Mazda In Brief 2010

90TH ANNIVERSARY

zoom-zoom

mazda

Vision of Mazda

Corporate Vision

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

Vision

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

Mission

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

Value

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

Mazda Brand Symbol (Established in June 1997)

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

Mazda Corporate Mark (Established in 1975)

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

The Origin and Meaning of “Mazda”

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

Mazda's Brand Message: “Zoom-Zoom”

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

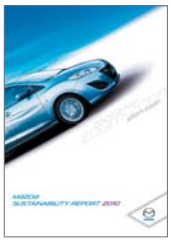
Contents

Updates

Updates on Directors, Officers and Auditors and Company Profile can be accessed at the following URL:
http://www.mazda.com/profile/outline/library.html

Mazda Information Disclosure Tools

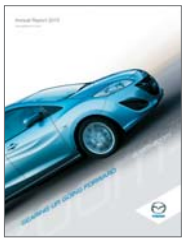
Mazda's approach, activities and data are also included in the following materials.



Sustainability Report 2010

Mazda's CSR
(Corporate Social Responsibility) report

http://www.mazda.com/csr/download/



Annual Report 2010

Mazda's annual report for investors

http://www.mazda.com/investors/library/annual/

Company Profile and Major Data

Company Profile (As of March 31, 2010)

Company name	Mazda Motor Corporation
Founded	January 30, 1920
Headquarters	3-1 Shinchi, Fuchu-cho, Aki-gun, Hiroshima 730-8670 Japan
Representative	Takashi Yamanouchi, Representative Director and Chairman of the Board; President and CEO
Main business lines	Manufacture and sales of passenger cars and commercial vehicles
Stock Information	Authorized: 3,000,000,000 shares Issued: 1,780,377,399 shares Number of shareholders: 79,444
Capital	\186,499,736,762
Employees	Unconsolidated: 22,046 (including dispatchees) (Male: 20,284/Female: 1,762) Consolidated: 38,987
Research and development sites	Head Office, Mazda R&D Center (Yokohama), Mazda Motor of America (USA), Mazda Motor Europe (Germany), China Engineering Support Center (China)
Production sites	Japan: Hiroshima Plant (Head Office, Ujina), Hofu Plant (Nishinoura, Nakanoseki), Miyoshi Plant Overseas: United States, China, Taiwan, Thailand, Philippines, Zimbabwe, South Africa, Ecuador, Colombia
Sales companies	Japan: 270 Overseas: 128 (As of December 31, 2009)
Principal products	Four-wheeled vehicles, gasoline reciprocating engines, diesel engines, rotary engines, automatic and manual transmissions for vehicles

Global Production (Calendar Year)

(Units)

		2005	2006	2007	2008	2009
Global		1,243,006	1,307,468	1,289,530	1,349,392	984,520
	Japan	864,929	966,547	995,511	1,078,690	717,175
	Overseas	378,077	340,921	294,019	270,702	267,345

Global Sales (Calendar Year)

(Units)

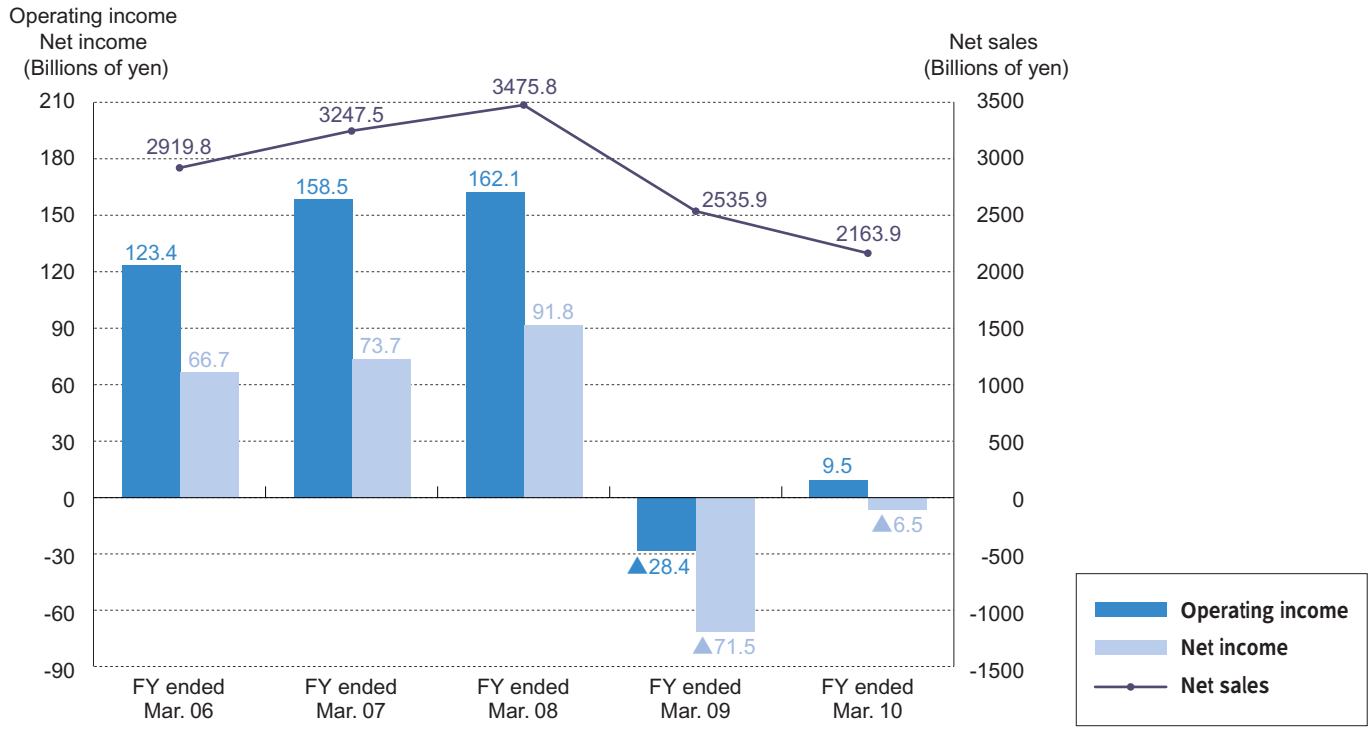
		2005	2006	2007	2008	2009
Global		1,260,504	1,286,147	1,335,147	1,351,294	1,160,975
	Japan	286,885	269,220	254,137	244,623	204,370
	N. America	336,206	349,793	382,768	348,923	281,439
	Europe	271,558	306,698	311,247	339,969	256,426
	China	133,778	126,063	101,900	127,846	179,679
	Others	232,077	234,373	285,095	289,933	239,061

Financial Summary (Consolidated)

(¥ in billions, except per share amounts)		FY ended Mar. 06 ('05.4－'06.3)	FY ended Mar. 07 ('06.4－'07.3)	FY ended Mar. 08 ('07.4－'08.3)	FY ended Mar. 09 ('08.4－'09.3)	FY ended Mar. 10 ('09.4－'10.3)
	Domestic (Japan)	887.7	887.3	880.1	620.3	575.0
	Overseas	2,032.1	2,360.2	2,595.7	1,915.6	1,588.9
Net sales		2,919.8	3,247.5	3,475.8	2,535.9	2,163.9
Operating income		123.4	158.5	162.1	-28.4	9.5
Ordinary income		101.5	127.8	148.5	-18.7	4.6
Income before taxes		117.5	118.5	143.1	-51.3	-7.3
Net income		66.7	73.7	91.8	-71.5	-6.5
Net income per share		¥51.53	¥52.59	¥65.21	¥-52.13	¥-4.26
Capital investment		72.1	79.6	75.5	81.8	29.8
Depreciation and amortization		45.8	47.0	66.5	75.2	76.4
Research and Development cost		95.7	107.6	114.4	96.0	85.2
Total assets		1,788.7	1,907.8	1,985.6	1,801.0	1,947.8
Equity		407.2	479.9	554.2	414.7	509.8
Financial debts		455.4	474.7	505.0	753.4	722.1
Net financial debts		246.8	232.2	281.1	532.6	375.8
Cash flows		33.6	21.0	10.2	-129.2	67.4
(Thousands of units)						
	Japan	904	967	1,047	899	828
	Overseas	380	338	279	235	316
Production Volume		1,285	1,306	1,326	1,134	1,144
	Japan	285	261	256	219	221
	N. America	352	380	406	347	307
	Europe	282	304	327	322	239
	China	130	129	101	135	196
	Others	227	228	273	238	230
Sales Volume		1,276	1,302	1,363	1,261	1,193

Note: Fiscal years (FY) begin in April and end in March.
Cash flows represent net cash flow from operating activities and from investing activities.

Operating Results



Directors, Officers and Auditors (As of June 24, 2010)

Directors and Auditors

Takashi Yamanouchi
Representative Director and Chairman of the Board

Masaharu Yamaki
Representative Director

Kiyoshi Ozaki
Representative Director

Thomas A. H. Pixton
Representative Director

Seita Kanai
Director

Masazumi Wakayama
Director

Yuji Harada
Director

Akira Marumoto
Director

Masamichi Kogai
Director

Corporate Auditor

Junichi Yamamoto
(Full time)

Kazuyuki Mitate
(Full time)

Ichiro Sakai

Isao Akaoka

Masahide Hirasawa

Executive Officers

***President and CEO**	Takashi Yamanouchi	
***Executive Vice President**	Masaharu Yamaki	Assistant to President; Oversight of R&D, Production, Purchasing, and Quality
***Senior Managing Executive Officer and CFO**	Kiyoshi Ozaki	Oversight of Corporate Planning, Product Profit Control and in charge of Financial Services and Cost Innovation
***Senior Managing Executive Officer**	Thomas A. H. Pixton	Assistant to President; Oversight of Ford Relationship
***Senior Managing Executive Officer**	Seita Kanai	In charge of R&D and Program Management; President, Mazda Engineering & Technology Co., Ltd.
***Senior Managing Executive Officer**	Masazumi Wakayama	Oversight of Global Marketing, Global Sales and Customer Service
***Senior Managing Executive Officer**	Yuji Harada	In charge of CSR, Environment and Corporate Communications; Assistant to the CFO; Assistant in charge of Fleet Sales
***Senior Managing Executive Officer**	Akira Marumoto	In charge of Corporate Planning, Product Strategy and Product Profit Control; Assistant to the Officer in charge of Cost Innovation
***Senior Managing Executive Officer**	Masamichi Kogai	In charge of Production, Business Logistics and IT Solution; Assistant to the Officer in charge of Cost Innovation; Assistant to the Officer in charge of R&D

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

Managing Executive Officer	James J. O'Sullivan	President and CEO, Mazda Motor of America, Inc. (Mazda North American Operations)
Managing Executive Officer	Keishi Egawa	Executive Vice President and COO, Mazda Motor of America, Inc. (Mazda North American Operations)
Managing Executive Officer	Nobuhide Inamoto	In charge of Domestic Business; General Manager, Domestic Business Div.
Managing Executive Officer	Yasuto Tatsuta	Assistant to the Officer in charge of R&D (In charge of MONO TSUKURI Innovation); President, Toyo Advanced Technologies Co., Ltd.
Managing Executive Officer	Satoshi Tachikake	In charge of Quality Assurance
Managing Executive Officer	Hirotaka Kanazawa	In charge of Vehicle Development, Electric Drive System Development and Technical Research Center; Assistant to the Officer in charge of Cost Innovation
Managing Executive Officer	Koji Kurosawa	In charge of Secretariat, Global Auditing, Human Resources, Corporate Services, Compliance, Risk Management and Mazda Hospital
Managing Executive Officer	Kozo Kawakami	In charge of Customer Service; President, Mazda Parts Co., Ltd.
Managing Executive Officer	Yuji Nakamine	In charge of Overseas Sales; General Manager, Overseas Sales Div.; President, Mazda South East Asia Ltd.
Managing Executive Officer	Jeffrey H. Guyton	President and CEO, Mazda Motor Europe GmbH
Managing Executive Officer	Noriaki Yamada	In charge of China Business; Chairman and CEO, Mazda Motor (China) Co., Ltd.
Managing Executive Officer	Kazuki Imai	In charge of Purchasing; Assistant to the Officer in charge of Cost Innovation
Executive Officer	Toshinori Kusuhashi	President, AutoAlliance (Thailand) Co., Ltd.
Executive Officer	Hiroshi Yamamoto	In charge of Fleet Sales in the Domestic Business; President, Mazda Chuhan Co., Ltd.
Executive Officer	Minoru Mitsuda	Assistant to the Officer in charge of Corporate Planning; In charge of Corporate Liaison; Oversight of Tokyo Office (Resident in Tokyo)
Executive Officer	Masafumi Nakano	General Manager, Hiroshima Plant
Executive Officer	Kiyotaka Shobuda	General Manager, Production Engineering Div.
Executive Officer	Kiyoshi Fujiwara	In charge of Product Planning and Powertrain Development
Executive Officer	Masahiro Moro	Assistant to the Oversight of Global Sales; In charge of Global Marketing
Executive Officer	Akira Koga	General Manager, Corporate Planning Div.
Executive Officer	Paul R. Randle	General Manager, R&D Liaison Office
Executive Officer	Takashi Furutama	General Manager, Product Profit Control Div.
Executive Officer	Philip J. Waring	COO, Sales & Marketing, Mazda Motor Europe GmbH
Executive Officer	Nariaki Uchida	General Manager, Hofu Plant

Major Affiliates

Consolidated Subsidiaries 54 (As of March 31, 2010)

Japan: 26

Company name	Share	Business
Hakodate Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Tohoku Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Fukushima Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Kitakanto Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Mazda Motor Niigata Co., Ltd.	100.0%	Sales and repair of vehicles
Koushin Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Kanto Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Shizuoka Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Tokai Mazda Sales Co., Ltd.	100.0%	Sales and repair of vehicles
Hokuriku Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Keiji Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Kansai Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Nishi Shikoku Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Kyushu Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Minami Kyushu Mazda Co., Ltd.	100.0%	Sales and repair of vehicles
Okinawa Mazda Sales Co., Ltd.	100.0%	Sales and repair of vehicles
Mazda Parts Co., Ltd.	99.7%	Sales of parts
Mazda Motor International Co., Ltd.	100.0%	Trading company
Mazda Autozam Inc.	100.0%	Distribution of vehicles and parts
Mazda Chuhan Co., Ltd.	100.0%	Sales of used cars
Malox Co., Ltd.	99.6%	Transportation service of vehicles and parts
Kurashiki Kako Co., Ltd.	75.0%	Production and sales of parts
Microtechno Corporation	100.0%	Production and sales of parts
Mazda Engineering & Technology Co., Ltd.	100.0%	Development and manufacture of special use vehices
Toyo Advanced Technologies Co., Ltd.	100.0%	Production and sales of machine tools
Mazda Ace Co., Ltd.	100.0%	Insurance, real estate, others

Overseas: 26

Company name	Country	Share	Business
Mazda Motor of America, Inc.	U.S.A.	100.0%	Distribution of vehicles and parts
Mazda Canada Inc.	Canada	100.0%	Distribution of vehicles and parts
Mazda Motor de Mexico, S. de R.L. de C.V.	Mexico	100.0%	Distribution of vehicles and parts
Mazda Servicios de Mexico, S. de R.L. de C.V.	Mexico	100.0%	Personnel service for MM Mexico
Mazda Motors (Deutschland) GmbH	Germany	100.0%	Distribution of vehicles and parts
Mazda Motor Logistics Europe N.V.	Belgium	100.0%	Distribution of vehicles and parts
Mazda Motor Europe GmbH	Germany	100.0%	Overall management of business in Europe
Mazda Motor Hungary KFT	Hungary	100.0%	Distribution of vehicles and parts
Mazda Motor Croatia d.o.o.	Croatia	100.0%	Distribution of vehicles and parts
Mazda Motor Slovenia d.o.o.	Slovenia	100.0%	Distribution of vehicles and parts
Mazda Automobiles France S.A.S.	France	100.0%	Distribution of vehicles and parts
Mazda Motors UK Ltd.	U.K.	100.0%	Distribution of vehicles and parts
Mazda (Suisse) S.A.	Switzerland	100.0%	Distribution of vehicles and parts
Mazda Motor de Portugal Lda.	Portugal	100.0%	Distribution of vehicles and parts
Mazda Automoviles Espana, S. A.	Spain	100.0%	Distribution of vehicles and parts
Mazda Motor Italia S.p.A.	Italy	100.0%	Distribution of vehicles and parts
Mazda Austria GmbH	Austria	100.0%	Distribution of vehicles and parts
Mazda Motor Russia, OOO	Russia	100.0%	Distribution of vehicles and parts
Mazda Australia Pty Ltd.	Australia	100.0%	Distribution of vehicles and parts
Mazda Motors of New Zealand Ltd.	New Zealand	100.0%	Distribution of vehicles and parts
Compania Colombiana Automotriz S.A.	Colombia	100.0%	Production and sales of vehicles
Vehiculos Mazda de Venezuela C.A.	Venezuela	100.0%	Distribution of vehicles and parts
Mazda Sales (Thailand) Co., Ltd.	Thailand	96.1%	Distribution of vehicles and parts
Mazda South East Asia, Ltd.	Thailand	100.0%	Overall management of business in ASEAN
PT. Mazda Motor Indonesia	Indonesia	100.0%	Distribution of vehicles and parts
Mazda Motor (China) Co., Ltd.	China	100.0%	Overall management of business in China

Equity Method Applied Companies 14 (As of March 31, 2010)

Japan: 9

Company name	Mazda's Share	Business
SMM Auto Finance, Inc.	40.0%	Automotive retail finance
Mazda Parts Sales Hiroshima Co., Ltd.	33.3%	Sales of parts
Mazda Parts Sales Yamaguchi Co., Ltd.	33.3%	Sales of parts
Mazda Parts Sales Nishi-Kyushu Co., Ltd.	30.0%	Sales of parts
Mazda Processing Chugoku Co., Ltd.	29.0%	Attachment of vehicle accessories
Yoshiwa Kogyo Co., Ltd.	33.3%	Production and sales of parts
Japan Climate Systems Corporation	33.3%	Production and sales of parts
MCM Energy Service Co., Ltd.	40.0%	Steam and electricity supply
Sanfrecce Hiroshima FC.	21.8%	Professional soccer team

Overseas: 5

Company name	Country	Mazda's Share	Business
AutoAlliance International, Inc.	U.S.A.	**50.0%**	Production and sales of vehicles
AutoAlliance (Thailand) Co., Ltd.	Thailand	**50.0%**	Production and sales of vehicles
FAW Mazda Motor Sales Co., Ltd.	China	**40.0%**	Distribution of vehicles and parts
Changan Ford Mazda Engines Co., Ltd.	China	**25.0%**	Production and sales of vehicle engines
Changan Ford Mazda Automobile Co., Ltd.	China	**15.0%**	Production and sales of vehicles

Research & Development

R&D Sites

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

	Name	Location	Activities
Japan	Headquarters, R&D Divisions	Fuchu-cho, Aki-gun, Hiroshima	•Product and engineering planning •Design development •Product development •Advanced research for significant new technology
	Mazda R&D Center (Yokohama)	Yokohama	•Product and engineering planning •Advanced design development •Advanced research for significant new technologies
U.S.A.	Mazda North American Operations (MNAO)*1	Irvine, California Flat Rock, Michigan	•Technology and market trend studies in the North American market •Design development for the North American market •Evaluation of product conformity with the North American market standards
Europe	Mazda Motor Europe GmbH (MME) European R&D Centre	Oberursel, State of Hessen, Germany	•Technology and market trend studies in the European market •Design development for the European market •Evaluation of product conformity with the European market standards
China	Mazda Motor (China) Co., Ltd. China Engineering Support Center	Jiading District, Shanghai	•Technology and market trend studies in the Chinese market

*1 Mazda North American Operations (MNAO) is a generic organizational name which comprises Mazda Motor of America, Inc., Mazda Canada, Inc., Mazda Motor de Mexico S. de R. L. de C.V. (As of December 31, 2009)

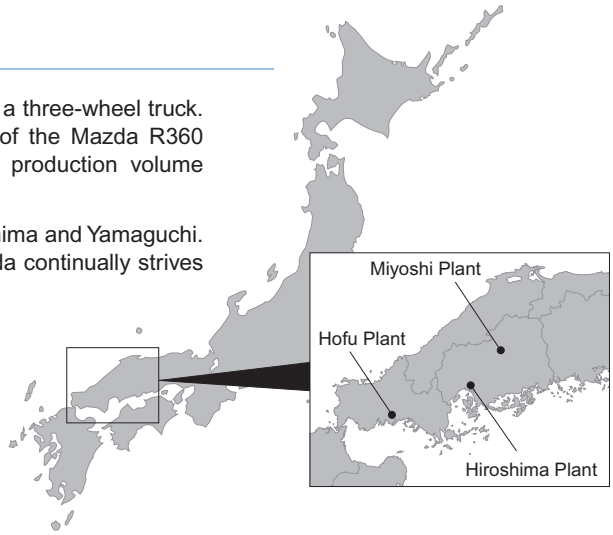
Comprehensive Vehicle Proving Grounds

Name	Location	Start of operations	Land area	Activities
Miyoshi Proving Ground	Hiroshima, Japan	June 1965	1,677,000㎡	Mazda's main proving ground: used to develop basic vehicle functionality for driving, cornering, and stopping. Also, contributes to comfortable and safe vehicle engineering by providing test areas for stability tests, crash tests, and durability tests.
Mine Proving Ground	Yamaguchi, Japan	May 2006	**603,000**㎡	Ongoing development of test course facilities that are unavailable at the Miyoshi Proving Ground for further product improvements.
Hokkaido Kenbuchi Proving Ground	Hokkaido, Japan	January 1990	4,700,000㎡	Technology development and functional tests on frozen roads of systems such as AWD, ABS, TCS*2, and DSC*3 that ensure safe driving under hazardous frozen/snow conditions.
Hokkaido Nakasatsunai Proving Ground	Hokkaido, Japan	January 2002	206,000㎡	Mazda's second proving ground in Hokkaido is for developing vehicle functions for differing conditions in various climates. Mainly performs development tests for safe-driving systems such as ABS, TCS, and DSC under frozen conditions.

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

Production in Japan (As of December 31, 2009)

- Mazda became a vehicle manufacturer in 1931, when it began producing a three-wheel truck. Mazda moved into passenger car production in 1960 with the launch of the Mazda R360 Coupe micro-mini. In July 2007, the company's domestic cumulative production volume reached 40 million units.
- Mazda has two production facilities in the western part of Japan, in Hiroshima and Yamaguchi. Both sites are designed to be environmentally- and people-friendly. Mazda continually strives to improve the efficiency of its production operations, and has established uniquely flexible, high-quality and synchronized lines.



Production Sites

Location	Plant Name	District		Products	Capacity	Start of Operations	Land Area
Fuchu-cho, Aki-gun, Hiroshima	Hiroshima Plant	Head Office		Gasoline reciprocating engines, manual transmissions		March 1931	551,000㎡
		Ujina district	Ujina Plant No.1 (U1)	Mazda2, Mazda Verisa, Mazda MX-5, Mazda RX-8, Mazda MPV/Mazda8, Mazda CX-9*, Mazda Biante, Mazda E-series (Bongo Van, Bongo Brawny van), Mazda2 (3-door Hatchback)*	274,200 units/year	November 1966	1,685,000㎡
			Ujina Plant No.2 (U2)	Mazda5, Mazda CX-7	240,600 units/year	December 1972	
				Gasoline reciprocating engines, diesel engines, rotary engines		December 1964	
Miyoshi, Hiroshima	Miyoshi Plant			Gasoline reciprocating engines		May 1974	1,677,000㎡
Hofu, Yamaguchi	Hofu Plant	Nishinoura district	Hofu Plant No.1 (H1)	Mazda3	240,600 units/year	September 1982	792,000㎡
			Hofu Plant No.2 (H2)	Mazda6, Mazda3	240,600 units/year	February 1992	
		Nakanoseki district		Automatic transmissions, manual transmissions		December 1981	537,000㎡
Press Kogyo Co., Ltd.		Onomichi Plant		Mazda E-Series (Titan Dash), Mazda E-Series (Bongo Truck), Mazda E-Series (Bongo Brawny truck)*			

Note: Head Office district includes the surrounding area (Fuchizaki district). Miyoshi Plant land area encompasses the vehicle proving grounds and the engine plants.
* For export only.

Production Volume by Model

(Units)

Model	CY2005	CY2006	CY2007	CY2008	CY2009	Cumulative total
Passenger cars						
Mazda2	71,594	72,785	121,226	206,924	145,384	1,490,320
Mazda Verisa	15,707	12,557	14,103	11,801	10,271	78,823
Mazda6	141,185	139,848	109,303	152,980	48,328	1,024,481
Mazda3	364,668	380,771	417,186	396,895	325,002	2,287,498
Mazda MX-5/Mazda MX-5 Miata	29,950	48,389	37,022	22,886	19,341	876,542
Mazda RX-8	27,837	23,363	13,833	8,237	2,970	187,153
Mazda5/Ford Ixion	83,288	121,457	102,580	106,698	60,125	745,878
Mazda8/Mazda MPV	50,163	33,382	19,380	13,191	7,091	1,061,779
Mazda Biante	—	—	—	13,557	9,031	22,588
Mazda Tribute/Ford Escape	13,005	455	300	500	1,120	121,116
Mazda CX-7	—	60,812	72,648	60,641	35,831	229,932
Mazda CX-9	—	6,303	40,789	44,415	29,104	120,611
Others	8,667	6,740	3,920	0	0	22,122,017
Sub-total	806,064	906,862	952,290	1,038,725	693,598	30,368,738
Commercial vehicles						
Mazda E-Series (Bongo van/truck)	45,719	44,859	33,627	33,334	19,164	1,960,910
Mazda E-Series (Bongo Brawny van/truck)	6,454	7,207	5,350	4,173	2,677	858,851
Mazda T-Series (Titan)/E-Series (Titan Dash)	6,692	7,619	4,244	2,458	1,736	1,722,408
Others	0	0	0	0	0	7,394,844
Sub-total	58,865	59,685	43,221	39,965	23,577	11,937,013
Total	864,929	966,547	995,511	1,078,690	717,175	42,305,751
Breakdown						
Rotary engine vehicles	27,837	23,363	13,833	8,237	2,970	1,991,200
Diesel engine vehicles	71,515	124,224	86,807	92,004	61,663	4,697,710

Activities by Region

Sales in Japan (As of December 31, 2009)

Sales Channels in Japan

	Dealerships	Outlets
Mazda	39	801
Mazda Anfini	13	65
Mazda Autozam	218	242
Total	270	1,108

Mazda Product Line-up by Sales Channel

	Passenger cars														Commercial vehicles					
	Demio	Verisa	Roadster	Axela	Premacy	Atenza	RX-8	MPV	Biante	CX-7	Carol	AZ-Wagon	AZ-Offroad	Scrum Wagon	Bongo	Bongo Brawny	Titan	Titan Dash	Familia Van	Scrum Van/Truck
Mazda	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Mazda Anfini	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Mazda Autozam	●	●		●	●			●	●	●	●	●	●	●	●					●

Sales by Model

(Units)

Model	CY2005	CY2006	CY2007	CY2008	CY2009	
Passenger Cars						
Demio	67,046	60,114	65,480	64,997	55,614	
Verisa	16,352	12,859	13,850	11,910	10,162	
Roadster	3,657	4,067	3,845	1,858	1,947	
Axela	26,332	24,210	22,978	16,646	26,769	
Premacy	28,883	26,887	26,130	21,881	15,202	
Atenza	17,208	12,257	7,663	15,853	7,398	
RX-8	7,749	5,330	4,184	3,270	1,515	
MPV	25,215	28,386	20,525	13,435	7,033	
Biante	—	—	—	11,037	10,864	
CX-7	—	883	5,046	1,333	572	
Others	3,569	961	0	0	0	
Registered cars total	196,011	175,954	169,701	162,220	137,076	
Carol	9,707	8,019	8,236	8,540	8,243	
AZ-Wagon	25,674	27,922	29,214	31,327	27,428	
AZ-Offroad	578	679	568	561	485	
Scrum Wagon	—	—	3,314	3,373	2,484	*1
Others	5,230	3,557	2,451	1,538	1	
Micro-mini total	41,189	40,177	43,783	45,339	38,641	
Sub-total	237,200	216,131	213,484	207,559	175,717	
Commercial Vehicles						
Bongo Series	20,237	19,231	15,026	14,209	9,872	
Bong Brawny Series	2,925	3,257	2,309	1,599	1,359	
Titan/Titan Dash	11,889	12,561	7,503	5,775	4,061	
Familia	3,865	3,525	3,830	3,505	2,742	
Registered cars total	38,916	38,574	28,668	25,088	18,034	
Scrum	10,775	14,515	11,985	11,976	10,622	*1
Micro-mini total	10,775	14,515	11,985	11,976	10,622	
Sub-total	49,691	53,089	40,653	37,064	28,656	
Total	286,891	269,220	254,137	244,623	204,373	

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

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

Exports (As of December 31, 2009)

Exports from Japan by Region

(Units)

	CY2005	CY2006	CY2007	CY2008	CY2009
North America	202,007	286,202	289,072	271,787	206,628
Europe	229,881	269,029	300,196	352,931	190,133
Oceania	72,461	64,652	68,250	78,734	68,978
Other Regions	104,698	100,690	145,458	178,066	94,087
Middle East	38,360	36,997	56,425	73,437	34,692
Asia	24,388	15,342	13,912	38,435	23,584
Africa	8,993	9,716	15,783	13,693	6,361
Central & South Amercia	32,957	38,635	59,338	52,501	29,450
Total	609,047	720,573	802,976	881,518	559,826

Exports by Model

(Units)

Model	CY2005	CY2006	CY2007	CY2008	CY2009
Passenger cars					
Mazda2	9,117	9,030	56,753	139,200	92,418
Mazda5	50,777	92,321	79,845	85,285	44,823
Mazda Tribute/Ford Escape	8,196	501	300	440	1,180
Mazda RX-8	19,408	18,133	10,050	5,317	1,454
Mazda8	22,582	5,895	353	406	179
Mazda MX-5 *2	25,264	43,758	33,870	21,625	17,185
Mazda6	122,652	126,945	105,335	136,304	42,095
Mazda3	338,013	351,110	397,953	384,724	295,594
Mazda CX-7	—	57,095	69,052	60,168	34,597
Mazda CX-9	—	4,608	41,201	45,422	28,761
Others	7920	6720	4180	0	0
Sub-total	603,929	716,116	798,892	878,891	558,286
Commercial vehicles					
Mazda E-Series	4,898	4,197	3,884	2,606	1,520
Mazda T-Series/Mazda E-Series	220	260	200	21	20
Sub-total	5,118	4,457	4,084	2,627	1,540
Total	609,047	720,573	802,976	881,518	559,826

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

*2 Also known as "Miata" in North America.

Activities by Region

North America

- In 1971, Mazda established an overseas affiliate company in the United States and began sales of Mazda vehicles. In 1987, Mazda commenced local production in America at the Mazda Motor Manufacturing (USA) Corporation (MMUC). MMUC was renamed AutoAlliance International (AAI) and became a joint venture with Ford in 1992.
- Due to the overall decline in industry sales, 2009 calendar year sales in the U.S. declined but the market share remained the same at 2.0%.
- Mazda sales in Mexico remained strong in 2009, recording its highest-ever share of 2.5% and its second highest sales record of 19,000 units.
- The all-new Mazda2 for the North American market debuted at the December 2009 Los Angeles Auto Show and sales will commence from summer 2010 in U.S. and Canada.

Regional Headquarters

(As of December 31, 2009)

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

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

Production Facilities

(As of December 31, 2009)

Country/ region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
U.S.A.	❷ AutoAlliance International, Inc. (AAI)	Flat Rock, MI	September 1987 *2	2,626	Mazda6	Mazda 50% Ford 50%
	❸ Ford Motor Kansas City Assembly Plant	Kansas City, MO	June 2000	–	Tribute	Ford 100%

*2 Changed name to AAI from Mazda Motor Manufacturing USA Corporation (MMUC) in June 1992.

Distributors

(As of December 31, 2009)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
U.S.A.	Mazda Motor of America, Inc.	Irvine, CA	February 1971	783	Mazda 100%
Canada	Mazda Canada Inc.	Richmond Hill, Ontario	July 1968	117	Mazda 100%
Mexico	Mazda Motor de Mexico, S. de R.L. de C.V.	Centro de la Ciudad Santa Fe, Mexico City	December 2004	24	Mazda 99% Mazda Motor International 1%

AutoAlliance International, Inc. (AAI)

Mazda2 (North American Specification)

Mazda Vehicle Production

(As of December 31, 2009) (Units)

		CY2005	CY2006	CY2007	CY2008	CY2009
U.S.A.	AutoAlliance International, Inc.	74,260	71,493	54,335	74,959	32,065
	Ford Motor Kansas City Assembly Plant	40,677	15,043	23,785	15,907	7,396
Total		114,937	86,536	78,120	90,866	39,461

Mazda Sales

(As of December 31, 2009) (Units)

	CY2005	CY2006	CY2007	CY2008	CY2009
U.S.A.	258,339	268,786	296,109	263,949	207,767
Canada	77,867	81,007	86,659	84,974	73,672
Mexico	769	7,495	16,604	21,997	18,914
Total	336,975	357,288	399,372	370,920	300,353

Number of Distributors and Dealerships

(As of December 31, 2009)

	Distributors	Dealerships
U.S.A.	1	629
Canada	1	168
Mexico	1	29
Total	3	826

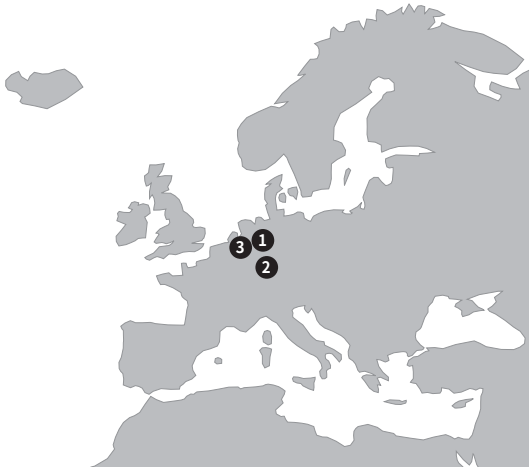
Major Product Line-up by Market

	North America		
	U.S.A.	Canada	Mexico
Mazda3	●	●	●
Mazda5	●	●	●
Mazda6	●	●	●
CX-7	●	●	●
CX-9	●	●	●
MX-5 (Miata)	●	●	●
RX-8	●	●	
Tribute	●	●	
B-series		●	

Activities by Region

Europe

- Sales of Mazda brand vehicles began in Europe in 1967, and Mazda established a local affiliated company in Germany in 1972.
- Mazda began to re-establish its sales network in major European countries at the beginning of the millennium. Mazda is progressively taking direct control of distribution in the major European countries to streamline its sales and marketing activities and enable consistent strategies and policies in Europe.
- The fully redesigned Mazda3 in Europe went on sale in March 2009 and received a maximum five-star Euro NCAP safety rating.
- The all-new Mazda5 premiered at the March 2010 Geneva Motor Show and will go on sale in Europe in fall 2010.



Regional Offices

(As of December 31, 2009)

Country/ region	Company name	Location	Established	Number of employees	Primary business	Investment ratio
Germany	❶ Mazda Motor Europe GmbH (MME)	Leverkusen	March 1998	285	Office Sales	Mazda Motor Logistics Europe N.V. 100%
	❷ (European R&D Centre)	Oberursel	December 1987	86	R&D	
Belgium	❸ Mazda Motor Logistics Europe N.V. (Vehicles and Parts Distribution Center)	Willebroek	August 1998	401	Office Logistics Sales	Mazda 100%

Distributors

(As of December 31, 2009)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
Germany	Mazda Motors (Deutschland) GmbH	Leverkusen	November 1972	155	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
U.K.	Mazda Motors UK Ltd.	Dartford, Kent	May 2001	97	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
France	Mazda Automobiles France S.A.S	Saint Germain en Laye Cedex	February 2001	46	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Switzerland	Mazda (Suisse) S.A.	Petit-Lancy	February 2001	42	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Austria	Mazda Austria GmbH	Klagenfurt	July 1981	104	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Spain	Mazda Automoviles Espana, S.A.	Madrid	February 2000	47	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Portugal	Mazda Motor de Portugal Lda.	Lisbon	February 1995	23	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Italy	Mazda Motor Italia, S.p.A.	Rome	December 1999	56	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Russia	Mazda Motor Russia, OOO	Moscow	December 2005	67	Mazda 100%
Denmark	Mazda Motor Denmark	Ballerup	April 2003	17	Mazda Motor Logistics Europe N.V. Branch
Norway	Mazda Motor Norge	Kolbotn	April 2004	12	Mazda Motor Logistics Europe N.V. Branch

Distributors

(As of December 31, 2009)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
Sweden	Mazda Motor Sweden	Kungsbacka	April 2004	13	Mazda Motor Logistics Europe N.V. Branch
Ireland	Mazda Motor Ireland	Dublin	July 2006	11	Mazda Motor Logistics Europe N.V. Branch
Czech	Mazda Motor Czech	Prague	October 2006	15	Mazda Motor Logistics Europe N.V. Branch
Slovakia	Mazda Motor Slovakia	Vel'ké Leváre	October 2006	7	Mazda Motor Logistics Europe N.V. Branch
Belgium Luxemburg	Mazda Motor Belux	Willebroek	April 2007	27	Mazda Motor Logistics Europe N.V. Branch
Hungary	Mazda Motor Hungary Kft	Budapest	April 2008	14	Mazda Motor Logistics Europe N.V. 100%
Croatia	Mazda Motor Croatia d.o.o.	Zagreb	April 2008	12	Mazda Motor Logistics Europe N.V. 100%
Slovenia	Mazda Motor Slovenija d.o.o.	Ljubljana	April 2008	10	Mazda Motor Logistics Europe N.V. 100%
Poland	Mazda Motor Poland Co., Ltd.	Warsaw	May 2008	17	Mazda Motor Logistics Europe N.V. Branch
Turkey	Mazda Motor Logistics Europe N.V. Merkezi Belcika Turkiye Istanbul Subesi	Istanbul	June 2008	12	Mazda Motor Logistics Europe N.V. Branch
Netherlands	Mazda Motor Nederland	Waddinxveen	October 2008	34	Mazda Motor Logistics Europe N.V. Branch

Mazda Vehicle Production

(As of December 31, 2009) (Units)

		CY2005	CY2006	CY2007	CY2008	CY2009
Spain	Ford Motor Valencia Body & Assembly	35,928	29,245	14,235	–	–

*Production in Spain ended in June 2007.

Mazda Sales

(As of December 31, 2009) (Units)

	CY2005	CY2006	CY2007	CY2008	CY2009
Europe	271,558	306,698	311,247	339,969	256,426

Number of Markets, Distributors and Dealerships

(As of December 31, 2009) (Units)

	Markets	Distributors	Dealerships
Europe	41	31	2,272

Major Product Line-up by Market

	Europe														
	Germany	U.K.	Russia	Austria	Italy	France	Spain	Switzerland	Denmark	Greece	Belgium	Netherlands	Portugal	Finland	Sweden
Mazda2	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Mazda3	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Mazda5	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Mazda6	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
CX-7	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
MX-5	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
RX-8	●	●		●				●		●					
BT-50	●		●	●	●	●	●	●	●	●	●		●	●	●

Activities by Region

China

- Mazda officially entered the Chinese market in 2001, and the basic foundation for production, sales, and products was mostly completed in 2007.
- Mazda Motor (China) Co., Ltd. oversees Mazda's two sales channels in China, FAW Mazda and Changan Mazda, and implements a unified brand strategy.
- Mazda's calendar year 2009 production in China reached 174,000 units (65% increase versus the previous year) and sales reached 180,000 units, the best ever sales and an increase of 40.5% versus the previous year.
- Mazda8 (Mazda MPV in Japan) is scheduled to begin sales in China in the second half of 2010.

Regional Offices

(As of December 31, 2009)

Country/ region	Company name	Location	Established	Number of employees	Primary business	Investment ratio
China	❶ Mazda Motor Corporation Beijing Representative Office*1	Chaoyang District, Beijing	March 1985	1	Office	—
	❷ Mazda Motor (China) Co., Ltd. (MCO)	Pudong New District, Shanghai	January 2005	39	Overall management of business in China	Mazda 100%
	❶ Mazda Motor (China) Co., Ltd. Beijing Branch (MCO-Beijing)	Chaoyang District, Beijing	November 2007	19	Branch Office of MCO	—
	❷ Mazda Motor (China) Co., Ltd. China Engineering Support Center (MCO-CESC)	Jiading District, Shanghai	August 2005	44	Branch Office of MCO/ Workshops, market research and technology studies for the Chinese market, as well as technical support in the region	—

*1 Scheduled to close in August 2010. Business to merge into MCO.

Production Facilities

(As of December 31, 2009)

Country/ region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
China	❸ FAW Car Co., Ltd. (FCC)	Changchun, Jilin Province	March 2003	—	Mazda6	Local 100%
	❹ Changan Ford Mazda Automobile Co., Ltd. (CFMA)	Chongqing	February 2006	5,844	Mazda3*2	Changan Automobile 50% Ford 35% Mazda 15%
	❺ Changan Ford Mazda Automobile Co., Ltd. Nanjing Company (CFMA-Nanjing)	Nanjing	October 2007	2,170	Mazda2	
	❺ Changan Ford Mazda Engine Co., Ltd. (CFME)	Nanjing	April 2007	1,515	Engines for vehicles	Changan Automobile 50% Ford 25% Mazda 25%

*2 Began production at CFMA from May 2010.

Second generation Mazda6 for the China market (Mazda6 Ruiyi)

Mazda2 sedan for the China market (Mazda2 Jinxiang)

Distributors

(As of December 31, 2009)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
China	FAW Mazda Motor Sales Co., Ltd. (FMSC)	Changchun, Jilin Province	March 2005	291	FAW Car 56% Mazda 40% FAW Group 4%
	Changan Ford Mazda Automobile Co., Ltd. Sales Branch Office, Changan Mazda Division (CAM)	Chaoyang District, Beijing	April 2007	148	Sales department of CFMA

Mazda Vehicle Production

(As of December 31, 2009) (Units)

		CY2005	CY2006	CY2007	CY2008	CY2009
China	FAW Car Co., Ltd.	55,758	46,640	57,661	65,670	101,844
	Changan Ford Mazda Automobile Co., Ltd.	–	3,490	40,087	39,695	71,944
	FAW Haima Automobile Co., Ltd.*3	75,066	74,601	12,141	–	–
Total		130,824	124,731	109,889	105,365	173,788

*3 Ended contract in December 2007.

Mazda Sales

(As of December 31, 2009) (Units)

	CY2005	CY2006	CY2007	CY2008	CY2009
China	133,778	126,063	101,900	127,846	179,679

Number of Distributors and Dealerships

(As of December 31, 2009)

	Distributors	Dealerships
China	2	254

Major Product Line-up

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

Activities by Region

Asia, Oceania

- Mazda began pickup truck production at AutoAlliance Thailand (AAT), a joint venture with Ford, in 1998.
- On October 2007, Mazda announced it would build a new passenger car plant at AAT. In July 2009, the new passenger car plant's opening ceremony was held. In September the same year, Mazda2 production started at AAT.
- In 2009, Mazda Australia achieved its second highest sales volume of 78,000 units and its best ever share of 8.3%.

Regional Headquarters

(As of December 31, 2009)

Country/ region	Company name	Location	Established	Number of employees	Primary business	Investment ratio
Thailand	❶ Mazda South East Asia, Ltd. (MSEA)	Bangkok	August 2005	5	Overall management of business in the ASEAN region	Mazda 100%

Production Facilities

(As of December 31, 2009)

Country/ region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
Taiwan	❷ Ford Lio Ho Motor Co., Ltd. (FLH)	Chung Li	March 1987	1,300	Mazda3, Mazda5, Tribute	Ford 70% Local 30%
Thailand	❸ AutoAlliance (Thailand) Co., Ltd. (AAT)	Rayong	May 1998 *1	4,300	Mazda2, BT-50	Mazda 47% Ford 50% Mazda Sales (Thailand) 3%
Philippines	❹ Ford Motor Company Philippines, Inc.	Santa Rosa, Laguna	February 2004	–	Mazda3	Ford 100%

*1 Passenger car production started in September 2009.

Distributors

(As of December 31, 2009)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
Thailand	Mazda Sales (Thailand) Co., Ltd.	Bangkok	June 1990	66	Mazda 96.1% KKS 3.9%
Indonesia	PT. Mazda Motor Indonesia	Jakarta	February 2006	22	Mazda 99.96% MSEA 0.04%
Australia	Mazda Australia Pty Ltd.	Mount Waverley, Victoria	April 1967	148	Mazda 100%
New Zealand	Mazda Motors of New Zealand Ltd.	Mt Wellington, Auckland	June 1972	25	Mazda 100%

AutoAlliance (Thailand) Co., Ltd.

Mazda2 Sedan (produced in AAT)

Mazda Vehicle Production

(As of December 31, 2009) (Units)

		CY2005	CY2006	CY2007	CY2008	CY2009
Taiwan	Ford Lio Ho Motor	23,418	17,735	14,097	6,062	9,491
Thailand	AutoAlliance Thailand	35,003	43,566	51,876	48,238	29,408
Philippines	Ford Motor Company Philippines	–	–	285	200	180
Malaysia	Associated Motors Industries *2	1,458	540	190	148	–
India	Swaraj Mazda *3	12,607	10,379	2,939	–	–

*2 Ended production at Associated Motors Industries in March 2008.
*3 Equity in Swaraj Mazda in India was dissolved in August 2005.

Mazda Sales

(As of December 31, 2009) (Units)

	CY2005	CY2006	CY2007	CY2008	CY2009
Asia (excluding China) *4	61,089	50,099	43,740	31,942	33,696
Oceania	74,024	71,272	85,883	88,512	84,614

*4 This figure excludes India and includes Taiwan.

Number of Markets, Distributors and Dealerships

(As of December 31, 2009)

	Markets	Distributors	Dealerships
Asia (excluding China) *4	11	10	229
Oceania	8	8	211

*4 This figure excludes India and includes Taiwan.

Major Product Line-up by Market

	Asia							Oceania	
	Taiwan	Thailand	Singapore	Philippines	Indonesia	Hong Kong	Malaysia	Australia	New Zealand
Mazda2	●	●	●	●	●	●	●	●	●
Mazda3	●	●	●	●		●	●	●	●
Mazda5	●		●		●	●	●		
Mazda6	●		●	●	●	●	●	●	●
CX-7	●		●	●	●	●	●	●	●
CX-9	●	●		●	●		●	●	
Mazda8			●			●	●		
MX-5		●	●	●		●	●	●	●
RX-8			●		●	●	●	●	●
Tribute			●						
BT-50		●		●	●		●	●	●
E-series									●

Activities by Region

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

Regional Office

(As of December 31, 2009)

Country/ region	Company name	Location	Established	Number of employees	Primary products
UAE	❶ Mazda Representative Office (Middle East)	Dubai	March 1982	5	Support sales and services for dealers

Production Facilities

(As of December 31, 2009)

Country/ region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
Colombia	❷ Compania Colombiana Automotriz S.A. (CCA) *1	Bogota	April 1983	636	Mazda3, Mazda2, BT-50	Mazda 95% Mazda Motor International 5%
Ecuador	❸ Manufacturas, Armadurias y Repuestos Equatorianos S.A. (MARESA)	Quito	November 1986	–	BT-50	Local 100%
Zimbabwe	❹ Willowvale Mazda Motor Industries (PVT) Ltd.	Harare	July 1980	206	Mazda3, BT-50	MOTEC 58% Mazda 25% Workers Trust 9% ITOCHU Corporation 8%
South Africa	❺ Ford Motor Company of Southern Africa (Pty) Ltd	Pretoria	June 1963	–	BT-50	Ford 100%

*1 Compania Colombiana Automotriz S.A. (CCA) is responsible for both production and distribution. Mazda vehicle assembly and distribution started in 1983.

Distributors

(As of December 31, 2009)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
Colombia	Compania Colombiana Automotriz S.A. (CCA) *1	Bogota	October 1973	636	Mazda 95% Mazda Motor International 5%

*1 Compania Colombiana Automotriz S.A. (CCA) is responsible for both production and distribution. Mazda vehicle assembly and distribution started in 1983.

Mazda Vehicle Production

(As of December 31, 2009) (Units)

		CY2005	CY2006	CY2007	CY2008	CY2009
Colombia	Compania Colombiana Automotriz S.A.*1	2,839	3,664	5,620	4,159	3,520
Ecuador	MARESA	4,314	5,349	6,236	8,941	6,861
Zimbabwe	Willowvale Mazda Motor Industries	1,213	926	1,611	1,463	911
South Africa	Ford Motor Company of Southern Africa	4,951	6,115	5,983	5,260	3,725
Iran	Bahman Motor *2	10,585	12,135	2,886	–	–

*1 Compania Colombiana Automotriz S.A. (CCA) is responsible for both production and distribution. Mazda vehicle assembly and distribution started in 1983.
*2 KD production in Bahman Motor in Iran ended in 2007.

Mazda Sales

(As of December 31, 2009) (Units)

	CY2005	CY2006	CY2007	CY2008	CY2009
Central and South America*3	40,634	46,336	61,564	53,530	33,308
Middle East	39,686	40,223	55,399	68,120	51,691
Africa	15,875	18,970	21,905	25,832	16,838

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

Number of Markets, Distributors and Dealerships

(As of December 31, 2009)

	Markets	Distributors	Dealerships
Central and South America*3	35	37	151
Middle East	12	12	241
Africa	25	25	245

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

Major Product Line-up by Market

	Central and South America				Middle East					Africa	
	Colombia	Ecuador	Chile	Puerto Rico	Israel	Saudi Arabia	UAE	Oman	Kuwait	South Africa	Zimbabwe
Mazda2	●		●		●					●	
Mazda3	●	●	●	●	●	●	●	●	●	●	●
Mazda5	●	●	●	●	●					●	
Mazda6	●	●	●	●	●	●	●	●	●	●	
CX-7	●	●	●	●		●	●		●	●	
CX-9	●	●	●	●		●	●	●	●		●
MX-5			●	●	●	●	●	●	●	●	
RX-8			●	●							
Tribute				●							
BT-50	●	●	●		●	●	●	●	●	●	●
B-series				●							
E-series						●	●	●	●		

Business Plan/Long-term Vision for Technology Development

Business Plan

In March 2007, Mazda announced the Mazda Advancement Plan (MAP), a mid-term business plan based on its long-term plan looking ten years into the future. However, in response to rapid deterioration in the business operating environment and changes in the competitive landscape, Mazda began to study new measures to be undertaken in the medium- to long-term, based on the long-term strategy.

Framework for Medium -and Long-Term Initiatives

Mazda's new "Framework for Medium and Long-Term Initiatives" carry over and evolve the major efforts of the MAP. The new framework is supported by five pillars: Brand Value; Monotsukuri Innovation; Environmental and Safety Technologies; Emerging Markets; and Ford Synergies.

Through these initiatives, and with the full contribution of our next-generation products, Mazda will strive to achieve the following mid-term goals by the FY ending March 2016: a global sales volume of 1.7 million units; an operating profit of 170 billion yen, and a return on sales (ROS) of 5 percent or better.

Five Pillars

1. Brand Value
2. Monotsukuri Innovation
3. Environmental and Safety Technologies
4. Emerging Markets
5. Ford Synergies

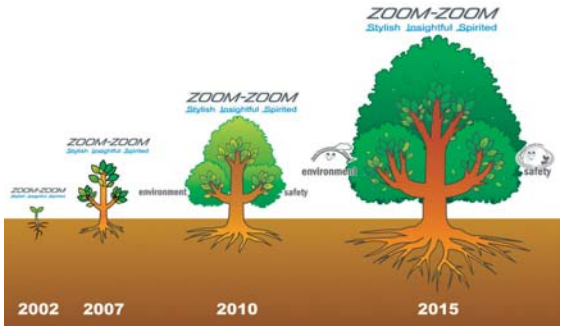
Medium- and Long-term Outlook
(for FY ending March 2016)

- Global sales volume ·····1.7 million units
- Operating profit ·····170 billion yen
- ROS ·····5% or better

Long-term Vision for Technology Development

Sustainable Zoom-Zoom

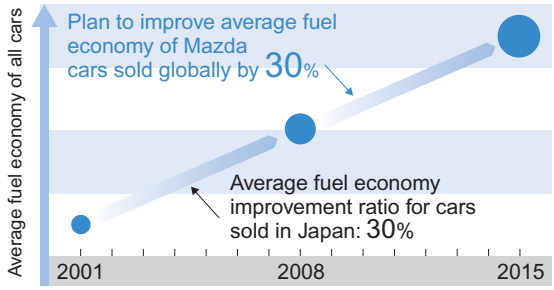
Mazda announced its "Sustainable Zoom-Zoom" long-term vision for technology development in March 2007. The vision incorporates Mazda's desire to build automobiles that create a sense of excitement so that they "look inviting to drive, are fun to drive, and make you want to drive them again." Accordingly, we are also striving toward the realization of a sustainable future that brings continued happiness and excitement to people in a global society.



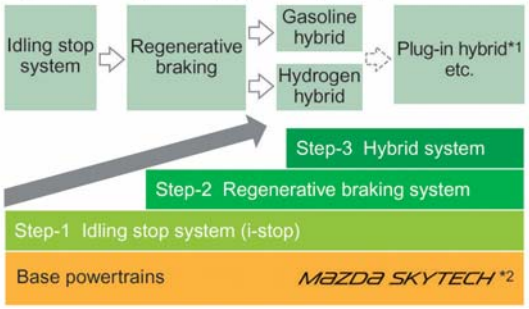
The Building Block Strategy
Step-by-step introduction of electric devices

In order to achieve outstanding eco-friendly performance, Mazda is optimizing its base vehicle technologies-engines, transmissions, weight reduction and aerodynamics. Even in 2010, it is expected that the vast majority of vehicles in global markets will still be powered by internal combustion. Mazda will be able to use its advanced base technologies in all of its products, and thereby achieve a significant improvement in the environmental performance of its entire fleet. After this, we will progressively introduce electric devices. i-stop, our unique engine start/stop system, will be followed by regenerative braking and then hybrid technology. In this way, Mazda will further advance the fun-to-drive character as well as the environmental and safety performance of its products. Going forward, Mazda will continue to accelerate this plan, which is called the Building Block Strategy.

Raising average fuel economy



Further improve eco-friendly performance by evolving our base engine technologies and progressively adding electric devices.



*1 Hybrid vehicles with batteries that can be recharged from residential electricity supplies.
*2 Next-generation powertrain concepts scheduled for release from 2011 onward.

Environmental Initiatives

Mazda SKY concept*1 - Providing driving pleasure and environmental and safety features for all customers -

Mazda SKY-G*1

The Next-Generation Direct-Injection Gasoline Engine

Introduction: 2011 for Japan and U.S., 2012 for Europe and China

- Fun-to-drive and clean
- Efficiency improvements come from a higher expansion ratio, optimized combustion, intake volume control and reduced friction
  - 15 percent improvement in fuel economy (compared to the current 2.0-liter gasoline engine)
  - As efficient as the current 2.2-liter diesel
  - 15 percent more torque (compared to the current 2.0-liter gasoline engine)
- Single-nanotechnology catalyst reduces use of precious metals by over 70 percent

Mazda SKY-D*1

The Next-Generation Clean Diesel Engine

Introduction: 2012 for Japan, U.S. and Europe

- Innovative combustion improvement and reduced mechanical resistance for higher efficiency
- Efficiency improvements mainly come from innovative combustion technology and low mechanical resistance
  - 20 percent improvement in fuel economy (compared to the current 2.2-liter diesel)
  - Boost in both low- and mid-range torque
- Outstanding environmental performance
  - Highly efficient active ceramic diesel particulate filter (DPF)

Mazda SKY-Drive*1

The Next-Generation 6-Speed Automatic Transmission

Introduction: 2011 for Japan and U.S., 2012 for Europe and China

- Quicker, lighter, more fun to drive
  - Five percent improvement in fuel economy (compared to the current 6-speed automatic transmission)
  - Sporty and smooth driving feel due to extended lock-up range **(more direct feel than a dual-clutch transmission)**
- Further performance improvements when used in combination with SKY-G and SKY-D

*1 These are concept names given to engines and transmissions scheduled for introduction from 2011 onward.

Major Initiatives in Mazda's Technology Development

Powertrains

	Technical initiatives	Targets
Gasoline engines	**Flex-fuel engines** •Introduced new gasoline engines compatible with E85*2 in North America during FY ended Mar 2010.	•E85 compatible
	Idling stop system •Introduced Mazda's unique idling stop system 'i-stop' to the Mazda3, Biante and all-new Mazda5.	•Improve fuel economy 7%-10% (in Japan)
Rotary engines	**Next generation rotary engine** •Introduce a new gasoline rotary engine with significantly improved power and fuel economy in early 2010s.	•Dramatic improvements in power and fuel efficiency
	Hydrogen rotary engine Mazda RX-8 Hydrogen RE •Participating in Norway's HyNor project. Began leasing in Norway in fall 2009. Mazda Premacy Hydrogen RE Hybrid •Began leasing in March 2009. Extended power and range of the Mazda RX-8 Hydrogen RE by adding a newly developed hybrid system. Plan to introduce new hydrogen RE vehicle with power equivalent to a 3.0L gasoline piston engine and hydrogen driving range increased to 400 km.	•Increase power by 40% (Premacy) •Driving distance of 200 km (Premacy) •Power equivalent to 3.0 liter gasoline piston engine (new Hydrogen RE) •Driving distance of 400 km (new Hydrogen RE)
Hybrid vehicles	**Gasoline hybrid car** •Introduced the Tribute Hybrid in North America in 2007. •Accelerate development of electric devices following 'i-stop'. Progressively introduce new technologies such as regenerative braking and hybrid systems and launch in Japan by 2013.	•Improve fuel economy by 100% (compared to current gasoline engine)

Design & Platforms

	Technical initiatives	Targets
Design and platforms	**Next generation platforms** •From 2011 onward, roll out vehicles with new platforms in stages with aim of reducing weight by 100 kg or more.	•Reduce weight by 100 kg or more

Vehicle Technologies

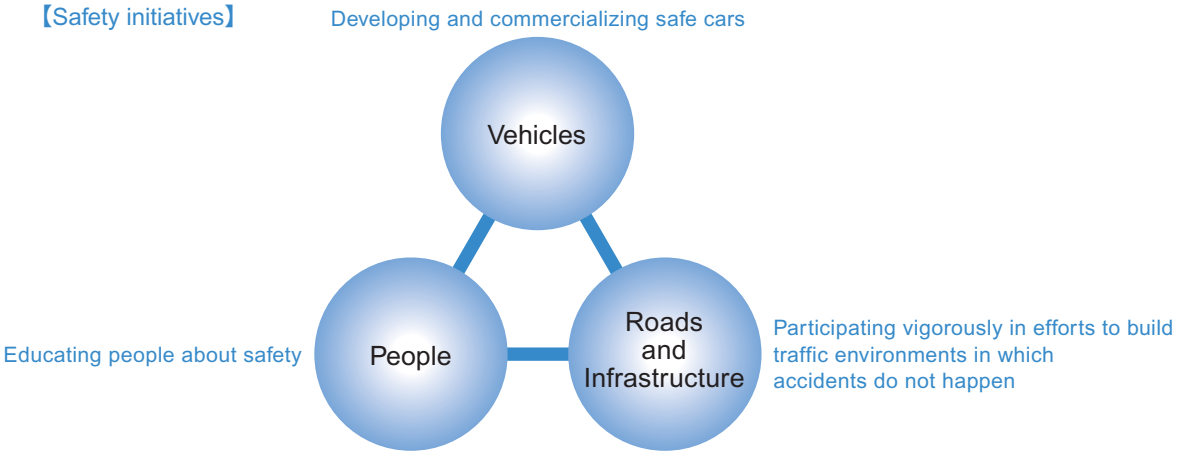
	Technical initiatives	Targets
Material and manufacturing technologies	**Mazda Biotechmaterials Technology (bioplastic, biofabric)** •Developed carbon-neutral bioplastics and biofabrics derived from plants in cooperation with industry, government and academia and used them in the Mazda Premacy Hydrogen RE Hybrid, which commenced leasing in March 2009. •Develop bioplastic technology from non-food based cellulosic biomass sources and have it ready for use by 2013.	
	Aqua-tech Paint (water-based paint system) •Further enhanced the Three Layer Wet Paint System to further reduce VOC emissions by 57% through innovative water-based paint technologies, and introduced the system in 2009 as another step toward realizing the world's cleanest paint shops.	•Reduce VOC emissions by 57%
	Bumper Recycling Technology •Since 2005, recycled damaged bumpers collected by dealers, etc., into material for new car bumpers. Progressively expand method to more products. •In March 2009, developed automated technology covering all stages of recycling old bumpers, from pulverizing through manufacture of recycled materials.	

*2 E85: fuel consisting of 85% bioethanol.

Safety Initiatives

Basic approach to safety

For Mazda, improving safety performance is a cornerstone of automotive manufacturing, and we are working to develop and improve our technologies and equipment. Based on the Mazda Safety Policy, Mazda strives to realize 'an accident-free safe automotive society' from three different veiwpoints: 'vehicles', 'people' and 'roads and infrastructure'



Goal

Realize an accident-free, safe automotive society

Mazda Safety Policy

Based on an awareness that striving for safe cars is one of the foundations of a worry-free life, Mazda is committed to:

1. Researching the ways in which customers use our cars and the traffic environment in which they are used
2. Deepening research into safety technology and reflecting the results of this research in our products in a way that offers our customers the best available and most appropriate technology
3. Contributing to the creation of safe societies through safety-related communications (products, technologies and safety education)

Main safety initiatives

Passive safety technology: to mitigate injuries in the event of accidents

Mazda continues to steadily advance our passenger protection technologies by conducting collision testing for a wide variety of driving situations. Our testing often goes beyond what is stipulated by the regulations in each market. In November 2009, the European Mazda3 (known as Mazda Axela in Japan) received the maximum five-star rating for safety from the European New Car Assessment Programme* (NCAP). The Mazda6 (known as Mazda Atenza in Japan) achieved the same feat in the year before. Mazda vehicles offer world class safety levels.

* An independent European car safety assessment programme founded in 1997 and backed by motoring and consumer organizations in every EU country.

Active safety technology: to help drivers anticipate and avoid accidents

Mazda proactively undertakes research and development of active safety technologies that help drivers anticipate and avoid accidents. Going forward, Mazda will continue our technology development and product improvement efforts through wide ranging initiatives.

Introduction of a Brake Override System (BOS)

The BOS is intended to help prevent accidents and minimize injury. In the event that the brake and accelerator pedals are both depressed at the same time, the system will prioritize braking to ensure the vehicle can be brought to a stop.

The Brake Override System (BOS) has been introduced with the all-new Premacy (Mazda5 overseas) that launched in 2010, and will be featured in successive models that are launched in global markets.

As well as the research and development of advanced technology, Mazda is also dedicated to introducing safety features that meet customer demand.

Initiatives toward realizing a safe automotive society with Intelligent Transport Systems (ITS)

Intelligent Transport Systems (ITS) have attracted attention as a method of preventing traffic accidents and road congestion by connecting vehicles, people and the traffic environment through data communications technology.

In 2009, the scope of the system was expanded to include environmental preservation as well as safety, and new projects to establish improved transport systems were initiated through joint efforts between the public and private sectors.

Mazda, in cooperation with related organizations, is proactively engaged in regional and national projects to develop and consolidate ITS systems with the aim of creating a safe automotive society for everyone. As an automaker, Mazda is developing ITS devices that are fitted in vehicles, and is involved with the collection and analysis of data from these devices.

Social Contributions/Workforce

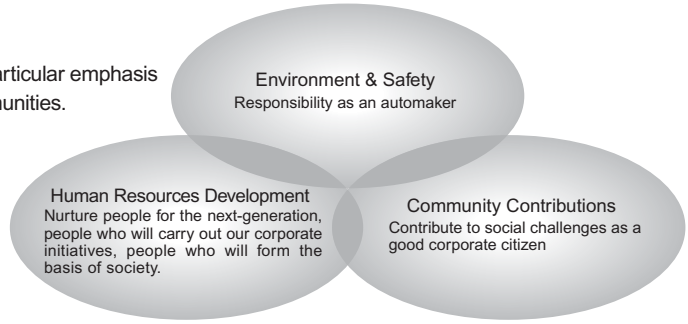
Mazda's Social Contribution Activities

Basic Approach

As a global company and a responsible corporate citizen, Mazda places a particular emphasis on the development of proactive and ongoing activities tailored to local communities.

Three Pillars

Mazda, as a good corporate citizen, promotes activities that are strongly rooted in regional communities. Its social contribution activities are underpinned by the three pillars of environment & safety, human resources development and community contributions.



Three pillars of social contribution activities

Topics

Mazda Volunteer Center (Established in 1996)

The Mazda Volunteer Center was established to support the volunteer activities of Mazda and its group employees. It supports a wide range of volunteer activities such as environmental conservation and social welfare events.

Mazda Specialist Bank (Established in 1994)

Mazda group employees that have expertise or skills in a particular area, or relevant hobbies can register with the Mazda Specialist Bank. They are dispatched to the community upon request.

Thailand: Back to Employees School

With the cooperation of Mazda and the Mazda Union, AutoAlliance (Thailand) Co., Ltd. (AAT) donates stationary and sports equipment to schools that AAT employees graduated from. The project started in 2004.

China: Mazda Traffic Safety Relief Fund

Mazda Motor (China) Co., Ltd. (MCO) is involved in various traffic safety activities including: the long-term support of families with traffic accident victims; the sponsorship of a youth speech contest to raise traffic safety awareness in Shanghai, and traffic safety volunteer activities.

"Back to employees school": Visiting schools that AAT employees graduated from

Mazda Foundation

Foundation Name	Established	Content	Financial Report	URL
Mazda Foundation (Japan)	October 1984	Offers assistance to projects that promote science and technology, and foster the development of well-rounded individuals.	1,477 research/project grants, 1.28 billion yen	http://mzaidan.mazda.co.jp/ (Japanese only)
Mazda Foundation (Australia)	August 1990	Provides assistance to youth education, environmental conservation and technology promotion, and contributes to welfare.	A$5.97 million (Cumulative)	http://www.mazdafoundation.org.au/
Mazda Foundation (USA)	September 1990	Helps enhance youth literacy, expand diversity in education, preserve and enrich the environment at state/national parks and supports medical research.	US$6.6 million (Cumulative)	http://www.mazdafoundation.org/
Fundacion Mazda (Colombia)	December 1990	Sponsors classical concerts and provides grants for students in physics, mathematics, art and music.	Col$7,560 million (Cumulative)	http://www.mazda.com.co/Principal/fundacion
Mazda Foundation (New Zealand)	November 2005	Helps to improve New Zealand's environment, culture and education by providing computers to tutor hospitalized children, conducting national environmental conservation projects, sponsoring cultural events and providing equipment for schools.	NZ$1.08 million (Cumulative)	http://www.mazdafoundation.org.nz/

Workforce (As of March 31, 2010)

As well as excellent products and services, Mazda strives to be a company with an energized workforce. To achieve this, Mazda aims to nurture a working environment in which everyone can fulfill their maximum potential.

Program	Contents	Started
Mazda Way	The Mazda Way consists of seven basic principles and values that have been handed down within the company over time and should be followed when engaging in work.	April 2008
Tobiuo Human Resources System	The Tobiuo (flying fish) Human Resources system has two main objectives: provide the appropriate jobs and environments in which each employee can demonstrate their best performance, and support their development and performance in connection with the realization of our corporate vision.	April 2003
■Choice and self-realization		
Career Meetings	Career Meetings between supervisors and their staff are held four times a year for all employees, providing an opportunity for formal communication.	April 2003
Career challenge system (In-house recruitment and free agents)	Career development assistance for employees. In-house recruitment: the company publishes notices of professional experience and skills required for positions, for which interested employees may apply. Free agent system: an employee publishes a notice describing their abilities and career within the company, and may try a job in a different area or department.	January 2004
■Promote work-life balance		
Super-flextime	Introduced to maximize results by supporting a balance between each employee's private life and working life. It is a flextime system with no set core working hours.	October 2000
Mazda flex benefit	A selective benefit system. Individual employees can seek the type of assistance that most suits them by choosing from a number of preset benefit options.	October 2001
On-site daycare center "Mazda Waku-Waku Kids En"	An in-house daycare center has been established to assist employees who have children, so that they can work worry-free. Features include extended operating hours, temporary childcare, hand-made lunches, and a medical room for sick children.	April 2002
■Best match of people, work and rewards		
Compensation and grading system	Personnel are grades according to ability level (production and medical staff) or work level (administrative and technical staff), and base salaries and bonuses directly reflect their performance.	April 2003
Human Resources Development Committee	Each work area or division convenes a monthly Human Resources Development Committee with management-level employees as members.	December 2000
■Diversity		
Physical Challenge Support Desk	As part of Tomoiku (mutual learning) human resource development, whereby people learn by recognizing and understanding others, Mazda is pressing ahead with developing a counseling service and improving the workplace environment to enable people with disabilities to succeed.	August 2008
Female Employee Counseling Office/ Human rights counseling and investigation desk	Provides a counseling services for female employees and for human rights concerns. It also investigates and seeks to resolve human rights issues.	October 2000
Family of Experts System	This system enables employees with specialist skills and experience to be re-employed after they reach retirement age, in order to pass on their expertise and know-how or participate in specialist projects.	April 2006

Partnership with Ford

Joint Business

Mazda has enjoyed a long and mutually beneficial business partnership with the Ford Motor Company since the companies formed a capital tie-up in November 1979.

Mazda and Ford constantly seek mutual synergies in all business aspects, including production, research & development, sales and logistics.

■AutoAlliance International, Inc. (AAI)

Established: Jun. 1992 (MMUC)
Shareholders: Mazda 50%, Ford 50%
Activities: Manufacturing and sales of automobiles
Model produced: Mazda6

■Changan Ford Mazda Automobile Co., Ltd.

Mazda vehicle production start: Mar. 2006
Shareholders: Mazda 15%, Ford 35%, Changan Auto Group 50%
Activities: Manufacturing and sales of automobiles
Models produced: Mazda2, Mazda3

■Changan Ford Mazda Engine Co., Ltd.

Established: Sep. 2005
Shareholders: Mazda 25%, Ford 25%, Changan Auto Group 50%
Activities: Manufacturing and sales of automobile engines

■AutoAlliance (Thailand) Co., Ltd. (AAT)

Shareholders: Mazda 47%, Mazda Sales Thailand Co. 3%, Ford 50%
Activities: Manufacturing and sales of automobiles and engines
Pick-up truck plant
Established: Nov. 1995 Model produced: BT-50
Passenger car plant
Established: Jul. 2009 Model produced: Mazda2

Major Events in Mazda's Partnership With Ford

1979	Nov.	Ford and Mazda enter into a capital tie-up; Ford acquires a 25% equity stake in Mazda.
1982	Oct.	Mazda markets Ford-brand vehicles in Japan through the Autorama sales channel.
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 sale in North America.
	Dec.	Mazda and Ford enter into a long-term strategic relationship to enhance competitive power.
1995	Nov.	Mazda and Ford jointly establish AutoAlliance (Thailand) Co., Ltd. (AAT) to manufacture pickup trucks in Thailand beginning in mid-1998.
1996	Mar.	Ford-supplied Mazda 121 is launched in major European markets.
	May	Mazda and Ford enter into a closer tie-up by 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 progressively commonize platforms and powertrains.
	Nov.	James E. Miller is appointed president of Mazda Motor Corporation.
1998	May	AAT begins manufacturing small pickup trucks for Mazda and Ford.
1999	Mar.	Mazda sells its stock of Ford Sales Japan to Ford of Japan.
	Nov.	Mazda and Ford decide to jointly develop and produce a new global inline engine family beginning in the 2001 model year.
	Dec.	Mark Fields is appointed president of Mazda Motor Corporation.
2000	Nov.	Mazda launches the Tribute SUV, jointly developed with Ford, in Japan.
2002	Jan.	Mazda commences production of the MZR engine in Japan, with Mazda as the development "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.
2004	Jun.	Ford Chairman & CEO visits Mazda to celebrate 25th anniversary of the partnership.
2005	Sep.	Changan Ford Mazda Engine Co., Ltd. established in Nanjing.
2006	Feb.	Mazda3 production starts at Changan Ford Chongqing Plant.
	Mar.	Mazda invests in Changan Ford, the name is changed to Changan Ford Mazda Automobile Co., Ltd.
2007	Apr.	Changan Ford Mazda Engine Co. Ltd. starts engine production.
	Oct.	Mazda and Ford announce the construction of a new plant at AAT to produce new B-segment models.
		Mazda2 production starts at Changan Ford Nanjing Plant.
2008	Nov.	Ford's ownership stake in Mazda changes from 33.4% to 13.8%.
2009	Jul.	Mazda and Ford complete the new passenger car plant in AAT.
	Nov.	Mazda conducted capital increase by public offering, changing Ford's ownership stake in Mazda from 13.8% to 11.0%.

Product Names

Passenger Cars

Japan market model name	Meaning	Launch year	Origin	Major overseas market name
Demio	Mine (adapted from Spanish)	1996	Coined from the Spanish phrase "de mio", meaning "mine", the name expresses Mazda's wish for owners to enjoy themselves in the Demio with their own style.	Mazda2 *1
Verisa	True fulfillment (Mazda-coined word)	2004	Combining the Italian word "verita," meaning "truth," with the English word "satisfaction," it depicts an ideal relationship between style and practicality.	—
Axela	Youthful exhilaration and driving pleasure with infinite possibilities (Mazda-coined word)	2003	This name is taken from the English words "accelerate," "accelerator" and "excellent" with "x" representing infinite possibilities.	Mazda3
Atenza	Attention (Mazda-coined word)	2002	This name expresses Mazda's desire for this model to gain strong public attention as it is the first model of Mazda's new generation products under the Zoom-Zoom concept.	Mazda6 *2
RX-8	—	2003	"RX" represents the rotary sports type vehicle line-up.	Mazda RX-8
Roadster	Two-seat open-top vehicle	1989	"Roadster" is a term used for the particular body style and has a similar meaning to "cabriolet," and "convertible."	Mazda MX-5 *3
Premacy	Supreme (Mazda-coined word)	1999	The name is coined from the English word, "supreme." Achieving high-level quality and functionality at the same time, Mazda is confident that the vehicle will earn the trust of consumers and establish a unique presence. The name expresses this confidence.	Mazda5
Biante	Surrounding, environment (Mazda-coined word)	2008	Coined from the English word, "ambient," the name expresses Mazda's wish that the vehicle will become an important part of their customers' lives and provide an enjoyable and comfortable in-car experience for all the occupants.	—
MPV	Multi purpose vehicle	1988	The vehicle was named after the acronym of the phrase "multi purpose vehicle", when it was launched in the U.S. market.	Mazda8
Tribute	Tribute (English)	2000	Combining Mazda's creativity and technological expertise, the Tribute is intended to complement active lifestyles.	Mazda Tribute
CX-7	—	2006	"CX" refers to Mazda's crossover lineup.	Mazda CX-7
CX-9	—	2007	"CX" refers to Mazda's crossover lineup.	Mazda CX-9
Carol	Birdsong, joyous song (English)	1962	"Carol" was used for Mazda's micro-mini models until 1970. The name was reinstated after market research showed young females found the name cute, fun and catchy.	—
AZ-Wagon	—	1994	"AZ" is an acronym of Autozam.	—
AZ-Offroad	—	1998	"AZ" is an acronym of Autozam.	—

*1 Also called "Mazda2 Jinxiang" in China.
*2 Second generation Mazda6 also called "Mazda6 Ruiyi" in China.
*3 Also called "Miata" in North America.

Passenger Vehicles

Japan market model name	Meaning	Launch year	Origin	Major overseas market name
Bongo	Bongo, forest antelope (English)	1966	The name compares Mazda's cab-over one-box van to a majestic and powerful bongo.	Mazda E-Series
Bongo Brawny	Dynamic, energetic (English)	1983	Mazda intended to give a more muscular image to this larger derivation of the Bongo.	Mazda E-Series
Titan/Titan Dash	Titan (English)	1971	Intended to express the strength of Mazda's commercial truck, the name comes from a family of giants in Greek mythology.	Mazda T-Series E-Series
BT-50	—	2006	"BT" is derived from the previous model, "B-series truck." The number "50" means this model is half the size of a one-ton truck.	Mazda BT-50
Familia van	Family (Spanish)	1964	Mazda intended the Familia to become the top family car model during Japan's period of motorization.	—
Scrum	Interlocking shoulders (English)	1989	Inspired by a rugby term, "Scrum" represents Mazda's wish for cooperation and teamwork between Mazda, its customers and the Mazda group companies.	—

History

1920 –

Corporate

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

Product

1931	October	Starts sales of Mazda's first automobile, the 3-wheeled truck, Mazda-go.
1950	June	Introduces first small 4-wheeled truck, Mazda CA.
1958	April	Introduces small 4-wheeled truck "Romper" (later known as D-series (Mazda Kraft), E-series (Titan)).
1960	May	Introduces Mazda R360 Coupe, first 2-door passenger car for the company.
1961	February	Introduces 4-wheeled light truck B360 (later known as Porter).
	August	Introduces Mazda B-series 1500 compact pickup (later renamed Proceed).
1962	February	Introduces Mazda Carol 600, first 4-door passenger car for the company.
1963	October	Introduces Familia 800 Van.
1964	October	Introduces Familia Sedan.
1965	May	Introduces Light bus (later known as Parkway).
1966	May	Introduces Mazda Bongo.
	August	Introduces Mazda Luce.
1967	May	Introduces Mazda Cosmo Sport (110S), first rotary engine vehicle for the company.
1969	April	Introduces 4-wheeled light truck, Porter Cab.
	October	Introduces mid-size truck, Boxer.
1970	May	Introduces Mazda Capella (RX-2).
1971	September	Introduces the Grand Famila series.
		Introduces Mazda Savanna (RX-3).
1972	June	Introduces micro-mini, Shante.
1975	March	Introduces Road Pacer.
	October	Introduces Mazda Cosmo.
1978	March	Introduces Mazda Savanna RX-7 (RX-7).
1980	December	5th generation Mazda Familia (GLC/323) receives "1980-1981 Car of the Year Japan."
1982	December	4th Generation Capella (Tailster) wins Japan Car of the Year award.
1983	June	Introduces Mazda Bongo Brawny van and wagon series (E-series) in Japan.
1986	February	Introduces Festiva.
1987	January	Introduces Mazda Etude.
1988	October	Introduces Persona.

1989	April	Establishes Mazda Eunos and Mazda Autozam dealership channels.
	June	Tokyo Branch renamed Tokyo Head Office.
1990	May	Completes the European R&D Representative Office (MRE) in Germany.
	December	Cumulative production reaches 25 million units.
1991	June	Mazda 787B No.55 wins the Le Mans 24-Hour endurance race, claiming the first victory for a Japanese automobile and the rotary engine.
	November	Establishes Anfini sales channel (formerly Mazda Auto) in Japan.
	December	Yoshihiro Wada becomes president.
1992	February	Full-scale production starts in Hofu Plant No.2.
	April	The 'Mazda Global Environmental Charter' is adopted.
	September	Starts local production in China.
1993	March	Formulates "Environment-Related Activity Promotion Plan (Mazda Environmental Voluntary Plan)".
	May	Cumulative production at AAI in the US reaches 1 million units.
1994	November	Mazda acquires the ISO 9002 certificate, first among Japanese auto makers.
1995	April	Cumulative production in Japan reaches 30 million units.
	November	Establishes AutoAlliance (Thailand) Co., Ltd. (AAT). (Actual operations start in February 1996)
1996	April	Anfini dealerships renamed Mazda Anfini.
		Eunos dealerships integrated into Mazda Anfini or Mazda dealerships.
	June	Mazda acquires ISO 9001certification, the highest attainable quality mark in the ISO 9000 series, first among Japanese automakers.
		Henry D.G. Wallace becomes president.
1997	June	Inaugurates its new brand symbol, the Mazda M.
	October	North American operations are streamlined (MNAO commences operations).
	November	James E. Miller is appointed president.
	December	Establishes Ethics Committee.
1998	January	Changes corporate symbol.
	March	Consolidates European business (MME commences operations).
	April	Formulates Product Philosophy.
	May	AAT starts production.
	August	Establishes Mazda Motor Logistics Europe N.V. (MLE).
	September	Hofu Nishinoura plant acquires ISO 14001 certification.
	December	AAT commences exports.
1999	June	Cumulative production at AAI reaches 2 million units.
		Mazda reaches an agreement with Mitsubishi to supply small commercial vehicles to Mitsubishi.
	September	Entire Hofu Plant obtains environmental ISO certification.
	December	Mark Fields becomes president.
2000	April	Mazda participates in a government supported joint project to test run fuel cell vehicles.
	June	All Mazda plants in Japan acquire ISO 14001 environmental management certification.
	July	Introduces a website for the media.
		Establishes brand DNA common to all passenger cars.
	August	AAT-produced pickup trucks reach 100,000 units.
	November	Announces mid-term plan, "Millennium Plan".
2001	January	Mazda expands use of recycled materials made from end-of-life bumpers.
	February	Introduces the 'build-to-order' system, a first in Japan.
	September	Closes Ujina Plant No.2 (until May 2004).

1989	June	Introduces Mazda Scrum (Suzuki OEM).
	September	Introduces Eunos Roadster.
	November	Introduces Eunos 100 and Eunos 300.
1990	January	Introduces Mazda MPV in Japan.
	April	Introduces Eunos Cosmo.
	September	Introduces Autozam Revue (121).
1991	May	Introduces Mazda Sentia (929) in Japan.
	June	Introduces Eunos Presso and Autozam AZ-3.
	October	HR-X hydrogen rotary engine concept car is shown at the Tokyo Motor Show.
		Introduces Mazda Cronos.
	November	Introduces Anfini MS-6 and Anfini MS-9.
1992	January	Introduces Mazda MX-6.
	February	Introduces Eunos 500 (Xedos 6) in Japan.
	March	Introduces Anfini MS-8.
	May	Introduces Autozam Clef.
	October	Introduces Autozam AZ-1.
	November	Develops a passenger car with a natural gas engine.
1993	January	Electric-powered vehicles based on the Mazda MX-5 are developed.
	April	Develops Miller-cycle engine.
	September	Introduces Mazda Lantis (323F).
	October	Introduces Eunos 800 (Xedos9).
1994	February	Mazda develops a compressed natural gas-powered truck (Titan base).
	September	Introduces Mazda AZ-Wagon (Suzuki OEM).
		Introduces Mazda Familia Van (Nissan OEM) (5th generation).
1995	February	Introduces Mazda Proceed Levante (Suzuki OEM).
	June	Introduces Mazda Bongo Friendee in Japan.
1996	August	Introduces Mazda Demio in Japan.
	October	Mazda Demio receives "RJC New Car of the Year" award.
1997	December	Mazda develops the Mazda Demio FCEV, fuel-cell electric vehicle.
1998	October	Introduces "AZ-Offroad" (Suzuki OEM).
		Introduces "Carol" (Suzuki OEM) (4th generation).
1999	March	Introduces Mazda Laputa (Suzuki OEM).
	April	Develops aldehyde remover, "Life Breath".
		Introduces Mazda Premacy.
2000	July	Mazda Roadster is recognized as the world's top selling lightweight open-top two-seater sports car model by the Guinness World Records (565,779 production units).
	October	Introduces Titan Dash.
	November	Introduces Tribute.
2001	February	Develops a new fuel-cell electric vehicle, Premacy FC-EV. First test run on public roads in Japan.
	December	Develops high-strength plastic technology for new module carriers.

History

2002 –

Corporate

2002	January	Cumulative production volume at Hofu Plant reaches 5 million units.
		Completes Nakasatsunai Proving Ground in Hokkaido.
		Commences production of MZR engines.
	March	Opens company day-care center.
	April	Introduces new brand message 'Zoom-Zoom.'
	May	Enhances corporate governance by taking measures such as the introduction of an executive officer system.
	June	Lewis Booth becomes president.
	August	Sells auto leasing business to SB Auto Leasing Company.
	September	Transfers business in subsidiary Mazda Earth Technologies Co., Ltd. to Sandvik Tamrock Japan Co., Ltd.
	December	Mazda establishes Management Advisory Committee to further enhance corporate governance.
2003	January	Begins production of RENESIS rotary engine.
		Starts production of Mazda6 at FAW Car Company in China.
		Starts production of the Mazda2 in Europe at the Ford Valencia plant (ends June 2007).
	July	Mazda and Isuzu agree on OEM supply of Isuzu small truck.
	August	Hisakazu Imaki becomes president.
2004	February	Starts sales of micro-mini vehicles in all dealership networks and expands cross-channel offerings of registered vehicles.
	April	Ends production at the Hiroshima plant's F Plant to strengthen its production system.
	May	Commences operations at retooled Ujina Plant No.2.
	September	Transfers all shares in Mazda Car Rental Corporation.
	December	Ujina Plant No.1 fire.
2005	February	Hydrogen fueling station opens.
		Celebrating Mazda's 85th anniversary, the newly-renovated Mazda Museum opens.
	April	Commences an advanced automobile technology research project with the Hiroshima University Graduate School Engineering Research Dept.
		Operation of Ujina Plant No.1 paint line recommences.
	May	Mazda Global Environmental Charter revised and Mazda Environmental Committee strengthened.
	June	Mazda Motor (Shanghai) Business Management & Consulting Co., Ltd. founded.
	August	Establishes sales company, Mazda South East Asia, Ltd., in Thailand.
		Opens China Engineering Support Center.
2006	January	Mazda and Mitsubishi Corporation establish new energy supply company for Japan operations.
	February	Starts production of Mazda3 at Changan Ford Mazda Automobile plant in Chongqing.
	April	Mazda Autozam sales channel in Japan cumulative sales reach 1 million units.
	May	Holds opening ceremony for Mine Proving Ground.
	July	The car-carrying vessel, Cougar Ace, becomes stricken at sea.
	September	Mazda6 marks 3 millionth vehicle produced at AutoAlliance International.
	October	Renews Mazda official websites.

Product

2002	February	Introduces Mazda Spiano (Suzuki OEM).
	May	Introduces Mazda Atenza/Mazda6.
	July	Minimizes environmental impact with semi-dry machining process.
		Develops world's first environmentally friendly painting technology.
	November	Mazda Atenza wins "RJC New Car of the Year" award.
	December	Begins public road trials of Advanced Safety Vehicle (ASV).
2003	February	Mazda introduces a world first aluminum joining technology using friction heat.
	April	Mazda develops an impact-absorbing hood.
	May	Develops an emissions reduction technology for diesel engines where the particulate matter is reduced by over 75% compared to the current model.
	June	Mazda's RENESIS engine wins "International Engine of the Year" award.
	September	Mazda develops a new paint stripping technology for recycling bumpers which removes 99.9% of paint to produce high quality material for new bumpers.
	October	Introduces Mazda Axela.
	November	RENESIS rotary engine named "RJC Technology of the Year".
		Mazda RX-8 wins "RJC Car of the Year" award.
	December	Mazda6 named Car of the Year in China.
2004	May	Mazda's RENESIS wins 2.5-3.0 liter category of International Engine of the Year for second year running.
	June	Introduces Mazda Verisa.
	October	Starts public road testing of the RX-8 Hydrogen RE vehicle.
	November	Mazda's Three Layer Wet Paint technologies wins the Minister of Environment Award for prevention of global warming.
2005	March	Bumper-to-bumper recycling technology is introduced to produce new bumpers for the RX-8.
	April	Mazda resumes Ujina Plant No.1 paint shop operations with the new state-of-the-art Three Layer Wet Paint system installed.
	June	Develops world's first steel-to-aluminum friction spot welding technology.
	July	Mazda adopts a more eco-friendly painting process, further reducing the environmental burden during the painting process.
	November	3rd Generation Mazda MX-5 wins "Japan Car of the Year".
2006	February	Begins commercial leasing of world's first rotary hydrogen vehicle (RX-8 Hydrogen RE).
	March	A world first, Mazda delivers a RX-8 Hydrogen RE vehicle to a Japanese energy-related corporation.
	April	Delivers RX-8 Hydrogen RE vehicles to Hiroshima city and prefectural government authorities.
	May	Mazda develops high-strength heat-resistant bioplastic for interior parts with Hiroshima area partners.
	October	Delivers RX-8 Hydrogen RE to Yamaguchi government.
	November	Mazda MPV 2.3L DISI turbo engine vehicle wins the Chairperson's Award of the Eco-Products Awards Steering Committee.
	December	Introduces Mazda CX-7 to the Japanese market.

2007	March	Announces new "Mazda Advancement Plan" mid-term business plan.
		Sets long-term vision for technology development: "Sustainable Zoom-Zoom."
	April	Starts engine mass production at the Changan Ford Mazda Automobile Co., Ltd. (Nanjing).
	May	Receives certification of the Japanese Government's Kurumin mark.
		Celebrates the 40th anniversary of the Rotary Engine vehicle.
	July	Marks 40 million units of cumulative vehicle production in Japan.
		AAT celebrates 1 million units of production.
		Achieves mixed production of V6 and in-line four-cylinder engines.
		Mazda Enhances Green Distribution System Between Hiroshima and the Tokai District.
	October	Changan Ford Mazda Automobile Nanjing Plant commences production of the new Mazda2.
2008	February	Receives Japan's first Human Rights Merit Award.
	March	Forms strategic alliance in auto financing business in Japan.
	April	Launches the environment management system 'Eco-action 21' among Japanese distributors.
	June	Launches new Global Visual Identity to express the company's brand identity.
		Announces plan to improve vehicle fuel economy 30% by 2015.
	July	Establishes Mazda Parts Co., Ltd. in Japan.
	September	Commences vehicle transport on the Trans-Siberian Railroad.
	October	Mazda Museum welcomes 1 millionth visitor.
	November	Takashi Yamanouchi becomes president.
	December	Obtains naming rights for the new Hiroshima baseball stadium and names the stadium "Mazda Zoom-Zoom Stadium Hiroshima."
2009	March	Opens training centers in Beijing, Shanghai and Shenzhen.
	April	Increases capital investment from 25% to 40% in FAW Mazda Motor Sales Co. Ltd (FMSC).
	July	Inaugurates new passenger car plant at AutoAlliance Thailand (AAT).
2010	March	Agrees to hybrid system technology license with Toyota Motor Corporation.
	April	A joint program by Mazda Foundation and Hiroshima University, "Science Waku-Waku project" wins the 2010 Ministry of Education, Culture, Sports, Science and Technology award.

2007	January	Builds 800,000th Roadster/MX-5.
	June	Participates in ITS public road trials in Hiroshima.
	July	Delivers rotary hydrogen vehicle to Japan's METI.
	September	Develops world's first biofabric made with 100% plant-derived fiber for vehicle interior.
	October	Develops world-first catalyst material structure for autos using single-nanotechnology.
	November	3rd generation Mazda Demio wins "RJC Car of the Year" award.
		Participates in Norwegian National Project, HyNor, by providing hydrogen cars to Norway from summer 2008.
2008	January	Mazda CX-9 wins North American Truck of the Year award.
		Conducts ITS test on public roads as part of a Hiroshima prefecture industry-academic-government group.
		Realizes Japan first rear vehicle monitoring system.
	March	3rd generation Mazda2 wins World Car of the Year award.
		Starts public test driving of the Advanced Safety Vehicle, "ASV".
	June	Starts industry-academia-government collaboration to realize non-food-based bioplastics by 2013.
		Gains government approval to begin public road tests in Japan for the Mazda Premacy Hydrogen RE Hybrid.
	July	Launches new Mazda Biante.
	September	Develops a unique idling stop system, 'i-stop', using direct injection engine technology.
		Develops clean diesel engine with improved output and environmental performance.
		Develops plastic molding technology which reduces consumption of plastic resins by 30%.
2009	January	Cuts precious metal usage 70% with new single-nanocatalyst.
	February	Participates in 'ITS-Safety 2010' combined road trials.
	March	Develops world-first automated recycling technology for end-of-life vehicle bumpers.
		Becomes first Japanese automaker to develop a urea SCR system for cars.
		Begins commercial leasing of world's first hybrid rotary hydrogen vehicle, Premacy Hydrogen RE Hybrid.
	May	Delivers first Premacy Hydrogen RE Hybrid to Iwatani Corporation.
	June	Succeeds in developing world's lowest environmental impact water-based paint system, "Aqua-tech", and launches it in Ujina Plant No.1.
	September	Mazda delivers two Premacy Hydrogen RE Hybrid vehicles to Hiroshima government authorities.
		Premieres the Mazda SKY Concept next generation powertrains with enhanced environmental technology and output.
		Mazda Roadster 20th Anniversary commemorative event held in Japan.
	November	Mazda i-stop wins RJC Technology of the Year award.
		Mazda Axela and Mazda Biante with i-stop win Eco-Products award in Japan.
		Provides Demios as the base architecture for the electric vehicle test project, "Tsukuba Environmental Style Test Project".
	December	Mazda Delivers Premacy Hydrogen RE Hybrid to Yamaguchi prefectural government.
2010	January	Mazda delivers Premacy Hydrogen RE Hybrid to Iwatani Corporation for use in Kyushu.

Product Line-up (As of July 2010)

Passenger Cars

● Vehicles sold overseas only. Others are Japan-specification vehicles.

Demio/Mazda2

5-door hatchback

3-door hatchback ●

Sedan ●

Axela/Mazda3

5-door hatchback

Sedan

Verisa

Atenza/Mazda6

Sedan

5-door hatchback

Wagon

Premacy/Mazda5

MPV/Mazda8

Biante

Sports Cars

RX-8/Mazda RX-8

Roadster/Mazda MX-5

SUV/Pickup Trucks

● Vehicles sold overseas only. Others are Japan-specification vehicles.

CX-7/Mazda CX-7

Mazda CX-9 ●

Mazda Tribute ●

Mazda BT-50 ●

Micro-Mini Vehicles

Carol

AZ-Wagon

Scrum Wagon

AZ-Offroad

Commercial Vehicles

Bongo Van/Mazda E-Series Van

Bongo Truck/Mazda E-Series Truck

Bongo Brawny Van/Mazda E-Series Van

Titan Dash/Mazda E-Series Truck

Titan/Mazda T-Series

Familia Van

Scrum Van

Scrum Truck

Special Needs Vehicles

Front Row Lift-up Seat

Biante (Also available with: MPV)

Second Row Lift-up Seat

MPV (Also available with: Biante)

Wheelchair accessible vehicle

AZ-Wagon i

Auto-step vehicle

Biante (Also available with: MPV)

Mazda Motor Corporation

Published by: Corporate Communications Division

Hiroshima Headquarters: 3-1 Shinchi, Fuchu-cho, Aki-gun, Hiroshima 730-8670
Tokyo Office: 1-1-7 Uchisaiwai-cho, Chiyoda-ku, Tokyo 100-0011
Publication date: September 2010

Mazda's homepage: http://www.mazda.com/

Mixed Sources
Product group from well-managed forests and other controlled sources
www.fsc.org Cert no. SA-COC-001196
© 1996 Forest Stewardship Council
FSC

TOYO INK
nonVOC™

PRINTED WITH SOY INK®

Waterless Printing Naturally