ixion	47,784	42,771	30,760	254,581
Mazda MPV	96,351	95,018	72,293	889,837
Mazda Tribute/Ford Escape	27,525	22,924	25,685	91,293
Mazda Bongo Friender/Ford Freda	8,730	4,059	2,370	164,310
Mazda Bongo Wagon	0	180	160	41,695
Other passenger cars	0	0	0	5,921,057
Sub-total	661,294	719,259	742,773	25,403,851
Commercial Vehicles				
Mazda E-Series (Bongo van/truck)	43,306	39,272	49,102	1,751,175
Mazda E-Series (Bongo Brawny van/truck)	14,013	6,709	6,302	829,110
Mazda T-Series	11,358	11,442	13,156	1,693,242
Other commercial vehicles	0	0	0	7,394,844
Sub-total	68,677	57,423	68,560	11,668,371
Total	729,971	776,682	811,333	37,072,222
Rotary engine vehicles	2,666	2,928	75,736	1,879,783
Diesel engine vehicles	63,036	82,581	80,483	4,190,667

Note: Except parts for overseas production (KD set).

Cumulative production units includes overseas production (KD set) until December 1987.

3. Domestic Retail Sales (Japan)

(1) Summary of retail sales in Japan

Calendar year (units)

	Passenger Cars			Commercial Vehicles			Total
	Registrations	Micro-minis	Total	Registrations	Micro-minis	Total	
CY 2003	195,563	34,136	229,699	38,856	9,134	47,990	277,689
CY 2002	181,252	34,293	215,545	37,634	9,809	47,443	262,988
CY 2001	194,809	29,694	224,503	47,492	9,405	56,897	281,400
CY 2000	221,069	31,043	252,112	51,060	10,165	61,225	313,337
CY 1999	216,395	35,263	251,658	53,030	10,564	63,594	315,252
CY 1998	211,393	29,082	240,475	69,192	9,199	78,391	318,866
CY 1997	194,572	31,902	226,474	100,829	11,749	112,578	339,052
CY 1996	164,496	35,122	199,618	123,143	14,066	137,209	336,827
CY 1995	178,689	39,110	217,799	134,292	16,676	150,968	368,767
CY 1994	225,740	40,971	266,711	109,420	18,059	127,479	394,190

Note: Except actual Ford vehicle imports.

Fiscal year (units)

	Passenger Cars			Commercial Vehicles			Total
	Registrations	Micro-minis	Total	Registrations	Micro-minis	Total	
FY 2003	198,711	35,703	234,414	35,763	9,182	44,945	279,359
FY 2002	189,562	34,847	224,409	36,520	9,157	45,677	270,086
FY 2001	183,035	31,032	214,067	44,237	10,052	54,289	268,356
FY 2000	215,930	30,106	246,036	50,894	9,748	60,642	306,678
FY 1999	225,980	35,110	261,090	51,605	10,650	62,255	323,345
FY 1998	210,612	31,353	241,965	63,149	9,372	72,521	314,486
FY 1997	193,006	28,651	221,657	88,878	11,007	99,885	321,542
FY 1996	182,128	36,521	218,649	121,347	13,689	135,036	353,685
FY 1995	162,958	38,541	201,499	137,979	16,262	154,241	355,740
FY 1994	225,592	38,662	264,254	111,313	17,387	128,700	392,954

Note: Except actual Ford vehicle imports.

(2) Model-based domestic retail sales

Calendar year (units)

Models	CY 2001	CY 2002	CY 2003
Passenger Cars			
Carol	7,234	5,734	3,760
AZ-Offroad	688	522	367
Laputa	5,366	3,243	2,219
AZ-Wagon	16,406	17,521	19,060
Spiano	0	7,273	8,730
Demio (Mazda Demio/Mazda 121 Metro/Mazda2) ²	61,547	63,030	88,157
Familia (Mazda 323/Mazda Protégé)	25,530	15,973	9,062
Premacy	21,960	18,296	11,283
Capella (Mazda 626)	8,273	2,960	5
Atenza (Mazda6)	0	20,756	25,854
Axela (Mazda3)	0	0	5,522
Tribute	11,516	5,600	2,022
Millenia (Mazda Millenia/Mazda Xedos 9)	3,165	1,313	461
Roadster (Mazda MX-5 /Mazda MX-5 Miata)	4,211	2,934	1,520
RX-7	2,611	3,717	398
RX-8	0	0	14,627
Bongo Friendee	0	0	0
MPV	51,533	43,419	34,570
Other passenger cars	4,463	3,254	2,082
Sub-total	224,503	215,545	229,699
Commercial Vehicles			
Scrum	9,405	9,809	9,134
Bongo Friendee	8,878	5,649	3,172
Bongo Series (Mazda E-Series)	16,795	14,613	16,627
Bongo Brawny Series (Mazda E-Series)	3,929	3,241	3,347
Titan, Titan Dash (Mazda T-Series)	11,808	9,598	11,873
Other commercial vehicles	6,082	4,533	3,837
Sub-total	56,897	47,443	47,990
Total	281,400	262,988	277,689

*1 Classification changed from commercial to passenger vehicle based on JADA notification from Jan. 2004.

*2 Overseas names are written in parentheses.

Fiscal year (units)

Models	FY 2001	FY 2002	FY 2003
Passenger Cars			
Carol	7,031	4,823	3,543
AZ-Offroad	667	440	343
Laputa	5,083	2,670	2,150
AZ-Wagon	17,214	17,726	21,567
Spiano	1,037	9,188	8,100
Demio (Mazda Demio/Mazda 121 Metro/Mazda2) ²	55,981	76,919	85,360
Familia (Mazda 323/Mazda Protégé)	23,222	12,802	7,073
Premacy	22,458	15,114	9,811
Capella (Mazda 626)	7,115	1,336	2
Atenza (Mazda6)	0	29,512	23,314
Axela (Mazda3)	0	0	14,001
Tribute	9,730	3,622	2,298
Millenia (Mazda Millenia/Mazda Xedos 9)	2,623	861	305
Roadster (Mazda MX-5 /Mazda MX-5 Miata)	3,991	2,204	1,594
RX-7	2,889	2,935	133
RX-8	0	0	18,366
Bongo Friendee	0	0	2,748
MPV	51,010	41,416	31,808
Other passenger cars	4,016	2,841	1,898
Sub-total	214,067	224,409	234,414
Commercial Vehicles			
Scrum	10,052	9,157	9,182
Bongo Friendee	7,822	4,701	0
Bongo Series (Mazda E-Series)	16,173	14,824	16,784
Bongo Brawny Series (Mazda E-Series)	3,757	3,167	3,034
Titan, Titan Dash (Mazda T-Series)	10,884	9,513	12,213
Other commercial vehicles	5,601	4,315	3,732
Sub-total	54,289	45,677	44,945
Total	268,356	270,086	279,359

*1 Classification changed from commercial to passenger vehicle based on JADA notification from Jan. 2004.

*2 Overseas names are written in parentheses.

4. Exports

(1) Exports summary

Calendar year	(units)		
	Passenger Cars	Commercial Vehicles	Total
CY 2003	547,323	6,678	554,001
CY 2002	513,515	7,757	521,272
CY 2001	463,339	15,590	478,929
CY 2000	450,304	18,595	468,899
CY 1999	481,960	25,800	507,760
CY 1998	480,205	75,512	555,717
CY 1997	447,637	93,714	541,351
CY 1996	384,218	69,907	454,125
CY 1995	380,992	59,400	440,392
CY 1994	545,634	71,757	617,391

Note: Except parts for overseas production (KD set).

Fiscal year	(units)		
	Passenger Cars	Commercial Vehicles	Total
FY 2003	548,533	6,715	555,248
FY 2002	522,981	7,551	530,532
FY 2001	471,558	13,074	484,632
FY 2000	432,674	17,950	450,624
FY 1999	486,027	21,820	507,847
FY 1998	484,245	62,373	546,618
FY 1997	462,449	93,847	556,296
FY 1996	387,578	75,937	463,515
FY 1995	368,425	58,478	426,903
FY 1994	500,861	70,612	571,473

Note: Except parts for overseas production (KD set).

(2) Model-based exports

Calendar year	(units)		
Models	CY 2001	CY 2002	CY 2003
Passenger Cars			
Mazda Demio ^{*1} /Mazda2	21,938	13,883	4,879
Mazda 323 ^{*2} /Ford Laser Lidea	271,829	243,017	152,687
Mazda Premacy	25,711	27,772	22,952
Mazda 626	30,471	10,400	2,180
Mazda6	0	87,389	151,460
Mazda3	0	0	75,701
Mazda Tribute/Ford Escape	18,484	16,459	21,659
Mazda Millenia/Mazda Xedos 9	22,363	14,022	1
Mazda MX-5 ^{*2}	35,460	37,586	29,054
Mazda RX-8	0	0	42,428
Mazda MPV	36,973	62,787	44,162
Other passenger cars	110	200	160
Sub-total	463,339	513,515	547,323
Commercial Vehicles			
Mazda T-Series	1,724	1,754	718
Mazda E-Series	13,866	6,003	5,960
Other commercial vehicles	0	0	0
Sub-total	15,590	7,757	6,678
Total	478,929	521,272	554,001

Note: Except parts for overseas production (KD set).

*1 Has the sub-name of '121 Metro' in Australia.

*2 The Mazda 323 and the Mazda MX-5 have the sub-names Protégé and Miata respectively in North America.

Fiscal year	(units)		
Models	FY 2001	FY 2002	FY 2003
Passenger Cars			
Mazda Demio ^{*1} /Mazda2	21,869	12,003	4,963
Mazda 323 ^{*2} /Ford Laser Lidea	271,860	237,333	95,821
Mazda Premacy	26,916	26,616	21,744
Mazda 626	28,246	4,886	1,760
Mazda6	1,006	125,722	138,861
Mazda3	0	0	143,808
Mazda Tribute/Ford Escape	17,497	16,947	22,708
Mazda Millenia/Mazda Xedos 9	21,839	8,254	1
Mazda MX-5 ^{*2}	37,720	36,486	22,860
Mazda RX-8	0	0	55,414
Mazda MPV	44,544	54,554	40,433
Other passenger cars	61	180	160
Sub-total	471,558	522,981	548,533
Commercial Vehicles			
Mazda T-Series	1,215	1,844	525
Mazda E-Series	11,859	5,707	6,190
Other commercial vehicles	0	0	0
Sub-total	13,074	7,551	6,715
Total	484,632	530,532	555,248

Note: Except parts for overseas production (KD set).

*1 Has the sub-name of '121 Metro' in Australia.

*2 The Mazda 323 and the Mazda MX-5 have the sub-names Protégé and Miata respectively in North America.

(3) Export markets and number of importers/distributors

	Number of Destinations	Number of Importers/Distributors	Dealerships (w/sales and Service Outlets)
Asia	13	14	424
Middle East	15	14	280
Europe	38	31	2,359*
North America	6	6	882

*As of December 31, 2002

(as of December 31, 2003)

	Number of Destinations	Number of Importers/Distributors	Dealerships (w/sales and Service Outlets)
Central & South America	36	38	200
Africa	23	23	271
Oceania	11	11	176
Total	142	137	4,592

5. Overseas Vehicle Production

(1) Summary of overseas vehicle production

Calendar year (units)

	Passenger Cars	Commercial Vehicles	Total
CY 2003	178,220	62,601	240,821
CY 2002	104,883	64,657	169,540
CY 2001	79,295	60,183	139,478
CY 2000	94,388	58,632	153,020
CY 1999	109,403	40,572	149,975
CY 1998	111,802	13,693	125,495

Note: Overseas Production units are calculated based on the parts and component shipments for Mazda brand models to be assembled at overseas production facilities.

Fiscal year (units)

	Passenger Cars	Commercial Vehicles	Total
FY 2003	189,760	64,598	254,358
FY 2002	129,290	62,949	192,239
FY 2001	77,415	63,877	141,292
FY 2000	84,264	60,339	144,603
FY 1999	109,926	41,318	151,244
FY 1998	108,625	23,535	132,160

Note: Overseas Production units are calculated based on the parts and component shipments for Mazda brand models to be assembled at overseas production facilities.

(2) Model-based overseas vehicle production

Calendar year (units)

Models	CY 2001	CY 2002	CY 2003
Passenger Cars			
Mazda 323	24,240	32,860	50,920
Mazda Premacy	9,240	9,660	15,580
Mazda 626	44,495	25,243	0
Mazda6	0	32,000	106,140
Mazda Tribute	1,120	5,120	5,580
Other passenger cars	200	0	0
Sub-total	79,295	104,883	178,220
Commercial Vehicles			
Mazda B-Series	52,723	56,597	52,021
Mazda T-Series	6,700	7,660	10,580
Mazda E-Series (van/truck)	760	400	0
Other commercial vehicles	0	0	0
Sub-total	60,183	64,657	62,601
Total	139,478	169,540	240,821

Note: Overseas Production units are calculated based on the parts and component shipments for Mazda brand models to be assembled at overseas production facilities.

Fiscal year (units)

Models	FY 2001	FY 2002	FY 2003
Passenger Cars			
Mazda 323	25,860	39,800	50,460
Mazda Premacy	9,900	11,000	15,340
Mazda 626	39,575	16,650	0
Mazda6	0	56,140	119,000
Mazda Tribute	1,880	5,700	4,960
Other passenger cars	200	0	0
Sub-total	77,415	129,290	189,760
Commercial Vehicles			
Mazda B-Series	55,897	53,949	54,178
Mazda T-Series	7,120	8,780	10,420
Mazda E-Series (van/truck)	860	220	0
Other commercial vehicles	0	0	0
Sub-total	63,877	62,949	64,598
Total	141,292	192,239	254,358

Note: Overseas Production units are calculated based on the parts and component shipments for Mazda brand models to be assembled at overseas production facilities.

Supplemental Information

1. History of Mazda Motor Corporation

- 1920** • Toyo Cork Kogyo Co., Ltd is founded in Hiroshima, Japan.
- 1927** • Company becomes Toyo Kogyo Co., Ltd.
- 1929** • Manufacturing of Toyo machine tools begins.
- 1931** • Three-wheel truck production starts.
- 1932** • Begins export with 3-wheel trucks for China.
- 1935** • Production of rock drills and gauge blocks begins.
- 1960** • Introduces Mazda R360 Coupe, first Mazda 2-door passenger car.
- 1961** • Enters into technical cooperation with NSU/Wankel (formerly in West Germany) on rotary engines.
• Mazda Proceed (B-series 1500) compact pickup is introduced.
- 1962** • Introduces Mazda Carol 600, first Mazda 4-door passenger car.
- 1963** • Cumulative production reaches 1 million vehicles.
- 1964** • First generation Mazda Familia (800/1000) is introduced.
- 1965** • Technical cooperation begins with Perkins Services N.V. (U.K.) on diesel engines.
• Miyoshi Proving Ground is completed.
- 1966** • New passenger car plant (Ujina) in Hiroshima is completed.
- 1967** • Full-scale export to the European market starts.
• Introduces Mazda Cosmo Sports (110S), Mazda's first rotary engine vehicle.
• Mazda 1000/1200 is introduced.
• Reaches a technical collaboration agreement with Kia Motors Corp.
- 1968** • Introduces Mazda Familia Rotary Coupe (R100).
- 1970** • Exports to the U.S. begin.
• Mazda Capella (RX-2) is introduced.
- 1971** • Introduces Mazda Savanna (RX-3).
- 1972** • Introduces Mazda Luce (RX-4).
• Cumulative production reaches 5 million units.
- 1973** • Cumulative export reaches one million units.
- 1977** • Introduces Mazda Familia (Original GLC/323).
• Introduces Mazda Capella (626).
- 1978** • Introduces Mazda Savanna RX-7 (RX-7).
• Cumulative production reaches one million units for rotary-engine cars.
- 1979** • Mazda Education Center is established.
• Cumulative production reaches 10 million vehicles.
• Ford Motor Company and Mazda enter into a capital tie-up; Ford acquires a 25% equity stake in Mazda.
- 1980** • FWD Mazda Familia (GLC/323) is introduced.
• Mazda Familia (GLC/323) receives "1980-1981 Japanese Car of the Year."
- 1981** • Mazda (North America), Inc. and Mazda Motors Representative Office (Europe) are established.
• Introduces Mazda Cosmo/Luce (929) series.
- 1982** • Production begins at Hofu plant.
• Introduces FWD Mazda Capella (626).
• "Japanese Car of the Year" is awarded to FWD Mazda Capella (626).
- 1983** • Mazda Capella (626) is named *Motor Trend* magazine's "Import Car of the Year" and receives other prestigious overseas awards.
• Introduces new Mazda Bongo/Bongo Brawny van and wagon series (E-series) in Japan.
• Enters into an 8% capital tie-up with Kia Motors.
• An aerodynamic testing laboratory (ATL) is completed at Miyoshi Proving Ground.
- 1984** • Company is renamed as Mazda Motor Corporation.
- 1985** • Opens Hiroshima Technical Research Center.
• Introduces all-new FWD Mazda Familia (323) series in Japan.
• Global Road Circuit opens at Miyoshi Proving Ground.
• Celebrates total cumulative production of 10 million passenger cars.
• Mazda Savanna RX-7 (RX-7) breaks the IMSA record for a single model car with 67 victories.
• Introduces all-new Mazda Savanna RX-7 (RX-7).
• Introduces new Mazda B-series.
- 1986** • Mazda Savanna RX-7 (RX-7) is named 1986 "Import Car of the Year" by *Motor Trend* magazine.
• Cumulative production of Mazda rotary-engine vehicles reaches 1.5 million units.
• Cumulative total exports reach 10 million units.
• Mazda Savanna RX-7 (RX-7) sets Bonneville National Speed Trial record of 383.724 km/h (238.442 miles/h) in the SCTA's C/Grand Touring Class.
• Introduces all-new Mazda Luce (929) in Japan.
- 1987** • Cumulative production reaches 20 million vehicles in Japan.
• Mazda opens a new research center in Yokohama, Japan.
• Introduces Mazda Savanna RX-7 (RX-7) Cabriolet in Japan to commemorate the 20th anniversary of Mazda's rotary-engine.
• Mazda begins vehicle production at a new U.S. facility, Mazda Motor Manufacturing (USA) Corporation (MMUC), in Flat Rock, Michigan.
• Introduces Mazda-produced Ford Festiva (121).
• Mazda reaches an OEM agreement for micro-mini vehicles with Suzuki Motors Co., Ltd.

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- 1988**
- Introduces Mazda Capella (626) Cargo van and wagon models in Japan.
 - Establishes Mazda Motor of America Inc. (MMA) to consolidate importation and distribution functions in the U.S.
 - Consolidates Mazda's U.S. R&D operations with the establishment of Mazda Research and Development of North America, Inc. (MRA).
 - Introduces Mazda MPV into the North American market.
 - Mazda develops Hi-Reflex coating, a new quality painting technology.
- 1989**
- Unveils Mazda MX-5 Miata at the Chicago Auto Show in the U.S.
 - Introduces new Mazda Familia (323) series.
 - Mazda begins importing the Citroën BX to Japan.
 - Introduces Autozam Carol in Japan.
- 1990**
- Introduces Proceed and Mazda MPV in Japan.
 - Holds grand opening for the European R&D Representative Office (MRE) in Germany.
 - P.T. Mazda Indonesia Manufacturing (MIM) begins manufacturing engines in Indonesia.
 - Mazda establishes COMPREX GmbH in Austria to manufacture and market PWS's for diesel engines.
 - Cumulative production reaches 25 million units.
- 1991**
- Introduces Mazda Sentia (929) luxury sedan in Japan.
 - Mazda 787B No.55 wins the Le Mans 24-Hour Endurance Race claiming the first victory for a Japanese automobile and the rotary engine.
 - Mazda, Rockwell International in the U.S. and two Japanese companies form a joint venture automotive parts and systems company (Nippon Automotive Body Systems) in Japan.
- 1992**
- Cumulative production reaches 10 million commercial vehicles in Japan (since 1931).
 - HR-X hydrogen rotary engine concept car is shown at the 29th Tokyo Motor Show.
 - Establishes Anfini sales channel (formerly Mazda Auto) in Japan.
- 1993**
- Introduces Eunos 500 (Xedos 6) in Japan.
 - A joint venture company is established with Hainan Mazda Motor & Stamping Co., Ltd. to manufacture van-type bodies for commercial vehicles in China.
 - The 'Mazda Global Environmental Charter' is adopted.
 - A new decomposing catalyst that recovers oil from all types of plastic is developed.
 - Mazda develops the world's first repeatedly-recyclable plastic composite.
 - MMUC, Mazda's wholly-owned subsidiary in Michigan, becomes AutoAlliance International, Inc., (AAI) an equal partnership between Mazda and Ford.
- 1994**
- Mazda develops a compressed-natural-gas-powered truck.
 - An electric-powered vehicle based on the E-series van is made.
 - An LPG fueled 3-ton truck based on the 4-liter diesel-powered version is developed.
 - Mazda Museum opens.
 - Introduces new Mazda Familia with a new lean-burn engine version that uses a new three way catalyst in Japan.
 - Mazda Training Center opens in Miami, Florida.
 - Mazda Training Center opens in Beijing, China.
 - Mazda acquires the ISO 9002 certificate, first among Japanese auto makers.
- 1995**
- Cumulative production in Japan reaches 30 million units.
 - Mazda begins testing of hydrogen-fueled vehicles on public roads in Japan.
 - Introduces Mazda Bongo Friender in Japan.
 - Introduces new MPV multi-purpose vehicle in Japan.
 - Introduces new Mazda Sentia in Japan.
 - Cumulative production of the Mazda Familia/323 series in Japan reaches 10 million units.
- 1996**
- Cumulative production reaches 10 million commercial vehicles in Japan (since 1931).
 - HR-X hydrogen rotary engine concept car is shown at the 30th Tokyo Motor Show.
 - Establishes Anfini sales channel (formerly Mazda Auto) in Japan.

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- 1996**
- Introduces Ford-produced Mazda 121 into major European markets.
 - Mazda acquires ISO 9001 certification, the highest attainable quality mark in the ISO 9000 series, first among Japanese automakers.
 - New parts distribution center opens in Mississippi, U.S.
 - Cumulative production of passenger cars in Japan reaches 20 million units.
 - Henry D.G. Wallace becomes president.
 - Introduces Demio in Japan.
 - Overseas sales of the Mazda Demio begin.
 - Mazda Demio receives the '96-'97 RJC "New Car of the Year" award.
 - Cumulative production of MX-5 reaches 400,000 units.
 - Mazda launches Mazda Digital Innovation (MDI).
 - Cumulative production of the 2.5-liter new diesel engine (WL type) reaches 100,000 units.
- 1997**
- New Familia (323) 3-door hatchback is introduced in Europe.
 - Mazda implements a new merit-based personnel system.
 - Mazda inaugurates its new brand symbol, the Mazda M.
 - Mazda resumes exports to Taiwan.
 - Introduces an all-new Capella/626 sedan and station wagon in Japan and Europe.
 - James E. Miller is appointed president.
 - Mazda develops the Demio FCEV, fuel-cell electric vehicle.
- 1998**
- Mazda strengthens its drive into Europe.
 - Mazda participates in the Ford/ Daimler-Benz/ Ballard alliance to develop fuel-cell technology for future vehicles through its close relationship with Ford Motor Company.
- 1999**
- Mazda begins production of small direct injection turbo diesel engines.
 - Mazda opens a Female Employee Counseling Office.
 - AAT starts production.
 - Introduces the New Familia.
 - Mazda starts to sell the AAT-produced new pickup trucks in Thailand.
 - Sales of the Demio starts in Europe.
 - Mazda establishes the Mazda Motor Logistics Europe N.V. (MLE).
 - Hofu Nishinoura Plant acquires ISO 14001 certification.
 - AAT starts exporting pickup trucks.
- 2000**
- Cumulative production of the MX-5 reaches 500,000 units.
 - Introduces the brand new Premacy.
 - Introduces the new Bongo van and truck.
 - Cumulative production at AAI reaches 2,000,000 units.
 - Mazda reaches an agreement with Mitsubishi to supply small commercial vehicles to Mitsubishi.
 - Mazda introduces the New MPV.
 - Mazda improves female employees' job conditions.
 - Entire Hofu Plant obtains environmental ISO certification.
 - Mazda develops advanced safety vehicle MAZDA ASV-2.
 - Mazda announces the development and production of new global engine family in cooperation with Ford.
 - Mark Fields is appointed president.
- 2001**
- Mazda participates in the joint project of the test run of fuel cell vehicles in cooperation with DaimlerChrysler Japan Holding Ltd. and Nippon Mitsubishi Oil.
 - Introduces New Titan in Japan.
 - Mazda establishes Mazda Telematics Center.
 - Mazda headquarters and Hiroshima plant acquire environmental ISO 14001 certification.
 - Mazda Roadster is recognized in Guinness World Book of Records.
 - Mazda makes major changes to Roadster and Millenia.
 - Cumulative production at AAT reaches 100,000 units.
 - Mazda introduces MDI III.
 - Mazda introduces brand new Titan Dash.
 - Mazda introduces brand new Tribute.
 - Mazda expands uses of recycled materials made from replaced bumpers.
 - Roadster wins the "Auto Color Award 2001" Grand Prix.
 - Mazda introduces the 'build-to-order' system for Roadster and Familia S-Wagon.
 - Takes control of distribution in France.
 - Introduces a new fuel cell electric vehicle, Premacy FC-EV.
 - Introduces the Early Retirement Special Program.
 - Continues OEM procurement from Suzuki for micro-mini vehicles.
 - Cumulative production of transmissions manufactured at Mazda Hofu Plant reaches 20,000,000 units.
 - Mazda makes major changes to Premacy.
 - Establishes Committed Credit Facilities.
 - Takes control of distribution in the UK.
 - Takes control of distribution in Switzerland.

2002

- Ujina No.2 Plant is closed.
- Mazda introduces the new Bongo Friendee.
- Develops high-strength plastic technology for new module carriers.
- Mazda opens company day-care center.
- Cumulative production volume at Hofu Plant reaches 5 million units.
- Cumulative production at AAT reaches 200,000 units.
- Mazda commences production of MZR engines.
- Provides service to 'create drive routes' on mobile phones.
- Introduces new brand message 'Zoom-Zoom.'
- Introduces personnel development program.
- Mazda makes major changes to MPV.
- Launches distribution joint venture in Austria.
- Mazda takes new initiative to enhance corporate governance.
- Launches the brand new Mazda Atenza.
- Adds Atenza SPORT WAGON 4WD.
- Lewis Booth confirmed Mazda President.
- Mazda collaborates in celebrating 100th birthday of inventor of rotary engine, Dr. Wankel.
- Launches enhanced Roadster.
- Develops next generation engines MZR 1.3/1.5.
- Minimizes environmental impact in machining line of new engines.
- Builds presence in China with Mazda 323 launch.
- Develops world's first environmentally friendly coating technology.
- Launches the new Demio.
- Issues convertible bonds.
- Adds five-speed manual transmission model to Mazda Atenza SPORT and SPORT WAGON.
- Launches North America's first functional integration modules.
- Mazda sets goals for fuel efficiency and emission levels.
- Establishes broadband network for domestic dealers.
- Notifies of terms and conditions of stock acquisition rights of convertible bonds.
- Introduces web version of electronic parts catalog.
- Unveils enhanced Millenia.
- Showcases Titan Dash and Bongo Van at the 36th Tokyo Motor Show 2002.
- Introduces Bongo Friendee City Runner IV.
- New Mazda6 Sports Sedan launched at AAI.
- Mazda RX-8 stars in Twentieth Century Fox's X-Men Sequel.
- Mazda6 named NBR Car of the Year.
- Mazda strengthens domestic dealer network.
- Launches sportier limited edition Premacy.
- Announces first half financial targets.
- Mazda Atenza wins 2003 RJC Car of The Year.
- Mazda releases limited edition Roadster SG Limited.
- Begins public road trials of Advanced Safety Vehicle.
- Establishes Management Advisory Committee.
- Adds special edition 'Aeroremix' to MPV lineup.
- Upgrades Familia S-Wagon SPORT20.
- Mazda Atenza wins 23 awards around the globe.
- Mazda showcases Mazda Washu concept and Mazda RX-8 production model at North American International Auto Show.
- Announces price of RX-8, dealers begin taking orders.
- Production of the Mazda2 begins in Europe.
- Mazda holds a ceremony to mark first production of Mazda6 at FAW Car Company in China.
- Begins production of RENESIS rotary engine.
- Starts production of Mazda RX-8.
- Mazda develops aluminum joining technology using friction heat.
- Mazda MX Sportif design concept makes debut at Geneva International Motor Show.
- James O'Sullivan named President and CEO of Mazda North American Operations.
- Mazda Demio gains U-LEV rating.
- Mazda develops impact-absorbing hood.
- Adds Demio to Internet customization system.
- Releases all-new Mazda RX-8.
- Receives FY2002 JSME medal for development of high-strength plastic.
- Mazda employees receive JSAE Award for development of high-strength plastic.
- Daniel T. Morris named President and CEO of Mazda Motor Europe GmbH.
- Develops technology to reduce diesel emissions.
- Mazda's RENESIS wins International Engine of the Year 2003.
- Mazda begins production of Axela.
- Mazda and Isuzu agree on OEM supply of Isuzu small truck.
- Mazda adds new '23Z' to Atenza brand.
- Releases limited edition Premacy.
- Completes self share purchasing.
- 'Mazda Kusabi' design concept makes debut at Frankfurt Auto Show.
- Hisakazu Imaki appointed President and CEO.
- Mazda notices of application for delisting of stock.
- Introduces new employee ID card.
- Mazda develops new paint stripping technology for recycling bumpers.
- Mazda Roadster receives a facelift.

2003

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- Mazda completes takeover of Austrian distribution network.
 - Sponsors introductory race for RX-8 in Japan.
 - Mazda, Ford Announce US\$500 million investment in AAT in Thailand.
 - Unveils Hydrogen Rotary Engine at 2003 Tokyo Motor Show.
 - Unveils the next sports compact 'Mazda Axela'.
 - Mazda RX-8 wins 2004 "RJC Car of The Year".
 - Electric 4WD model added to Mazda Demio series.
 - Mazda Bongo first in class to employ diesel engine with DPF.
 - Mazda6 named 2004 Car of The Year in China.
 - Mazda's Three Layer Wet Paint System receives JSPMI prize.

- 2004**
- Mazda RX-8 wins Wheels Car of the Year in Australia.
 - Mazda, Toyota collaborate on in-vehicle information service.
 - Mazda3 wins Canadian Car of The Year for 2004.
 - Mazda launches a whole new family of Mazda6 vehicles at AAI.
 - Builds Roadster number 700,000.
 - Mazda to invest nearly 14 billion yen in new digital technology for future product development.
 - Commences operations at Ujina Plant No. 2.
 - Mazda's RENESIS wins category 2.5-3.0 liter of International Engine of The Year by two-year continuation.
 - Mazda introduces all new 'Titan' truck series in Japan.
 - Mazda, Ford celebrate 25-year partnership.
 - Introduces the new compact "Mazda Verisa" in Japan.
 - Changan Ford signs investment agreement in Nanjing.
 - Mazda and NEC to test grid-based core system.
 - Mazda launches Mazda6 MPS and Mazda5.
 - Releases new Carol micro-mini.

2. Overseas Activities

(1) Mazda's relationship with Ford Motor Company

Date		Event
1969	Oct.	Japan Automatic Transmission Company (JATCO) is formed as a joint venture among Mazda, Ford and Nissan for automatic transmission manufacturing (since 1981 only Mazda and Nissan remain).
1971	Dec.	Supply of Courier (B-series based) pickup trucks to Ford begins.
1979	Nov.	Ford and Mazda enter into a capital tie-up; Ford acquires a 25% equity stake in Mazda.
1980	Mar.	Four-speed manual transaxles for passenger cars are supplied to Ford.
1982	Oct.	Mazda markets Ford brand vehicles through the Autorama sales channel.
1987	Jun.	Mazda, Ford and Matsushita Electric Industrial Co., Ltd. form a new company, Japan Climate Systems, to produce automotive air conditioners and heating units.
1988	Jan.	Mazda produces the Ford Probe at Mazda Motor Manufacturing (USA) Corporation (MMUC).
1990	Sep.	Marketing of Ford-produced Mazda Navajo starts through Mazda's U.S. sales network.
		Mazda, Ford and SANYO Electric Co., Ltd. establish FMS Audio Sdn. Bhd. to manufacture automotive audio products in Malaysia (currently owned by SANYO only).
1992	Jun.	Mazda and Ford become equal partners in a joint venture named AutoAlliance International, Inc (AAI) (formerly MMUC).
	Jul.	Mazda and Ford each buy equal equity interest in Autorama, Inc.
1993	Jun.	Mazda purchases new compact pickup trucks from Ford for sales in Canada and the U.S.
	Dec.	Mazda and Ford enter into a long-term strategic relationship to enhance competitive power.
1994	Nov.	Mazda agrees to supply Ford Fiesta-based passenger cars for the European market.
	Dec.	Cumulative transmission supply from Mazda to Ford exceeds 10 million units.
1995	Nov.	Mazda and Ford jointly establish AutoAlliance (Thailand) Company Limited (AAT) to manufacture pickup trucks in Thailand beginning in mid-1998.
1996	Mar.	Ford-supplied Mazda 121 is introduced into major European markets.
	May	Mazda and Ford enter into a closer tie-up increasing its equity share from 25% to 33.4%.
	Jun.	Henry D.G. Wallace is appointed president of Mazda Motor Corporation.
1997	Jan.	Autorama Inc. becomes Ford Sales Japan.
	Mar.	Mazda and Ford agree to a synchronized product cycle plan and to communize platforms and powertrains progressively.
	Nov.	James E. Miller is appointed president of Mazda Motor Corporation.
1998	Apr.	Mazda participates in Ford/DaimlerChrysler/Ballard alliance to develop fuel-cell technology for future vehicles.
	May	AAT begins manufacturing small pickup trucks for Mazda and Ford.
	Oct.	Mazda outsources distribution in Taiwan to Taiwan Ford.
	Dec.	AAT begins exporting Mazda and Ford pickup trucks.
1999	Feb.	Mazda and Ford enter into a business tie-up for vehicle logistics and parts in New Zealand.
	Mar.	Mazda sells its own stock of Ford Sales Japan to Ford of Japan.
	Jun.	AAI achieves 2,000,000 vehicle manufacturing mark.
	Jul.	Mazda and Ford begin mutual OEM product supply in Colombia and Venezuela.
	Aug.	Mazda sells its equity stake in Mazda Credit to Ford Credit.
	Nov.	Mazda and Ford decide to jointly develop and produce a new global inline engine family for passenger cars and light trucks beginning in the 2001 model year.
	Dec.	Mark Fields is appointed president of Mazda Motor Corporation.
2000	Jan.	AAT begins manufacturing Mazda 323 and Ford Laser.
	Jun.	Mazda establishes a new distributor in Argentina, in cooperation with Ford Argentina.
	Aug.	Mazda launches "Tribute," jointly developed with Ford, in the U.S.
	Nov.	Mazda launches "Tribute," jointly developed with Ford, in Japan.
2002	Jan.	Mazda commences domestic production of the all-new MZR Engine which Mazda has developed as the "Center of Excellence" in the Ford Group.
	Jun.	Lewis Booth is appointed president of Mazda Motor Corporation.
2003	Jan.	Production of the Mazda2 begins at Ford's Valencia Plant in Spain.
	Aug.	Hisakazu Imaki is appointed president and CEO. Concurrently, John G. Parker is named executive vice president.

(2)Joint business with Ford Motor Company

Company	Country	Established	Investment Ratio	Primary Business
AutoAlliance International, Inc.	U.S.A.	June 1992 (Originally established as MMUC Jan 1985)	Mazda 50%, Ford 50%	Manufacturer and wholesaler of automobiles
AutoAlliance (Thailand) Company Limited	Thailand	November, 1995 (Operation start-up in May 1998)	Mazda 45%, Ford 50%, Mazda Sales Thailand Co., Ltd. 5%	Manufacturer and wholesaler of automobiles, assembler and wholesaler of engines
Japan Climate Systems	Japan	June, 1987	Mazda 33.3%, Visteon International Holdings Inc. 33.3%, Matsushita Electric Industrial Company Ltd. 33.3%	Manufacturer of air conditioning units

3. Overseas Subsidiaries*1

(as of March 31, 2004)

Company	Abbrev.	Location	Established	Representative	Primary Business
Mazda Motor of America, Inc. *2	MMA	Irvine, California, U.S.A.	Feb. 1971	James J. O'Sullivan (President and CEO)	Importer and distributor of vehicles, parts and accessories in the U.S. and Canada. Product planning, advanced product development, research, evaluation testing and vehicle certification
Mazda Canada Inc.	MCI	Richmond Hill, Ontario, Canada *3	Jul. 1968	Mike Benchimol (President)	Importer and distributor of automobiles and repair parts
Mazda Motor Europe G.m.b.H.	MME	Leverkusen, Germany	Mar. 1998	Daniel T. Morris (President)	Strategic development and daily management of Mazda's activities in Europe
Mazda Motors (Deutschland) G.m.b.H.	MMD	Leverkusen, Germany	Nov. 1972	Michael A. Bergman (President and CEO)	Importer and distributor of automobiles and repair parts
Mazda Motor Logistics Europe N.V.	MLE	Willebroek, Belgium	Aug. 1998 (Aug. 1968)	Daniel T. Morris (President)	Dealers and Distributors of automobiles, parts and accessories in Europe
Mazda Motors UK Ltd.	MUK	Dartford, Kent, U.K.	May 2001	Phil Waring (Managing Director)	Importer and distributor of automobiles, repair parts
Mazda Automobiles France S.A.S	MAF	Paris, France	Feb. 2001	Jean-Luc Gerard (Managing Director)	Importer and distributor of automobiles, repair parts
Mazda (Suisse) S.A.	MS	Petit-Lancy, Switzerland	Nov. 2001 *5	Thomas Kursch (Vice Chairman of the Board)	Importer and distributor of automobiles, repair parts
Mazda Automoviles España, S.A.	MAE	Madrid, Spain	Feb. 2000	Jose María Terol (General Manager)	Importer and distributor of automobiles and repair parts
Mazda Motor de Portugal Lda.	MMP	Lisboa, Portugal	Feb. 1995	Nuno P. Guerreiro (General Manager)	Importer and distributor of automobiles and repair parts
Mazda Motor Italia S.p.A.	MMI	Roma, Italy	Dec. 1999	Carlo Simongini (President)	Importer and distributor of automobiles and repair parts
Mazda Austria G.m.b.H.	MAG	Klagenfurt, Austria	Sep. 2003 *5 (Apr. 1962)	Josef A. Schmid (Managing Director)	Importer and distributor of automobiles and repair parts
Mazda Sales (Thailand) Co., Ltd.	MST	Bangkok, Thailand	Jun. 1990	Fumio Tone (Managing Director)	Distributor of automobiles and repair parts
Compañía Colombiana Automotriz S.A.	CCA	Bogota, Colombia	Oct. 1973	Jose Fernando Isaza (Executive President)	Assembler and wholesaler of automobiles
Mazda Australia Pty., Ltd.	MA	Victoria, Australia	Apr. 1967	Doug Dickson *4 (Managing Director)	Importer and distributor of automobiles and repair parts
Mazda Motors of New Zealand Ltd.	MMNZ	Auckland, New Zealand	Jun. 1972	Peter J. Aitken (Managing Director)	Importer and distributor of automobiles and repair parts

Note: Year and month in parentheses indicates establishment date of former company.

*1 Subsidiaries indicate companies with a Mazda capital investment of more than 50%.

*2 Mazda Motor of America, Inc.(MMA) is operated under the business name of Mazda North American Operations (MNAO). (Consolidated in October 1997)

*3 As of July 5, 2004

*4 As of June 22, 2004

*5 The dates are when Mazda took control of these sales companies.

(4) Overseas affiliates *5

(as of March 31, 2004)

Company	Abbrev.	Location	Established	Representative	Primary Business
AutoAlliance International, Inc.	AAI	Flat Rock, Michigan, U.S.A.	Jun. 1992 (Jan.1985)	Philip G. Spender (President)	Manufacturer and wholesaler of automobiles
AutoAlliance (Thailand) Company Limited	AAT	Rayong, Thailand	Nov. 1995	Yuji Nakamine (President)	Manufacturer and wholesaler of automobiles, assembler and wholesaler of engines

Note: Year and month in parentheses indicates establishment date of former company.

*5 Affiliates indicate companies with a Mazda capital investment between 20% and 50%

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