Mazda In Brief 2012

Contents

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.

Company Profile and Major Data

Company Profile (As of March 31, 2012)

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 (Increased to 6,000,000,000 shares by resolution at the annual general shareholder's meeting held June 27, 2012.) Issued: 2,999,377,399 shares Number of shareholders: 116,475
Capital	¥258,957,096,762
Employees	Unconsolidated Male: 19,882 Female: 1,804 Total: 21,686 (including dispatchees) Consolidated: 37,617
Research and development sites	Head Office, Mazda R&D Center (Yokohama), Mazda North American Operations (USA), Mazda Motor Europe (Germany), China Engineering Support Center (China)
Production sites	Japan: Hiroshima Plant (Head Office, Ujina), Hofu Plant (Nishinoura, Nakanoseki), Miyoshi Plant Overseas: China, Thailand, United States, Mexico*1, Colombia*2, Zimbabwe, South Africa, Ecuador, Taiwan*2, Malaysia*3, Russia*3, Vietnam*3 (As of November,2012)
Sales companies	Japan: 261 Overseas: 135 (As of December 31, 2011)
Principal products	Four-wheeled vehicles, gasoline reciprocating engines, diesel engines, rotary engines, automatic and manual transmissions for vehicles

*1 Scheduled to start operations in the fourth quarter of fiscal year ending March 2014.
*2 Some models are not produced but assembled locally. (Not included in local production volume figures)
*3 Assembly only. (Not disclosed as local production volume)

Global Production (Calendar Year)

(As of December, 2011) (Units)

		2007	2008	2009	2010	2011
Global		1,289,478	1,349,392	984,520	1,307,540	1,165,591
	Japan	995,511	1,078,690	717,175	912,836	813,302
	Overseas	293,967	270,702	267,345	394,704	352,289

Global Sales (Calendar Year)

(As of December, 2011) (Units)

		2007	2008	2009	2010	2011
Global		1,335,023	1,351,263	1,160,972	1,285,841	1,206,902
	Japan	254,137	244,623	204,373	223,861	189,990
	N. America	382,768	348,923	281,439	308,228	319,613
	Europe	311,247	339,969	256,426	217,502	185,322
	China	101,900	127,846	179,679	239,709	214,799
	Others	284,971	289,902	239,055	296,541	297,178

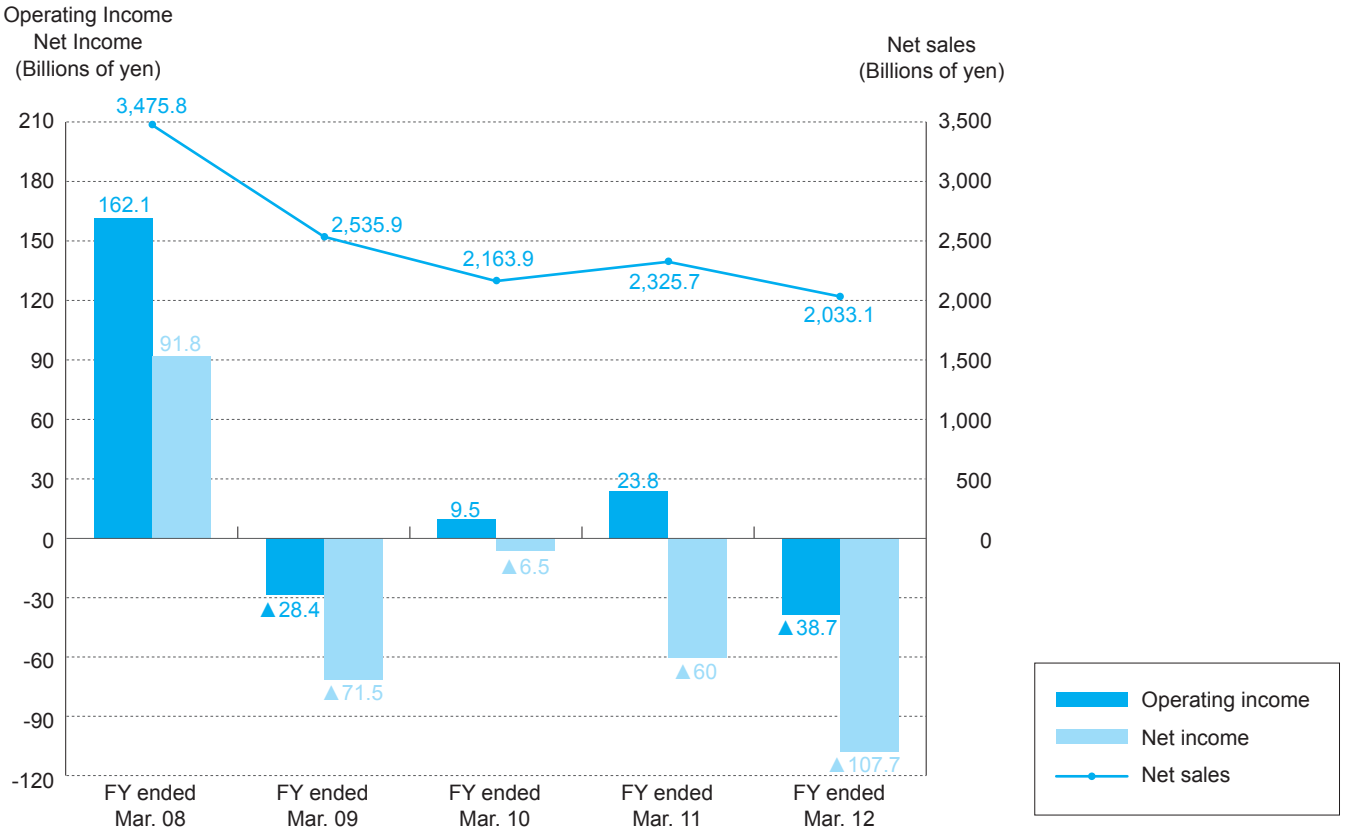
Company Profile and Major Data

Financial Summary (Consolidated)

(¥ in billions, except per share amounts)		FY ended Mar. 08 ('07.4-'08.3)	FY ended Mar. 09 ('08.4-'09.3)	FY ended Mar. 10 ('09.4-'10.3)	FY ended Mar. 11 ('10.4-'11.3)	FY ended Mar. 12 ('11.4-'12.3)
	Domestic (Japan)	880.1	620.3	575.0	541.5	560.2
	Overseas	2,595.7	1,915.6	1,588.9	1,784.2	1,472.9
Net sales		3,475.8	2,535.9	2,163.9	2,325.7	2,033.1
Operating income		162.1	-28.4	9.5	23.8	- 38.7
Ordinary income		148.5	-18.7	4.6	36.9	- 36.8
Income before taxes		143.1	-51.3	-7.3	16.1	- 55.3
Net income		91.8	-71.5	-6.5	-60.0	- 107.7
Net income per share		¥65.21	¥-52.13	¥-4.26	¥-33.92	¥- 57.80
Capital investment		75.5	81.8	29.8	44.7	78.0
Depreciation and amortization		66.5	75.2	76.4	71.6	68.8
Research and Development cost		114.4	96.0	85.2	91.0	91.7
Total assets		1,985.6	1,801.0	1,947.8	1,771.8	1,915.9
Equity		554.2	414.7	509.8	430.5	474.4
Financial debts		505.0	753.4	722.1	693.0	778.1
Net financial debts		281.1	532.6	375.8	370.2	300.8
Cash flows		10.2	-129.2	67.4	1.6	- 79.4
(Thousands of units)						
	Japan	1,047	899	828	867	847
	Overseas	279	235	316	411	338
Production Volume		1,326	1,134	1,144	1,278	1,185
	Japan	256	219	221	206	206
	N. America	406	347	307	342	372
	Europe	327	322	239	212	183
	China	101	135	196	236	223
	Others	273	238	230	277	263
Sales Volume		1,363	1,261	1,193	1,273	1,247

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

Operating Results



Directors, Officers and Auditors (As of June 24, 2012)

Directors

Representative Director and Chairman of the Board

Takashi Yamanouchi

Representative Directors

Kiyoshi Ozaki
Seita Kanai

Directors

Yuji Harada
Akira Marumoto
Masamichi Kogai
Hirotaka Kanazawa
Yuji Nakamine
Ichiro Sakai
Taizo Muta

Corporate Auditors

Corporate Auditors (Full time)

Junichi Yamamoto
Kazuyuki Mitate

Corporate Auditors

Isao Akaoka
Masahide Hirasawa
Takao Hotta

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

*President and CEO	Takashi Yamanouchi	
*Executive Vice President and CFO	Kiyoshi Ozaki	Assistant to President; Oversight of Corporate Planning Domain; In charge of Financial Services and Global Auditing
*Executive Vice President	Seita Kanai	Assistant to President; In charge of promoting Mono Tsukuri Innovation, Brand Enhancement and Quality Assurance
*Senior Managing Executive Officers	Yuji Harada	In charge of CSR, Environment and Corporate Communications; Assistant to the CFO; Assistant in charge of Fleet Sales
	Akira Marumoto	In charge of Corporate Planning, Profit Control, Product Strategy, Corporate Brand Enhancement and Cost Innovation
	Masamichi Kogai	Oversight of Production and Purchasing; In charge of Business Logistics and IT Solution; Assistant to the Officer in charge of promoting Mono Tsukuri Innovation
	Hirotaka Kanazawa	In charge of R&D; Assistant to the Officer in charge of promoting Mono Tsukuri Innovation; President, Mazda Engineering & Technology Co., Ltd.
	Yuji Nakamine	Oversight of Global Marketing, Sales and Customer Service; In charge of Customer Tsunagari Innovation; President, Mazda South East Asia Ltd.
Managing Executive Officers	James J. O'Sullivan	President and CEO, Mazda Motor of America, Inc. (Mazda North American Operations)
	Keishi Egawa	In charge of New Emerging Market Operation (Latin America); President and CEO, Mazda Motor Manufacturing de Mexico, S.A. de C.V.
	Nobuhide Inamoto	In charge of Domestic Business, Fleet Sales and Customer Service
	Koji Kurosawa	In charge of Secretariat, Human Resources, General & Legal Affairs, Compliance, Risk Management and Mazda Hospital
	Jeffrey H. Guyton	President and CEO, Mazda Motor Europe GmbH
	Noriaki Yamada	In charge of China Business; Chairman and CEO, Mazda Motor (China) Co., Ltd.
	Kazuki Imai	In charge of Purchasing
Executive Officers	Toshinori Kusuhashi	President, AutoAlliance (Thailand) Co. Ltd.
	Minoru Mitsuda	Assistant to the Officer in charge of Corporate Planning and Corporate Communications; In charge of Corporate Liaison; Oversight of Tokyo Office (Resident in Tokyo)
	Masafumi Nakano	General Manager, Quality Div.
	Kiyotaka Shobuda	In charge of Production; General Manager, Production Engineering Div.; Assistant to the Officer in charge of Cost Innovation
	Kiyoshi Fujiwara	In charge of Product Planning, Program Management, Design and ASEAN Strategy Promotion; Assistant to the Officer in charge of Cost Innovation
	Masahiro Moro	Assistant to the Officer with Oversight of Global Sales Domain and in charge of promoting Customer Tsunagari Innovation; In charge of Global Sales & Marketing
	Akira Koga	Executive Vice President, Mazda Motor of America, Inc. (Mazda North American Operations)
	Takashi Furutama	General Manager, Corporate Planning & Development Div.; Assistant to the Officer in charge of Cost Innovation
	Philip J. Waring	COO, Sales & Marketing, Mazda Motor Europe GmbH
	Nariaki Uchida	General Manager, Hofu Plant
	Mitsuo Hitomi	General Manager, Powertrain Development Div.; Assistant to the Officer in charge of Cost Innovation
	Takahisa Sori	General Manager, Vehicle Development Div.; Assistant to the Officer in charge of Cost Innovation
	Masatoshi Maruyama	General Manager, Hiroshima Plant
	Takeshi Fujiga	General Manager, Human Resources Office; Assistant to the Officer in charge of Safety, Health and Disaster Prevention
	Kazuhisa Fujikawa	General Manager, Purchasing Div.; Assistant to the Officer in charge of Cost Innovation
	Kazuyuki Fukuhara	General Manager, Domestic Business Div.

Major Affiliates

Consolidated Subsidiaries 56 (As of March 31, 2012)

Japan: 25

Company name	Share	Business
Mazda Chuhan Co., Ltd.	100.0%	Sales of used cars
Mazda Autozam Inc.	100.0%	Distribution of vehicles and parts
Mazda Motor International Co., Ltd.	100.0%	Trading company
Mazda Ace Co., Ltd.	100.0%	Insurance, real estate, others
Malox Co., Ltd.	100.0%	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 vehicles
Toyo Advanced Technologies Co., Ltd.	100.0%	Production and sales of machine tools
Mazda Parts Co., Ltd.	99.7%	Sales of parts
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

Company name	Share	Business
Kitakanto Mazda 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

Overseas: 31

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 Motor Manufacturing de Mexico, S.A. de C.V.	Mexico	70.0%	Production and sales of vehicles and parts
Mazda Motor Operaciones de Mexico, S.A. de C.V.	Mexico	70.0%	Personnel service for MMM Mexico
Mazda Motors (Deutschland) GmbH	Germany	100.0%	Distribution of vehicles and parts
Mazda Motor Logistics Europe N.V.	Belgium	100.0%	Distribution of vehicles and parts
Mazda Motor Europe GmbH	Germany	100.0%	Overall management of business in Europe
Mazda Automobiles France S.A.S.	France	100.0%	Distribution of vehicles and parts
Mazda Motors UK Ltd.	U.K.	100.0%	Distribution of vehicles and parts
Mazda (Suisse) S.A.	Switzerland	100.0%	Distribution of vehicles and parts
Mazda Motor de Portugal Lda.	Portugal	100.0%	Distribution of vehicles and parts
Mazda Motor Italia S.p.A.	Italy	100.0%	Distribution of vehicles and parts
Mazda Automoviles Espana, S. A.	Spain	100.0%	Distribution of vehicles and parts
Mazda Austria GmbH	Austria	100.0%	Distribution of vehicles and parts
Mazda Motor Russia, OOO	Russia	100.0%	Distribution of vehicles and parts
Mazda Australia Pty Ltd.	Australia	100.0%	Distribution of vehicles and parts
Compania Colombiana Automotriz S.A.	Colombia	100.0%	Production and sales of vehicles
Mazda Motors of New Zealand Ltd.	New Zealand	100.0%	Distribution of vehicles and parts
Mazda Sales (Thailand) Co., Ltd.	Thailand	96.1%	Distribution of vehicles and parts
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
Mazda Motor do Brasil Ltda.	Brazil	70.0%	Distrubution of vehicles and parts
Others (7)	—	—	—

Equity Method Applied Companies 13 (As of March 31, 2012)

Japan: 8

Company name	Mazda's Share	Business
Japan Climate Systems Corporation	33.3%	Production and sales of parts
Yoshiwa Kogyo Co., Ltd.	33.3%	Production and sales of parts
Sanfrecce Hiroshima FC.	21.8%	Professional soccer team

Company name	Mazda's Share	Business
Mazda Processing Chugoku Co., Ltd.	29.0%	Attachment of vehicle accessories
SMM Auto Finance, Inc.	40.0%	Automotive retail finance
Others (3)	—	—

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
Changan Ford Mazda Automobile Co., Ltd.	China	15.0%	Production and sales of vehicles
Changan Ford Mazda Engines Co., Ltd.	China	25.0%	Production and sales of vehicle engines
FAW Mazda Motor Sales Co., Ltd.	China	40.0%	Distribution of vehicles and parts

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. and Mazda Motor de Mexico S. de R. L. de C. V.

Comprehensive Vehicle Proving Grounds

Name	Location	Start of operations	Land area	Activities
Miyoshi Proving Ground	Hiroshima, Japan	June 1965	1,677,000㎡	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.

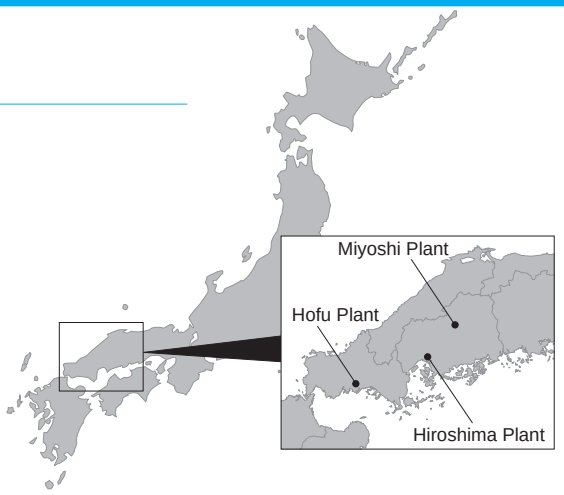
*2 Traction Control System (TCS): Mechanism to optimize a vehicle's traction according to the driving conditions.
*3 Dynamic Stability Control (DSC): DSC integrates the 4-wheel Anti-lock Braking System (ABS) and Traction Control System (TCS) to optimally control the engine output and 4-wheel individual 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.

Activities by Region

Japan

・Mazda became a vehicle manufacturer in 1931, when it began producing a three-wheeled 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 in Japan (As of December 31, 2011)

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 (5-door Hatchback, 3-door Hatchback *1), MPV/Mazda8, Mazda CX-9 *1, Mazda MX-5, Mazda RX-8 *2, Mazda Verisa, Mazda Biante, Mazda E-series (Bongo Van)	274,200 units/year	November 1966	1,685,000㎡
			Ujina Plant No.2 (U2)	Mazda5, Mazda CX-5, Mazda CX-7 *3	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 (Bongo Truck)			

Note: Head Office district includes the surrounding area (Fuchizaki district). Miyoshi Plant land area encompasses the vehicle proving grounds and the engine plant.
*1 For export only. *2 Production ended June 2012. *3 Production ended August 2012.

Production Volume by Model

(Units)

Model	CY2007	CY2008	CY2009	CY2010	CY2011	Cumulative total
Passenger cars						
Mazda2	121,226	206,924	145,384	159,079	152,675	1,802,074
Mazda3	417,186	396,895	325,002	383,285	303,677	2,974,460
Mazda5	102,580	106,698	60,125	82,109	97,102	925,089
Mazda6	109,303	152,980	48,328	76,498	57,403	1,158,382
Mazda8/Mazda MPV	19,380	13,191	7,091	6,812	6,206	1,074,797
Mazda CX-5	—	—	—	—	3,777	3,777
Mazda CX-7	72,648	60,641	35,831	89,099	98,333	417,364
Mazda CX-9	40,789	44,415	29,104	50,157	45,064	215,832
Mazda MX-5/Mazda MX-5 Miata	37,022	22,886	19,341	20,554	14,995	912,091
Mazda RX-8	13,833	8,237	2,970	2,801	1,233	191,187
Mazda Verisa	14,103	11,801	10,271	10,381	7,801	97,005
Mazda Biante	—	13,557	9,031	12,148	9,794	44,530
Mazda Tribute/Ford Escape	300	500	1,120	400	—	121,516
Others	3,920	0	0	0	0	22,120,237
Sub-total	952,290	1,038,725	693,598	893,323	798,060	32,058,341
Commercial vehicles						
Mazda E-Series (Bongo Van/Truck)	33,627	33,334	19,164	17,311	15,242	1,993,463
Mazda E-Series (Bongo Brawny Van/Truck)	5,350	4,173	2,677	1,457	—	860,308
Mazda T-Series (Titan)/E-Series (Titan Dash)	4,244	2,458	1,736	745	—	1,723,153
Others	0	0	0	0	—	7,394,844
Sub-total	43,221	39,965	23,577	19,513	15,242	11,971,768
Total	995,511	1,078,690	717,175	912,836	813,302	44,030,109
Breakdown						
Rotary engine vehicles	13,833	8,237	2,970	2,801	1,233	1,995,234
Diesel engine vehicles	86,807	92,004	61,663	75,270	47,729	4,820,709

Sales in Japan

Sales Channels in Japan

(As of December 31, 2011)

	Dealerships	Outlets
Mazda	41	814
Mazda Anfini	10	32
Mazda Autozam	210	234
Total	261	1,080

Mazda Product Line-up by Sales Channel

	Passenger vehicles								
	Demio	Axela	Premacy	Atenza	MPV	CX-5	Roadster	Verisa	Biante
Mazda Mazda Anfini	●	●	●	●	●	●	●	●	●
Mazda Autozam	●	●	●		●	●		●	●

	Micro-mini					Commercial vehicles			
	Carol	AZ-wagon/Flair	Flair Wagon	AZ-Offroad	Scrum Wagon	Bongo	Titan	Familia Van	Scrum Van/ Truck
Mazda	●	●	●	●	●	●	●	●	●
Mazda Anfini	●	●	●	●	●	●	●	●	●
Mazda Autozam	●	●	●	●	●	●			●

Sales by Model

(As of December 31,2011) (Units)

Model	CY2007	CY2008	CY2009	CY2010	CY2011
Passenger vehicles					
Demio	65,480	64,997	55,614	65,950	61,735
Axela	22,978	16,646	26,769	26,725	18,927
Premacy	26,130	21,881	15,202	25,553	20,437
Atenza	7,663	15,853	7,398	7,105	4,588
MPV	20,525	13,435	7,033	6,239	4,908
CX-7	5,046	1,333	572	641	568
Roadster	3,845	1,858	1,947	1,120	1,104
RX-8	4,184	3,270	1,515	963	938
Verisa	13,850	11,910	10,162	10,609	7,575
Biante	—	11,037	10,864	11,909	9,659
Others	0	0	0	0	0
Registered cars total	169,701	162,220	137,076	156,814	130,439
Carol	8,236	8,540	8,243	11,516	10,081
AZ-Wagon	29,214	31,327	27,428	24,786	21,673
AZ-Offroad	568	561	485	398	487
Scrum Wagon	3,314	3,373	2,484	2,215	2,824 *4
Others	2,451	1,538	1	0	0
Micro-mini total	43,783	45,339	38,641	38,915	35,065
Sub-total	213,484	207,559	175,717	195,729	165,504
Commercial Vehicles					
Bongo Series	15,026	14,209	9,872	10,170	9,240
Titan/Titan Dash	7,503	5,775	4,061	2,997	2,173
Familia	3,830	3,505	2,742	2,881	2,575
Others	2,309	1,599	1,359	1,002	75
Registered cars total	28,668	25,088	18,034	17,050	14,063
Scrum	11,985	11,976	10,622	11,082	10,423 *4
Micro-mini total	11,985	11,976	10,622	11,082	10,423
Sub-total	40,653	37,064	28,656	28,132	24,486
Total	254,137	244,623	204,373	223,861	189,990

Note: Sales figures has been updated with confirmed data. Figures exclude Ford brand vehicles.
*4 Classification of the Scrum Wagon changed from commercial to passenger car from January 2007.

Exports (As of December 31, 2011)

Exports from Japan by Region

(Units)

	CY2007	CY2008	CY2009	CY2010	CY2011
North America	289,072	271,787	206,628	290,660	262,392
Europe	300,196	352,931	190,133	206,785	182,905
Oceania	68,250	78,734	68,978	73,370	83,882
Other Regions	145,458	178,066	94,087	159,124	121,398
Middle East	56,425	73,437	34,692	56,533	27,524
Asia	13,912	38,435	23,584	47,605	38,028
Africa	15,783	13,693	6,361	9,014	5,010
Central & South America	59,338	52,501	29,450	45,972	50,836
Total	802,976	881,518	559,826	729,939	650,577

Exports by Model

(Units)

Model	CY2007	CY2008	CY2009	CY2010	CY2011
Passenger cars					
Mazda2	56,753	139,200	92,418	89,872	91,010
Mazda3	397,953	384,724	295,594	356,611	284,561
Mazda5	79,845	85,285	44,823	54,825	59,015
Mazda6	105,335	136,304	42,095	68,457	53,298
Mazda8	353	406	179	678	938
Mazda CX-5	—	—	—	—	3,486
Mazda CX-7	69,052	60,168	34,597	87,635	98,507
Mazda CX-9	41,201	45,422	28,761	49,685	45,173
Mazda MX-5 *5	33,870	21,625	17,185	19,146	14,327
Mazda RX-8	10,050	5,317	1,454	1,845	262
Mazda Tribute／Ford Escape	300	440	1,180	400	0
Others	4,180	0	0	0	0
Sub-total	798,892	878,891	558,286	729,154	650,577
Commercial vehicles	4,084	2,627	1,540	785	0
Total	802,976	881,518	559,826	729,939	650,577

Note: Figures exclude parts for overseas production (KD set).
*5 Also known as "Miata" in North America.

North America

- In 1971, Mazda established an overseas affiliate company in the United States and began sales of Mazda vehicles.
- 2011 calendar year sales in the U. S. increased 9.1% year-on-year to around 250,000 units, and Mazda maintained its market share at 2.0%.
- 2011 calendar year sales in Canada reached approximately 70,000 units, and Mazda's market share was 4.4%.
- 2011 calendar year sales in Mexico increased 18.9% year-on-year, reaching a record 30,000 units and a record market share of 3.3%.
- In the U.S. and Canada, the 2012 Mazda3 with the SKYACTIV-G gasoline engine and SKYACTIV-DRIVE automatic transmission went on sale in fall 2011.
- Mazda, in a joint venture with Sumitomo Corporation, is establishing a vehicle and engine production facility in Mexico. Operations are scheduled to begin in the fourth quarter of fiscal year ending March 2014.

Regional Headquarters

(As of December 31, 2011)

Country/ region	Company name	Location	Established	Number of employees	Primary business	Investment ratio
U.S.A.	Mazda North American Operations (MNAO) *1	❶ Irvine, CA ❷ Flat Rock, MI	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.	—

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

Production Facilities

(As of December 31, 2011)

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	1,857	Mazda6*3	Mazda 50% Ford 50%
Mexico	❸ Mazda Motor Manufacturing de Mexico S.A. de C.V. (MMMdM)	Salamanca, Guanajuato	— *4	— *5	— *6	Mazda 70% Sumitomo 30%

*2 Commenced production of Mazda vehicles as Mazda Motor Manufacturing USA Corporation (MMUC). Changed name to AAI in June 1992.
*3 Production ended in August 2012.
*4 Joint venture company established in September 2011. Construction is underway and operations are scheduled to begin in 4th quarter of fiscal year ending March 2014.
*5 Due to employ 3,000 people when fully operational. *6 Due to produce Mazda2 and Mazda3.

Distributors

(As of December 31, 2011)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
U.S.A.	Mazda Motor of America, Inc.	Irvine, CA	February 1971	798	Mazda 100%
Canada	Mazda Canada Inc.	Richmond Hill, Ontario	July 1968	126	Mazda 100%
Mexico	Mazda Motor de Mexico S. de R.L. de C.V.	Centro de la Ciudad Santa Fe, Mexico City	December 2004	36	Mazda 99% Mazda Motor International 1%

Mazda Vehicle Production

(As of December 31, 2011) (Units)

		CY2007	CY2008	CY2009	CY2010	CY2011
U.S.A.	AutoAlliance International, Inc.	54,335	74,959	32,065	45,138	39,546
	Ford Motor Kansas City Assembly Plant	23,785	15,907	7,396	9,273	3,977
Total		78,120	90,866	39,461	54,411	43,523

Mazda Sales

(As of December 31, 2011) (Units)

	CY2007	CY2008	CY2009	CY2010	CY2011
U.S.A.	296,109	263,949	207,767	229,566	250,426
Canada	86,659	84,974	73,672	78,662	69,187
Mexico	16,604	21,997	18,914	25,117	29,860
Total	399,372	370,920	300,353	333,345	349,473

Number of Distributors and Dealerships

(As of December 31, 2011)

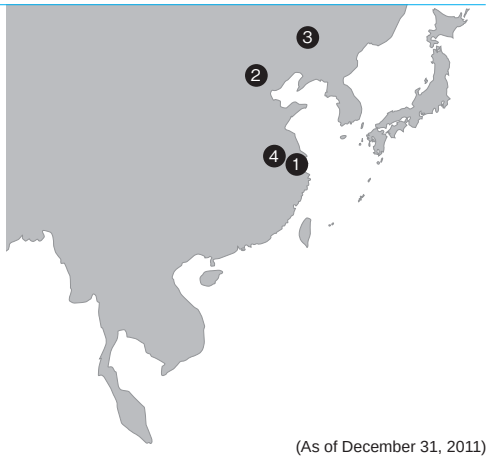
Region	North America	
Market	Distributors	Dealerships
U.S.A.	1	635
Canada	1	165
Mexico	1	32
Total	3	832

Major Product Line-up by Market

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

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.
- In 2011 calendar year, production totaled approximately 212,000 units, and sales reached approximately 215,000 units, exceeding the 200,000 unit-level for the second consecutive year.
- The Mazda3 sedan (Chinese name: Mazda3 Xingcheng) was launched in China in the summer of 2011.



Regional Offices

(As of December 31, 2011)

Country/ Region	Company name	Location	Established	Number of employees	Primary business	Investment ratio
China	❶ Mazda Motor (China) Co., Ltd. (MCO)	Pudong New District, Shanghai	January 2005	104	Overall management of business in China	Mazda 100%
	❷ Mazda Motor (China) Co., Ltd. Beijing Branch (MCO-Beijing)	Chaoyang District, Beijing	November 2007		Branch Office of MCO	—
	❶ Mazda Motor (China) Co., Ltd. China Engineering Support Center (MCO-CESC)	Jiading District, Shanghai	August 2005		Branch Office of MCO/ Workshops, market research and technology studies for the Chinese market, as well as technical support in the region	—

Production Facilities

(As of December 31, 2011)

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, Mazda8	Local 100%
	❹ Changan Ford Mazda Automobile Co., Ltd. Nanjing Company (CFMA-Nanjing)*1	Nanjing	October 2007	3,971	Mazda2, Mazda3	Changan Automobile 50% Ford 35% Mazda 15%
	❹ Changan Ford Mazda Engine Co., Ltd. (CFME)	Nanjing	April 2007 (Established in September 2005)	2,017	Engines for vehicles	Changan Automobile 50% Ford 25% Mazda 25%

*1 Restructured to Changan Mazda Automobile Co., Ltd. (CMA) in November 2012.

Distributors

(As of December 31, 2011)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
China	FAW Mazda Motor Sales Co., Ltd. (FMSC)	Changchun, Jilin Province	March 2005	311	FAW Car 56% Mazda 40% FAW Group 4%
	Changan Ford Mazda Automobile Co., Ltd. Sales Branch Office, Changan Mazda Division (CAM)	Chaoyang District, Beijing*2	April 2007	170	Sales department of CFMA

*2 Relocated to Nanjing, Jiangsu Province in January 2012.

Mazda Vehicle Production

(As of December 31, 2011) (Units)

		CY2007	CY2008	CY2009	CY2010	CY2011
China	FAW Car Co., Ltd.	57,661	65,670	101,844	139,635	128,325
	Changan Ford Mazda Automobile Co., Ltd.	40,087	39,695	71,944	88,950	84,142
	FAW Haima Automobile Co., Ltd.*3	12,141	—	—	—	—
Total		109,889	105,365	173,788	228,585	212,467

*3 Ended contract in December 2007.

Mazda Sales

(As of December 31, 2011) (Units)

	CY2007	CY2008	CY2009	CY2010	CY2011
China	101,900	127,846	179,679	239,709	214,799

Number of Distributors and Dealerships

(As of December 31, 2011)

	Distributors	Dealerships
China	2	365

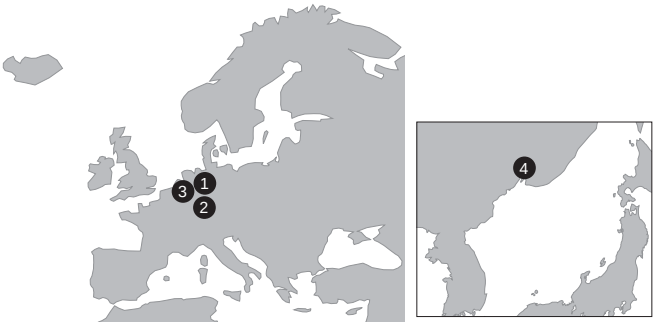
Major Product Line-up

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

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.
- In cooperation with Sollers, production of the Mazda CX-5 featuring SKYACTIV TECHNOLOGY began at a joint venture facility in October 2012.



Regional Offices

(As of December 31, 2011)

Country/region	Company name	Location	Established	Number of employees	Primary business	Investment ratio
Germany	❶ Mazda Motor Europe GmbH (MME)	Leverkusen	March 1998	291	Office Sales	Mazda Motor Logistics Europe N.V. 100%
	❷ (European R&D Centre)	Oberursel	December 1987	82	R&D	
Belgium	❸ Mazda Motor Logistics Europe N.V. (Vehicles and Parts Distribution Center)	Willebroek	August 1998	375	Office Logistics Sales	Mazda 100%

Production Facilities

Country/region	Company name	Location	Established	Number of employees	Primary products *1	Investment ratio
Russia	❹ MAZDA SOLLERS Manufacturing Rus (MSMR)	Vladivostok, Primorsky Region	October 2012	Approx. 3,000	CX-5	Mazda 50% Sollers 50%

Note: Data as of operation start in September 2012. *1 Production of Mazda6 is planned.

Distributors

(As of December 31, 2011)

Country/region	Company name	Location	Established	Number of employees	Investment ratio
Germany	Mazda Motors (Deutschland) GmbH	Leverkusen	November 1972	140	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Austria	Mazda Austria GmbH	Klagenfurt	July 1981	104	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Portugal	Mazda Motor de Portugal Lda.	Lisbon	February 1995	22	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Italy	Mazda Motor Italia S.p.A.	Rome	December 1999	50	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Spain	Mazda Automoviles Espana, S.A.	Madrid	February 2000	48	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
France	Mazda Automobiles France S.A.S	Saint Germain en Laye Cedex	February 2001	43	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Switzerland	Mazda (Suisse) S.A.	Petit-Lancy	February 2001	40	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
U.K.	Mazda Motors UK Ltd.	Dartford, Kent	May 2001	93	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Denmark	Mazda Motor Danmark	Rodovre	April 2003	16	Mazda Motor Logistics Europe N.V. Branch
Norway	Mazda Motor Norge	Kolbotn	April 2004	11	Mazda Motor Logistics Europe N.V. Branch
Sweden	Mazda Motor Sweden	Kungsbacka	April 2004	16	Mazda Motor Logistics Europe N.V. Branch

Distributors

(As of December 31, 2011)

Country/region	Company name	Location	Established	Number of employees	Investment ratio
Russia	Mazda Motor Rus, OOO	Moscow	December 2005	62	Mazda 100%
Ireland	Mazda Motor Ireland	Dublin	July 2006	6	Mazda Motor Logistics Europe N.V. Branch
Czech Republic	Mazda Motor Czech	Prague	October 2006	14	Mazda Motor Logistics Europe N.V. Branch
Slovakia	Mazda Motor Slovakia	Bratislava	October 2006	5	Mazda Motor Logistics Europe N.V. Branch
Belgium/ Luxemburg	Mazda Motor Belux	Willebroek	April 2007	25	Mazda Motor Logistics Europe N.V. Branch
Hungary	Mazda Motor Hungary Kft.	Budapest	April 2008	12	Mazda Motor Logistics Europe N.V. Branch
Croatia	Mazda Motor Croatia d.o.o.	Zagreb	April 2008	12	Mazda Motor Logistics Europe N.V. Branch
Slovenia	Mazda Motor Slovenija d.o.o.	Ljubljana	April 2008	10	Mazda Motor Logistics Europe N.V. Branch
Poland	Mazda Motor Poland	Warsaw	May 2008	18	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	28	Mazda Motor Logistics Europe N.V. Branch

Mazda Vehicle Production

(As of December 31, 2011) (Units)

		CY2007	CY2008	CY2009	CY2010	CY2011
Spain	Ford Motor Valencia Body & Assembly *2	14,235	—	—	—	—

*2 Production in Spain ended in June 2007.

Mazda Sales

(As of December 31, 2011) (Units)

	CY2007	CY2008	CY2009	CY2010	CY2011
Europe	311,247	339,969	256,426	217,502	185,324

Number of Markets, Distributors and Dealerships

(As of December 31, 2011)

	Markets	Distributors	Dealerships
Europe	41	31	2,192

Major Product Line-up by Market

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

Asia, Oceania

・Since 1998, Mazda has produced pickup trucks in Thailand at AutoAlliance Thailand (AAT), a joint venture between Mazda and Ford. Production of Mazda2 and Mazda3 began at the same facility in September 2009 and January 2011 respectively.

・In Australia, Mazda posted a record-high sales volume of 88,000 units and a record-high market share of 8.8% for the 2011 calendar year. In the same year record-high sales volumes and market shares were also posted in Thailand, Indonesia and Malaysia.

・Mazda started local assembly in Malaysia and Vietnam in 2011.

(As of December 31, 2011)

Regional Headquarters

(As of December 31, 2011)

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

Production Facilities

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	—	Mazda3, Mazda5	Ford 70% Local 30%
Thailand	❸ AutoAlliance (Thailand) Co., Ltd. (AAT)	Rayong	May 1998 *1 (Established in November 1995)	6,273	Mazda2, Mazda3, BT-50	Mazda 50% Ford 50%
Vietnam	❹ Vina Mazda Automobile Manufacturing Co.,LTD	Nui Thanh district, Quang Nam province	October 2011	—	Mazda2, Mazda3 *2	Local 100%
Malaysia	❺ Mazda Malaysia Sdn. Bhd.	Shah Alam, Selangor	Established in September 2012 *3	30	Mazda3	Mazda 70% Local 30%

Note: Vina Mazda and Mazda Malaysia carry out assembly only. (Not disclosed as local production volume). Information for both companies is correct as of September 2012.
*1 Passenger car production started in September 2009. *2 Local assembly began in April 2012.
*3 Local assembly began on a consignment basis in March 2011, before Mazda Malaysia was established.

Distributors

(As of December 31, 2011)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
Australia	Mazda Australia Pty Ltd.	Mount Waverley, Victoria	April 1967	227	Mazda 100%
New Zealand	Mazda Motors of New Zealand Ltd.	Mt Wellington, Auckland	June 1972	27	Mazda 100%
Thailand	Mazda Sales (Thailand) Co., Ltd.	Bangkok	June 1990	95	Mazda 96.1% KKS 3.9%
Indonesia	PT. Mazda Motor Indonesia	Jakarta	February 2006	42	Mazda 99.96% MSEA 0.04%

Mazda Vehicle Production

(As of December 31, 2011) (Units)

		CY2007	CY2008	CY2009	CY2010	CY2011
Taiwan	Ford Lio Ho Motor	14,097	6,062	9,491	6,977	3,471
Thailand	AutoAlliance Thailand	51,876	48,238	29,408	87,348	75,630
Philippines	Ford Motor Company Philippines	285	200	180	—	—
Malaysia	Associated Motors Industries *4	190	148	—	—	—
India	Swaraj Mazda *5	2,939	—	—	—	—

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

Major Product Line-up by Market

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

Mazda Sales

(As of December 31, 2011) (Units)

	CY2007	CY2008	CY2009	CY2010	CY2011
Asia (excluding China)*6	43,740	31,942	33,696	66,980	79,518
Oceania	85,883	88,512	84,614	92,149	95,144

*6 This figure includes Taiwan.

Number of Markets, Distributors and Dealerships

(As of December 31, 2011)

	Markets	Distributors	Dealerships
Asia (excluding China)*6	12	12	302
Oceania	14	14	177

*6 This figure and includes Taiwan.

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

Regional Office

(As of December 31, 2011)

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

Production Facilities

(As of December 31, 2011)

Country/region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
South Africa	❷ Ford Motor Company of Southern Africa (Pty.) Ltd. (FMCSA)	Pretoria	June 1963	—	BT-50	Ford 100%
Zimbabwe	❸ Willowvale Mazda Motor Industries (PVT) Ltd. (WMMI)	Harare	July 1980	201	BT-50	MOTEC 58% Mazda 25% Workers Trust 9% ITOCHU Corporation 8%
Colombia	❹ Compania Colombiana Automotriz S.A. (CCA)	Bogota	April 1983	620	Mazda3, Mazda2, BT-50	Mazda 95% Mazda Motor International 5%
Ecuador	❸ Manufacturas, Armadurias y Repuestos Ecuatorianos S. A. (MARESA)	Quito	November 1986	—	BT-50	Local 100%

Distributors

(As of December 31, 2011)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
Colombia	Compania Colombiana Automotriz S.A. (CCA) *1	Bogota	October 1973*1	732	Mazda 95% Mazda Motor International 5%

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

Number of Markets, Distributors and Dealerships

(As of December 31, 2011)

	Markets	Distributors	Dealerships
Central and South America*3	34	34	212
Middle East	12	12	202
Africa	39	27	232

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

Mazda Vehicle Production

(As of December 31, 2011) (Units)

		CY2007	CY2008	CY2009	CY2010	CY2011
South Africa	FMCSA	5,983	5,260	3,725	3,661	3,875
Zimbabwe	WMMI	1,611	1,463	911	257	829
Colombia	CCA	5,620	4,159	3,520	4,517	4,346
Ecuador	MARESA	6,236	8,941	6,861	8,948	8,148
Iran	Bahman Motor Center*2	2,886	—	—	—	—

*2 KD production in Bahman Motor in Iran ended in 2007.

Mazda Sales

(As of December 31, 2011) (Units)

	CY2007	CY2008	CY2009	CY2010	CY2011
Central and South America*3	61,564	53,530	33,307	41,109	41,098
Middle East	55,399	68,120	51,691	55,102	37,785
Africa	21,781	25,803	16,833	16,084	13,669

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

Major Product Line-up by Market

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

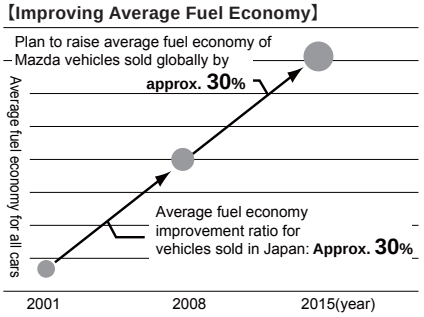
Sustainable Zoom-Zoom - Long-Term Vision for Technology Development

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

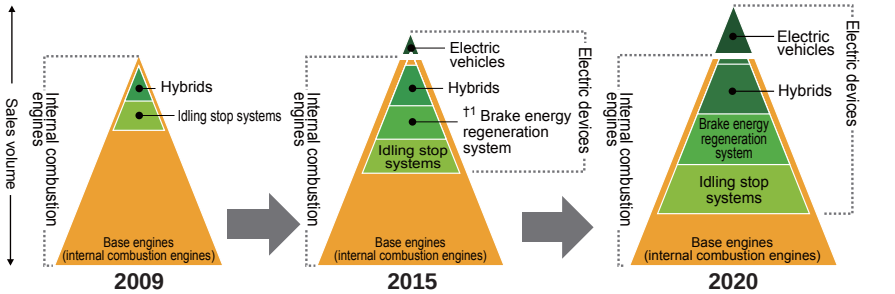
Building Block Strategy - Contributing as it Expands

In recent years, new electric devices have been introduced that have led to the development of automobiles such as hybrids and electric vehicles. We have entered an era in which performance delivered by the engine, transmission, body, chassis and other vehicle parts is being augmented through their combination with electrical components. Nevertheless, it is forecast that internal combustion engines will still account for a high percentage of automobile powertrains even as far ahead as 2020. Consequently, Mazda is prioritizing improvement of the base technologies that are responsible for the core performance of our cars while adopting a Building Block Strategy of gradually introducing electric devices such as regenerative braking, hybrid and other systems. This approach aims to effectively reduce total CO_2 emissions with cars that offer a winning combination of driving pleasure and excellent environmental and safety performance to all our customers, without relying heavily on vehicles that are strictly dedicated to meeting environmental needs.

【Improving Average Fuel Economy】



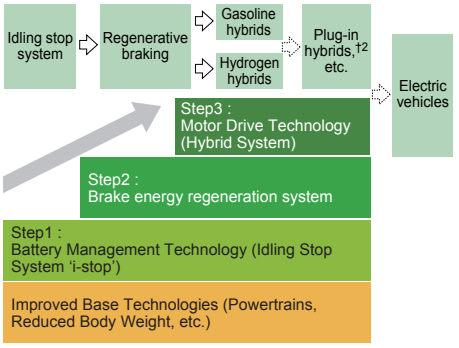
【Anticipated Expansion in Adoption of Environmental Technologies (Through 2020)
Graphic representation of global market share of powertrain technologies】



- 2009: Introduction of hybrid technology and idling stop technology
- 2015: Expanded use of electric device technologies and increased introduction of electric vehicles
- 2020: Stricter fuel economy standards globally; Need for big boost in energy efficiency; Expanded adoption of electric device technologies

†1 A system that converts a vehicle kinetic energy during deceleration into electricity for reuse

【Development of the Building-Block Strategy】



†2 Hybrid vehicle with a battery that can be charged with household power supply

MAZDA SKYACTIV TECHNOLOGY

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

■SKYACTIV-G

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

*1 For a mass-produced passenger car engine in the 1.3-liter class that use regular gasoline. (Mazda data as of May 2011)

■SKYACTIV-D

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

*2 Mazda data as of November 2011

■SKYACTIV-Drive

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

■SKYACTIV - MT

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

■SKYACTIV-BODY

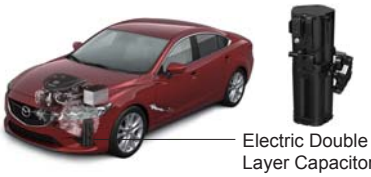
A high-rigidity, lightweight body, that delivers driving pleasure and the highest levels of crash safety performance.

■SKYACTIV-CHASSIS

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

■i-ELOOP: brake energy regeneration system

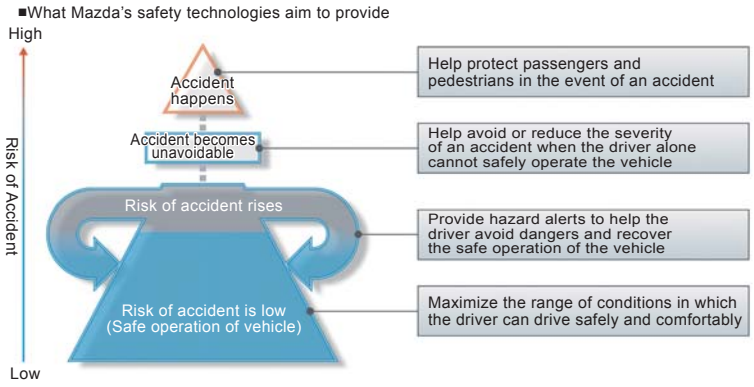
Mazda's unique brake energy regeneration system uses a capacitor to store electricity. Capacitors can quickly store and release large volumes of electricity and show little deterioration, even with repeated use. These characteristics allow i-ELOOP to efficiently convert kinetic energy into electricity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



Electric Double Layer Capacitor

Mazda Proactive Safety

At Mazda, the research and development of safety technology is based upon the company's safety philosophy, Mazda Proactive Safety, which aims to minimize the risk of an accident by maximizing the range of conditions in which the driver can safely operate the vehicle.



■i-ACTIVSENSE

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

Table of i-ACTIVSENSE technologies

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

"KODO - Soul of Motion" Design Theme

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

From left to right; Mazda SHINARI, Mazda TAKERI, the all-new Mazda6 (Atenza)

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	July	Enters into technical cooperation with NSU/ Wankel on rotary engines.
1962	January	Begins local assembly in South Korea.
1963	March	Cumulative production reaches 1 million vehicles.
	June	Begins local assembly in South Africa.
1965	January	Technical cooperation begins with Perkins Services N.V. (U.K.) on diesel engines.
	May	Completes Miyoshi Proving Ground.
1966	November	Completes new passenger car plant (Ujina) in Hiroshima.
1967	March	Full-scale exports to the European market starts.
	April	Establishes sales company in Australia.
1968	July	Establishes sales company in Canada.
1969	April	Begins full-scale exports of rotary engine vehicles.
1970	April	Exports to the U.S. begin.
	November	Kouhei Matsuda becomes president.
1971	February	Establishes Mazda Motor of America (MMA).
1972	October	Completes Mazda Training Center in Taibi.
	December	Cumulative production reaches 5 million units.
1974	May	Completes Miyoshi diesel engine plant.
1975	January	Begins local production in Thailand.
1977	December	Yoshiki Yamasaki becomes president.
1978	November	Cumulative production reaches 1 million units for rotary-engine cars.
1979	June	Cumulative production reaches 10 million units.
	November	Enters into a capital tie-up with Ford Motor Company.
1981	December	Starts operations at Hofu transmission plant (Nakanoseki area).
		Establishes Autorama (begins to supply products from October 1982).
1982	September	Production begins at the Hofu Plant (Nishinoura district).
1983	April	Begins local production in Colombia (establishes CCA).
1984	May	Company is renamed Mazda Motor Corporation.
	October	Establishes the Mazda Foundation.
	November	Kenichi Yamamoto becomes president.
1985	January	Establishes Mazda Motor Manufacturing (USA) Corporation (MMUC), later called AutoAlliance International (AAI).
	March	Establishes Mazda Motor Corporation Beijing Representative Office.
1986	April	Cumulative production of Mazda rotary-engine vehicles reaches 1.5 million units.
	December	Mazda R&D Center in Ann Arbor is completed.
1987	April	Cumulative production reaches 20 million units in Japan.
	June	Mazda opens a new research center in Yokohama, Japan.
	December	Norimasa Furuta becomes president.
		Reaches an OEM agreement for micro-mini vehicles with Suzuki Motors Co., Ltd.
1988	May	Completes the Mazda Research and Development Center in Irvine, CA. (U.S.).
1989	April	Establishes Mazda Eunos and Mazda Autozam dealership channels.
	June	Tokyo Branch renamed Tokyo Head Office.
1990	May	Completes the European R&D Representative Office (MRE) in Germany.
	December	Cumulative production reaches 25 million units.

Product

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

— 2002

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 9001 certification, the highest attainable quality mark in the ISO 9000 series, first among Japanese automakers.
		Henry D.G. Wallace becomes president.
1997	June	Inaugurates its new brand symbol, the Mazda M.
	October	North American operations are streamlined (MNAO commences operations).
	November	James E. Miller is appointed president.
	December	Establishes Ethics Committee.
1998	January	Changes corporate symbol.
	March	Consolidates European business (MME commences operations).
	April	Formulates Product Philosophy.
	May	AAT starts production.
	August	Establishes Mazda Motor Logistics Europe N.V. (MLE).
	September	Hofu Nishinoura plant acquires ISO 14001 certification.
	December	AAT commences exports.

1999	June	Cumulative production at AAI reaches 2 million units.
		Mazda reaches an agreement with Mitsubishi to supply small commercial vehicles to Mitsubishi.
	September	Entire Hofu Plant obtains environmental ISO certification.
	December	Mark Fields becomes president.
2000	April	Mazda participates in a government supported joint project to test run fuel cell vehicles.
	June	All Mazda plants in Japan acquire ISO 14001 environmental management certification.
	July	Introduces a website for the media.
		Establishes brand DNA common to all passenger cars.
	August	AAT-produced pickup trucks reach 100,000 units.
	November	Announces mid-term plan, "Millennium Plan".
2001	January	Mazda expands use of recycled materials made from end-of-life bumpers.
	February	Introduces the ‘build-to-order’ system, a first in Japan.
	September	Closes Ujina Plant No.2 (until May 2004).
2002	January	Cumulative production volume at Hofu Plant reaches 5 million units.
		Completes Nakasatsunai Proving Ground in Hokkaido.
		Commences production of MZR engines.
	March	Opens company day-care center.
	April	Introduces new brand message ‘Zoom-Zoom.’
	May	Enhances corporate governance by taking measures such as the introduction of an executive officer system.
	June	Lewis Booth becomes president.
	August	Sells auto leasing business to SB Auto Leasing Company.
	September	Transfers business in subsidiary Mazda Earth Technologies Co., Ltd. to Sandvik Tamrock Japan Co., Ltd.
	December	Mazda establishes Management Advisory Committee to further enhance corporate governance.

1990	January	Introduces Mazda MPV.
	April	Introduces Eunos Cosmo.
	September	Introduces Autozam Revue (121).
1991	May	Introduces Mazda Sentia (929).
	June	Introduces Eunos Presso and Autozam AZ-3.
	October	HR-X hydrogen rotary engine concept car is shown at the Tokyo Motor Show.
		Introduces Mazda Cronos.
	November	Introduces Anfini MS-6 and Anfini MS-9.
1992	January	Introduces MX-6.
	February	Introduces Eunos 500 (Xedos 6).
	March	Introduces Anfini MS-8.
	May	Introduces Autozam Clef.
	October	Introduces Autozam AZ-1.
	November	Develops a passenger car with a natural gas engine.
1993	January	Electric-powered vehicles based on the Mazda MX-5 are developed.
	April	Develops Miller-cycle engine.
	September	Introduces Mazda Lantis (323F).
	October	Introduces Eunos 800 (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).

1995	February	Introduces Mazda Proceed Levante.
	June	Introduces Mazda Bongo Friendee.
1996	August	Introduces Mazda Demio.
	October	Mazda Demio receives "RJC New Car of the Year" award.
1997	December	Mazda develops the Mazda Demio FCEV, fuel-cell electric vehicle.
1998	May	Introduces Mazda Bongo EV, electric vehicle.
	October	Introduces "AZ-Offroad" (Suzuki OEM).
		Introduces "Carol" (Suzuki OEM) (4th generation).
1999	March	Introduces Mazda Laputa (Suzuki OEM).
	April	Develops aldehyde remover, "Life Breath".
		Introduces Mazda Premacy.
2000	July	Mazda Roadster is recognized as the world's top selling lightweight open-top two-seater sports car model by the Guinness World Records (565,779 production units).
	October	Introduces Titan Dash.
	November	Introduces Tribute.
2001	February	Develops a new fuel-cell electric vehicle, Premacy FC-EV. First test run on public roads in Japan.
	December	Develops high-strength plastic technology for new module carriers.
2002	February	Introduces Mazda Spiano (Suzuki OEM).
	May	Introduces Mazda Atenza (Mazda6).
	July	Minimizes environmental impact with semi-dry machining process.
		Develops world's first environmentally friendly painting technology.
	November	Mazda Atenza wins "RJC New Car of the Year" award.
	December	Begins public road trials of Advanced Safety Vehicle (ASV).

History

2003 –

Corporate

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.
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.

Product

2003	February	Mazda introduces a world first aluminum joining technology using friction heat.
	April	Mazda develops an impact-absorbing hood.
	May	Develops an emissions reduction technology for diesel engines where the particulate matter is reduced by over 75% compared to the current model.
	June	Mazda's RENESIS engine wins "International Engine of the Year" award.
	September	Mazda develops a new paint stripping technology for recycling bumpers which removes 99.9% of paint to produce high quality material for new bumpers.
	October	Introduces Mazda Axela (Mazda3).
	November	RENESIS rotary engine named "RJC Technology of the Year".
		Mazda RX-8 wins "RJC Car of the Year" award.
	December	Mazda6 named Car of the Year in China.
2004	May	Mazda's RENESIS wins 2.5-3.0 liter category of International Engine of the Year for second year running.
	June	Introduces Mazda Verisa
	October	Starts public road testing of the RX-8 Hydrogen RE vehicle.
	November	Mazda's Three Layer Wet Paint technologies wins the Minister of Environment Award for prevention of global warming.
2005	March	Bumper-to-bumper recycling technology is introduced to produce new bumpers for the RX-8.
	April	Mazda resumes Ujina Plant No.1 paint shop operations with the new state-of-the-art Three Layer Wet Paint system installed.
	June	Develops world's first steel-to-aluminum friction spot welding technology.
	July	Mazda adopts a more eco-friendly painting process, further reducing the environmental burden during the painting process.
	November	3rd generation Mazda Roadster wins "Japan Car of the Year".
2006	February	Begins commercial leasing of world's first rotary hydrogen vehicle (RX-8 Hydrogen RE).
	May	Mazda develops high-strength heat-resistant bioplastic for interior parts with Hiroshima area partners.
	November	Mazda MPV 2.3L DISI turbo engine vehicle wins the Chairperson's Award of the Eco-Products Awards Steering Committee.
	December	Introduces Mazda CX-7 to the Japanese market.
2007	June	Participates in ITS public road trials in Hiroshima.
	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	Introduces new Mazda Biante
	September	Develops a unique idling stop system using direct injection engine technology.
		Develops clean diesel engine with improved output and environmental performance.
		Develops plastic molding technology which reduces consumption of plastic resins by 30%.

2008	February	Receives Japan's first Human Rights Merit Award.
	March	Forms strategic alliance in auto financing business in Japan.
	April	Launches the environment management system 'Eco-action 21' among Japanese distributors.
	June	Launches new Global Visual Identity to express the company's brand identity.
		Announces plan to improve vehicle fuel economy 30% by 2015.
	July	Establishes Mazda Parts Co., Ltd. in Japan.
	September	Commences vehicle transport on the Trans-Siberian Railroad.
	October	Mazda Museum welcomes 1 millionth visitor.
	November	Takashi Yamanouchi becomes president.
	December	Obtains naming rights for the new Hiroshima baseball stadium and names the stadium "Mazda Zoom-Zoom Stadium Hiroshima."
2009	March	Opens training centers in Beijing, Shanghai and Shenzhen.
	April	Increases capital investment from 25% to 40% in FAW Mazda Motor Sales Co. Ltd (FMSC).
	July	Inaugurates new passenger car plant at AutoAlliance Thailand (AAT).
2010	March	Agrees to hybrid system technology license with Toyota Motor Corporation.
	April	A joint program by Mazda Foundation and Hiroshima University, "Science Waku-Waku project" wins the 2010 Ministry of Education, Culture, Sports, Science and Technology award.
	September	Joins Hiroshima Moritsukuri Forum. Begins forest conservation activities in the loacl communigy through Mazda no Mori (Mazda Forest).

2011	January	Nissan and Mazda agree on new OEM contract with Nissan.
	February	Mazda and Hiroshima University sign comprehensive cooperation agreement.
	June	Establishes vehicle production facility in Mexico and sales company in Brazil with Sumitomo.
		Implements outside director system.
	October	Mazda and Sumitomo Corporation hold groundbreaking ceremony to mark start of construction of the new plant in Mexico.
		Local assembly of Mazda2 begins at Vina Mazda's new plant in Vietnam.
2012	January	Completes new wing of the Mazda Hospital (in-patient ward).
	May	Begins discussions with Fiat regarding development and production of new open-top two-seater sports car.
	July	Increases production capacity of SKYACTIV-G and SKYACTIV-D engines to 800,000 units per annum.
	September	Mazda and Sollers establish Mazda Sollers, a joint venture production company in Russia.
		Mazda and Malaysia's Bermaz establish joint venture company Mazda Malaysia.
	November	Reached agreement with Toyota to produce Toyota vehicles at new plant in Mexico.

2009	January	Cuts precious metal usage 70% with new single-nanocatalyst.
	February	Participates in 'ITS-Safety 2010' combined road trials.
	March	Develops world-first automated recycling technology for end-of-life vehicle bumpers.
		Becomes first Japanese automaker to develop a urea SCR system for cars.
		Begins commercial leasing of world's first hybrid rotary hydrogen vehicle, Premacy Hydrogen RE Hybrid.
	June	Succeeds in developing world's lowest environmental impact water-based paint system, "Aqua-tech", and launches it in Ujina Plant No.1.
	November	Mazda i-stop wins RJC Technology of the Year award.
		Mazda Axela and Mazda Biante with i-stop win Eco-Products Award in Japan.
		Provides Demios as the base architecture for the electric vehicle test project, "Tsukuba Environmental Style Test Project".
2010	September	Announces new design theme "KODO - Soul of Motion".
		Mazda6/Atenza global production reaches 2 million units.
	October	Announces next-generation SKYACTIV TECHNOLOGY.

2011	February	Builds 900,000th Roadster/MX-5, applies to Guinness World Records to update record for best-selling two-seat sports car.
	May	Mazda3/Axela global production reaches 3 million units.
	June	Launches Demio with highly-efficient direct-injection SKYACTIV-G 1.3 gasoline engine.
	September	Launches second SKYACTIV model in Japan, Axela (Mazda3).
	November	Launches final special edition of the RX-8; Mazda RX-8 SPIRIT R.
		New engine SKYACTIV-G 1.3 wins RJC Technology of the Year Award.
		Develops brake energy regeneration system for a passenger car that uses a capacitor.
2012	February	Launches Mazda CX-5, a new crossover SUV which adopts the full range of SKYACTIV technologies and advanced safety technology, Smart City Brake Support.
	June	Launches Mazda Flairwagon micro-mini, an OEM vehicle from Suzuki.
	October	Begins leasing the Demio EV (electric vehicle).
	November	The Mazda CX-5 with SKYACTIV-D 2.2 wins Car Technology of the Year award from Japan Automotive Hall of Fame.
		Launch of 3rd generation Atenza (Mazda6) featuring advanced safety technology, i-ACTIVSENSE.
		Mazda CX-5 wins "Japan Car of the Year".

■Updates

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

■Mazda Information Disclosure Tools

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

Sustainability Report 2012

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

Annual Report 2012

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

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