MAZDA IN BRIEF 2015

YEAR ENDED MARCH 31,2015

Cornerstone of Mazda's car-making philosophy

We first define our ideal,
then work tirelessly to achieve it.
We never compromise.
And we never stop challenging.

We want to make cars the likes of which
the world has never seen.
No matter how difficult the problem,
no matter how big the obstacle,
we never give up the pursuit of our dream.
We believe an ideal can be achieved
only by taking on great challenges.
And this belief defines the way we make cars.

A defiant spirit of challenge.
This is the cornerstone of Mazda's car-making philosophy.

Mazda's spirit of challenge

Mazda's history is deeply entwined with the history of Hiroshima and the culture and spirit of the region is reflected throughout the company. There is no better example of this than the indomitable spirit of challenge. It was this strong spirit that empowered the people of Hiroshima to rebuild the city after the war, working tirelessly in the hope of a brighter future. Deeply rooted in the community, Mazda has inherited this attitude from the city and local region. We dare to take on challenges that others consider to be difficult, or even impossible. No matter the size or difficulty of the problem, we will never give up in the pursuit of our dreams. That is the spirit of Hiroshima. And that is the spirit of Mazda.

A challenge for Mazda engineers

Compact and lightweight yet producing high power, the "rotary" was often referred to as a dream engine. However, it was also commonly believed that the engine would never be successfully commercialized. Mazda, on the other hand, bet its future to this dream engine. It was a long and difficult process of trial and error, but true to their motto of "never stop challenging," Mazda's engineers refused to give up on their efforts. Finally, in 1967 Mazda become the world's first automaker to successfully mass-produce a rotary engine-powered vehicle.

Toward further innovation

Mazda aims to provide both high levels of both driving pleasure and environmental and safety performance. That does not mean simply improving performance. We are addressing design and development efforts with the aim of making vehicles that and move people emotionally as well as physically. Our SKYACTV technology and KODO Soul of Motion design have won awards around the world and even now we are working toward the further evolution of both. Mazda will continue to work uncompromisingly toward the realization of our ideals and for the satisfaction of all our customers.

Mazda's Official Website offers more details about Mazda, our products, our brand and our history. Also, Mazda's official social media account offers materials such as the latest news and the Mazda Brand Essence Video.

(Please visit Mazda's Official Website: http://www.mazda.co.jp/)

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Vision of Mazda

Corporate Vision*

We love cars and want people to enjoy fulfilling lives through cars.
We envision cars existing sustainably with the earth and society,
and we will continue totackle challenges with creative ideas.

1. Brighten people's lives through car ownership.
2. Offer cars that are sustainable with the earth and society to more people.
3. Embrace challenges to seek to master the Doh ("Way" or "Path") of creativity.

*Mazda revised its Corporate Vision in April 2015, with the following objectives, aiming to be recognized as a corporate group gaining sincere trust of its stakeholders.

- Clarify the attributes of the Mazda brand, and make concerted efforts across the Mazda Group to realize the Corporate Vision.
- Promote the Group-wide dialogue process to share, understand and agree the goal of the Corporate Vision through the continuous thorough discussions.
- Closely link the Corporate Vision to our daily business activities.

The Origin and Meaning of "Mazda"

The Company's name, "Mazda," derives from Ahura Mazda, a god of the earliest civilizations in western Asia. The Company has interpreted Ahura Mazda, the god of wisdom, intelligence, and harmony, as a 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 Company's founder, Jujiro Matsuda.

Mazda Brand Symbol

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 (Established in June 1997).

Mazda Corporate Mark

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

Mazda has adopted blue as the corporate color, thinking the color of blue is "expressing the corporate attitude as an automobile manufacturer, fulfilling the social responsibility for the environment and safety, and also evoking a sense of quality and technological competence."

Mazda Brand Slogan, "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. (Announced in April 2002)

Structural Reform Stage 2

Aiming for qualitative growth and brand value improvement

"Mazda has been implementing the initiatives of the Structural Reform Plan, which was announced in February 2012, to overcome an adverse external environment and set a steady course for future growth. Business innovation through SKYACTIV has proven successful, with a steady pace of growth in sales and profit since 2012. Nevertheless, we believe there is still room for improvement in each of the key areas.

With this in mind, Structural Reform Stage 2, the new midterm plan that will cover the three-year period beginning with the March 2017 fiscal year, is intended to take the initiatives of the Structural Reform Plan to the next stage, to maintain steady growth in unit sales and achieve "qualitative growth" through improved business efficiency in each of the areas of products, sales, production, and finance, to fully enhance our brand value. Specifically, we will continue to evolve SKYACTIV products and introduce new models to maintain volume growth, while strengthening our business base in areas including brand value, our sales network, and global production efficiency. In addition, we will implement global integrated planning that encompasses development, manufacturing, and sourcing to achieve optimal common architectures, and we will develop and begin introducing even more efficient and higher-performance SKYACTIV GEN2 models.

We will also build a firm financial base, which will lead to an improved dividend payout."

Target for Fiscal Year Ending March 2016 Global Sales

1.49 million units

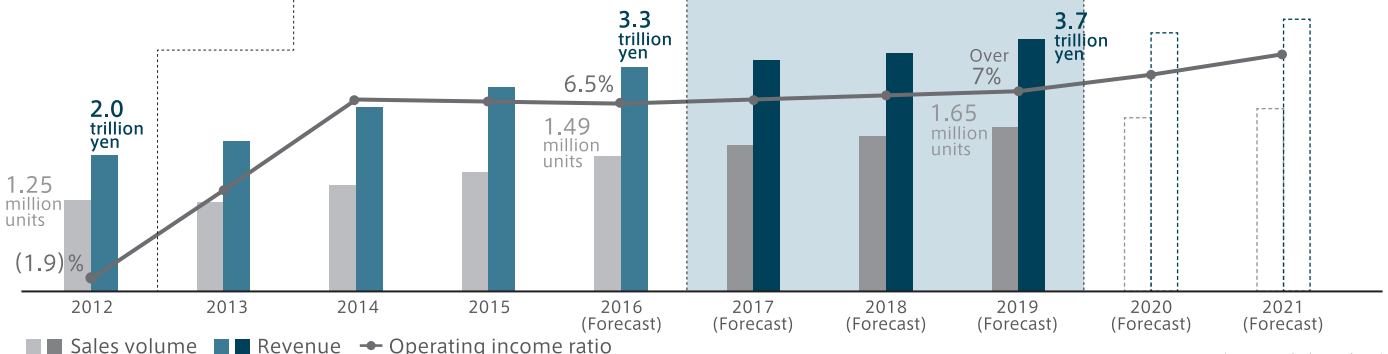
Target for Fiscal Year Ending March 2016 Operating Profit

210.0 billion yen

Target for Fiscal Year Ending March 2016 ROS

Over 6.5%

	Structural Reform Plan (2013–2016) Change of business structure by structural reforms	Structural Reform Stage 2 (2017–2019) Qualitative growth / Brand value improvement	Next Mid-term Plan (2020–) Further sustainable growth
Product and R&D	SKYACTIV TECHNOLOGY GEN1	• Continuous evolution of SKYACTIV products • Develop and introduce GEN2 models	• Full-scale introduction of GEN2 models • Enhance electric drive system
Bran and Salesd	• Start right-price sales, volume growth and brand value improvement	• Drive reforms at sales frontline to ensure penetration of sales strategy	• Volume growth by significant product enhancement
Global production	• Reinforce production capacity in Mexico, Thailand, Russia, Malaysia, etc.	• Support sales growth by maximizing plant utilization	• Expand production capacity for quantitative growth
Strengthen financial structure	• Shift to profitable earnings structure even under strong-yen environment • Recover financial base and resume dividends	• Establish strong financial structure • Raise dividend payout ratio	• Improve both growth and profit • Improve capital efficiency and ROE



(Years ended March 31)

Notes:
1. GEN1 = SKYACTIV Generation 1; GEN2 = SKYACTIV Generation 2
2. Decisions for further growth under the next mid-term plan (from the March 2020 fiscal year) that will follow Structural Reform Stage 2 will be made during the period covered by Structural Reform Stage 2, based on changes in the business environment.

Company Profile and Major Data

Company Profile

(As of March 31, 2015)

Company name	Mazda Motor Corporation
Founded	January 30, 1920
Headquarters	3-1 Shinchi, Fuchu-cho, Aki-gun, Hiroshima 730-8670 Japan
Representative	Masamichi Kogai, Representative Director; President and CEO
Main business	Manufacture and sales of passenger cars and commercial vehicles
Stock Information	Authorized: 1,200,000,000 shares Issued: 599,875,479 shares Number of shareholders: 150,386
Capital	￥258,957,096,762
Employees	Unconsolidated Male: 19,407 Female: 1,888 Total: 21,295 (including dispatchees) Consolidated: 44,035
Research and development sites	Head Office, Mazda R&D Center (Yokohama), Mazda North American Operations (USA), Mazda Motor Europe (Germany), China Engineering Support Center (China)
Production sites	Japan: Hiroshima Plant (Head Office, Ujina), Hofu Plant (Nishinoura, Nakanoseki), Miyoshi Plant Overseas: China, Thailand, Mexico, South Africa, Ecuador, Taiwan, Vietnam*1, Malaysia*2, Russia*2
Sales companies	Japan: 240, Overseas: 144
Principal products	Four-wheeled vehicles, gasoline reciprocating engines, diesel engines, automatic and manual transmissions for vehicles

*1 Some models are assembled locally (Volume is not disclosed)
*2 Assembly only (Volume is not disclosed)

Global Production

(Fiscal Year) (Units)

		FY2010('10.4-'11.3)	FY2011('11.4-'12.3)	FY2012('12.4-'13.3)	FY2013('13.4-'14.3)	FY2014('14.4-'15.3)
Global		1,277,494	1,185,222	1,200,014	1,269,296	1,375,064
	Japan	866,992	846,574	879,129	972,533	919,405
	Overseas	410,502	338,648	320,885	296,763	455,659

Global Sales

(Fiscal Year) (Units)

		FY2010('10.4-'11.3)	FY2011('11.4-'12.3)	FY2012('12.4-'13.3)	FY2013('13.4-'14.3)	FY2014('14.4-'15.3)
Global		1,272,195	1,246,377	1,234,431	1,330,936	1,397,294
	Japan	205,885	205,538	216,257	243,598	224,540
	Overseas	1,066,310	1,040,839	1,018,174	1,087,338	1,172,754

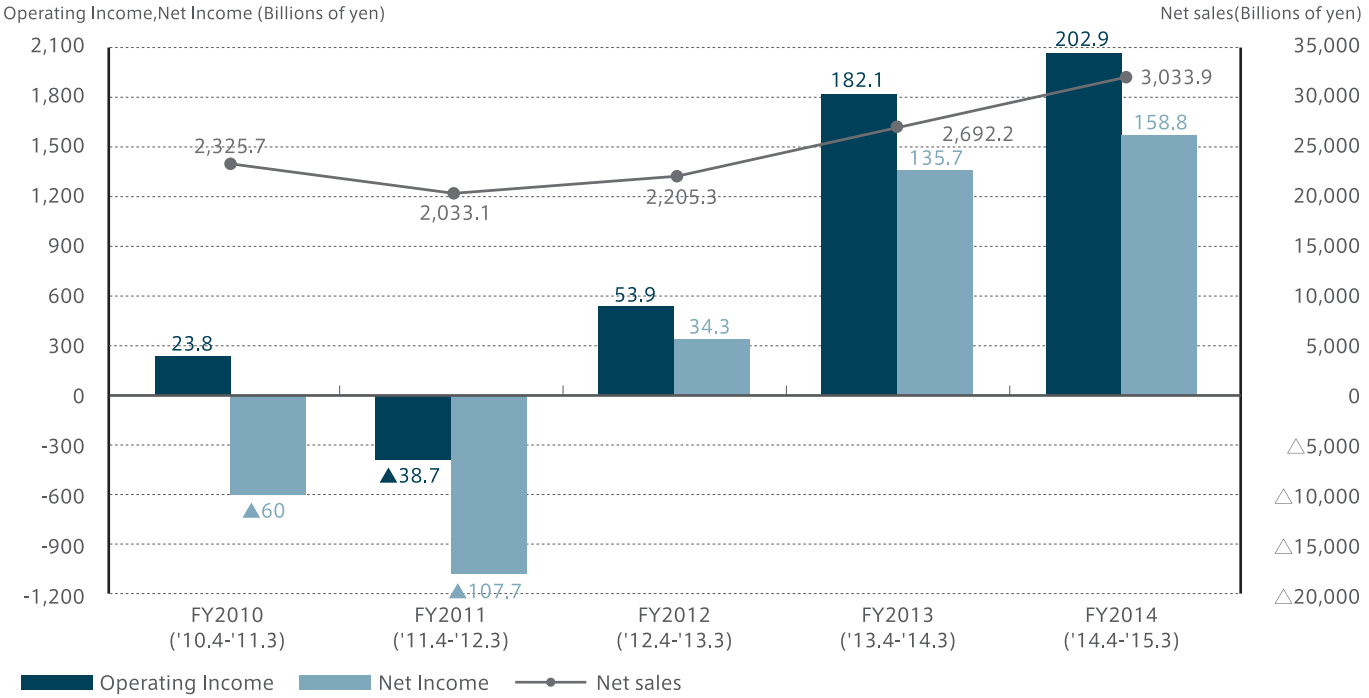
Financial Summary (Consolidated)

(As of March 31, 2015)

¥ in billions, except per share amounts		FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)
	Domestic (Japan)	541.5	560.2	588.0	655.7	617.4
	Overseas	1784.2	1472.9	1617.3	2036.5	2416.5
Net sales		2,325.7	2,033.1	1,617.3	2,692.2	3,033.9
Operating income		23.8	-38.7	53.9	182.1	202.9
Ordinary income		36.9	-36.8	33.1	140.7	212.6
Income before taxes		16.1	-55.3	39.1	97.4	209.3
Net income		-60	-107.7	34.3	135.7	158.8
Capital invesment		44.7	78	77.2	133.2	131.0
Depreciation and amortization		71.6	68.8	60.0	57.7	68.9
Research and Development cost		91.0	91.7	89.9	99.4	108.4
Total assets		1,771.8	1,915.9	1,978.6	2,246.0	2,473.3
Financial debts		693.0	778.1	719.0	742.7	701.0
Net financial debts		370.2	300.8	274.1	263.0	171.9
Cash flows(Thousands of units)		1.6	-79.4	8.7	16.3	108.9
	Japan	867	847	879	973	919
	Overseas	411	338	321	296	456
Production Volume		1,278	1,185	1,200	1,269	1,375
	Japan	206	206	216	244	225
	N.America	342	372	372	391	425
	Europe	212	183	172	207	229
	China	236	223	175	196	215
	Others	277	263	300	293	303
Sales Volume		1,273	1,247	1,235	1,331	1,397

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

Operating Results



Directors, Audit & Supervisory Board Members and Officers

(As of June 24, 2014)

Directors, Officers and Auditors

Representative Director and Chairman of the Board
Seita Kanai

Representative Director
Masamichi Kogai

Representative Director
Akira Marumoto

Director
Yuji Harada

Director
Yuji Nakamine

Director
Nobuhide Inamoto

Director
Ichiro Sakai

Director
Kazuaki Jono

Audit & Supervisory Board Members

Audit & Supervisory Board Member (Full-time)

Nobuyoshi Tochio

Hirofumi Kawamura

Audit & Supervisory Board Member

Isao Akaoka

Masahide Hirasawa

Takao Hotta

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

＊ President and CEO	Masamichi Kogai	
＊ Executive Vice President	Akira Marumoto	Assistant to President; Oversight of Operations in the Americas and Corporate Planning Domain
＊ Senior Managing Executive Officer	Yuji Harada	Oversight of Fleet Sales No.2 and Financial Services; In charge of CSR, Environment and Global Corporate Communications
	Yuji Nakamine	Oversight of Operations in Europe, Asia & Oceania, Middle East & Africa and New Emerging Markets
	Nobuhide Inamoto	Oversight of Operations in China, Domestic Sales, Fleet Sales No.1; In charge of Global Auditing; Chairman, Mazda Motor (China) Co., Ltd.
Managing Executive Officer	James J. O'Sullivan	President and CEO, Mazda Motor of America, Inc. (Mazda North American Operations)
	Keishi Egawa	In charge of New Emerging Market Operation (Latin America);President and CEO, Mazda Motor Manufacturing de Mexico, S.A. de C.V. (Mazda de Mexico Vehicle Operation)
	Jeffrey H. Guyton	President and CEO, Mazda Motor Europe GmbH
	Minoru Mitsuda	Oversight of Fleet Sales No. 3 and Tokyo Office; In charge of Corporate Liaison; Assistant to the Officer in charge of Corporate Planning and Corporate Communications
	Kiyotaka Shobuda	In charge of Global Production, Global Business Logistics, Global Product Quality and Brand Quality
	Kiyoshi Fujiwara	In charge of R&D and Cost Innovation; General Manager, R&D Liaison Office; President, Mazda Engineering & Technology Co., Ltd.
	Masahiro Moro	Global Sales Coordination; In charge of Global Marketing, Customer Service and Sales Innovation
	Akira Koga	Executive Vice President, Mazda Motor of America, Inc. (Mazda North American Operations)
	Takashi Furutama	In charge of Corporate Planning, Profit Control and Global IT Solution
	Mitsuo Hitomi	In charge of Technical Research Center, Powertrain Development and Integrated Control System Development
	Masatoshi Maruyama	Assistant to the Officer in charge of Global Production; General Manager, Hiroshima Plant
	Takeshi Fujiga	In charge of Global Human Resources and Safety, Health & Disaster Prevention
	Kazuhisa Fujikawa	In charge of Global Purchasing; Assistant to the Officer in charge of Cost Innovation
	Kazuyuki Fukuhara	In charge of Domestic Sales and Fleet Sales; President, Mazda Chuhan Co., Ltd.
Executive Officer	Nobuhiko Watabe	In charge of Operations in China; General Manager, China Business Div.; CEO, Mazda Motor (China) Co., Ltd.
	Raita Nishiyama	President, Kanto Mazda Co., Ltd.
	Ikuo Maeda	General Manager, Design Div.
	Hidenori Kawakami	President and CEO, Mazda Powertrain Manufacturing (Thailand) Co., Ltd.
	Tetsuya Fujimoto	In charge of Financial Services; General Manager, Financial Services Div.
	Hiroshi Inoue	In charge of New Emerging Market Operation (excepting Latin America); President, Mazda South East Asia Ltd.
	Makoto Yoshihara	In charge of Secretariat, General & Legal Affairs, Compliance, Risk Management and Mazda Hospital; General Manager, Office of General & Legal Affairs
	Yasuhiro Aoyama	General Manager, Global Sales & Marketing Div.
	Ichiro Hirose	General Manager, Powertrain Development Div.
	Takeshi Mukai	General Manager, Hofu Plant

Major Affiliates

Consolidated Subsidiaries 59 (As of March 31, 2015)

Company name	Country	Mazda's Share	Business
Mazda Chuhan Co., Ltd.	Japan	100.0%	Sales of used cars
Mazda Autozam Inc.	Japan	100.0%	Distribution of vehicles and parts
Mazda Motor International Co., Ltd.	Japan	100.0%	Trading company
Mazda Ace Co., Ltd.	Japan	100.0%	Insurance, real estate, others
Mazda Logistics Co., Ltd	Japan	100.0%	Distribution of vehicles and parts
Kurashiki Kako Co., Ltd.	Japan	75.0%	Production and sales of vehicle parts
Mazda Engineering & Technology Co., Ltd.	Japan	100.0%	Development and manufacture of special use vehicles
Mazda Parts Co., Ltd.	Japan	100.0%	Sales of parts
Hakodate Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Tohoku Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Fukushima Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Kitakanto Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Koushin Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Kanto Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Shizuoka Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Tokai Mazda Sales Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Hokuriku Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Keiji Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Kansai Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Nishi Shikoku Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Kyushu Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Minami Kyushu Mazda Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Okinawa Mazda Sales Co., Ltd.	Japan	100.0%	Distribution of vehicles and parts
Mazda Motor of America, Inc.	U.S.A.	100.0%	Distribution of vehicles and parts
Mazda Canada Inc.	Canada	100.0%	Distribution of vehicles and parts
Mazda Motor de Mexico, S. de R.L. de C.V.	Mexico	100.0%	Distribution of vehicles and parts
Mazda Servicios de Mexico, S. de R.L. de C.V.	Mexico	100.0%	Human resource services for Mazda Motor de Mexico
Mazda Motor Manufacturing de Mexico, S.A. de C.V.	Mexico	70.0%	Production and sales of vehicles and parts
Mazda Motor Operaciones de Mexico, S.A. de C.V.	Mexico	70.0%	Human resource services for Mazda Motor Manufacturing de Mexico
Mazda Motors (Deutschland) GmbH	Germany	100.0%	Distribution of vehicles and parts
Mazda Motor Logistics Europe N.V.	Belgium	100.0%	Distribution of vehicles and parts
Mazda Motor Europe GmbH	Germany	100.0%	Overall management of business in Europe
Mazda Automobiles France S.A.S.	France	100.0%	Distribution of vehicles and parts
Mazda Motors UK Ltd.	U.K.	100.0%	Distribution of vehicles and parts
Mazda (Suisse) S.A.	Switzerland	100.0%	Distribution of vehicles and parts
Mazda Motor de Portugal Lda.	Portugal	100.0%	Distribution of vehicles and parts
Mazda Motor Italia S.r.l.	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
Mazda Motors of New Zealand Ltd.	New Zealand	100.0%	Distribution of vehicles and parts
Mazda Sales (Thailand) Co., Ltd.	Thailand	96.1%	Distribution of vehicles and parts
Mazda Powertrain Manufacturing (Thailand) Co., Ltd.	Thailand	100.0%	Production and sales of vehicle parts
PT. Mazda Motor Indonesia	Indonesia	100.0%	Production and sales of parts
Mazda Malaysia Sdn. Bhd.	Malaysia	70.0%	Production (consignment) and sales of vehicles
Mazda Motor (China) Co., Ltd.	China	100.0%	Overall management of business in China
Mazda Southern Africa (Pty) Ltd.	Southern Africa	100.0%	Distribution of vehicles and parts
Mazda Motor Taiwan Co., Ltd.	Taiwan	100.0%	Distribution of vehicles and parts
MAZDA DE COLOMBIA S.A.S	Colombia	100.0%	Distribution of vehicles and parts
Others (9)	—	—	—

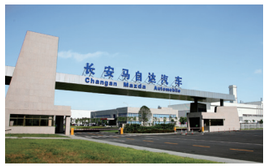
Equity Method Applied Companies 14 (As of March 31, 2015)

Company name	Country	Mazda's Share	Business
Toyo Advanced Technologies Co., Ltd.	Japan	30.0%	Production and sales of machine tools
Japan Climate Systems Corporation	Japan	33.3%	Production and sales of parts
Yoshiwa Kogyo Co., Ltd.	Japan	33.3%	Production and sales of parts
Sanfrecce Hiroshima FC.	Japan	17.1%	Professional soccer team
Mazda Processing Chugoku Co., Ltd.	Japan	29.0%	Attachment of vehicle accessories
SMM Auto Finance, Inc.	Japan	49.0%	Automotive retail finance
MCM Energy Service Co., Ltd.	Japan	40.0%	Steam and electricity supply
MAZDA SOLLERS Manufacturing Rus LLC	Russia	50.0%	Production and sales of vehicles
AutoAlliance (Thailand) Co., Ltd.	Thailand	50.0%	Production and sales of vehicles
Changan Mazda Automobile Co., Ltd. Sales Branch Office(CMAS)	China	50.0%	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
Others (2)	—	—	

Research & Development Activities by Region

Hiroshima Plant

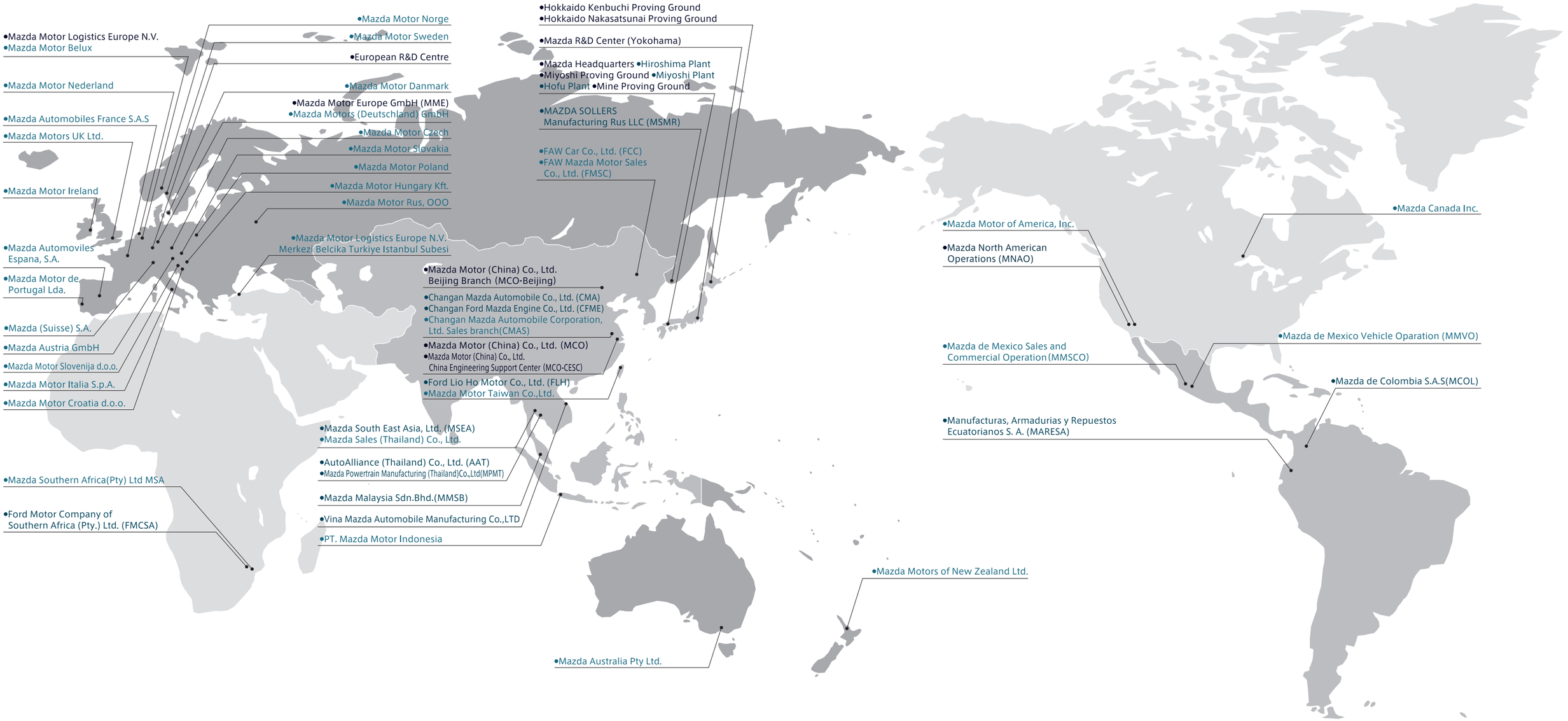
Hofu Plant



Changan Mazda Automobile Co., Ltd. (CMA)

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

Mazda de Mexico Vehicle Operation (MMVO)



Global Production Units
1,397,294

Global Sales companies
384

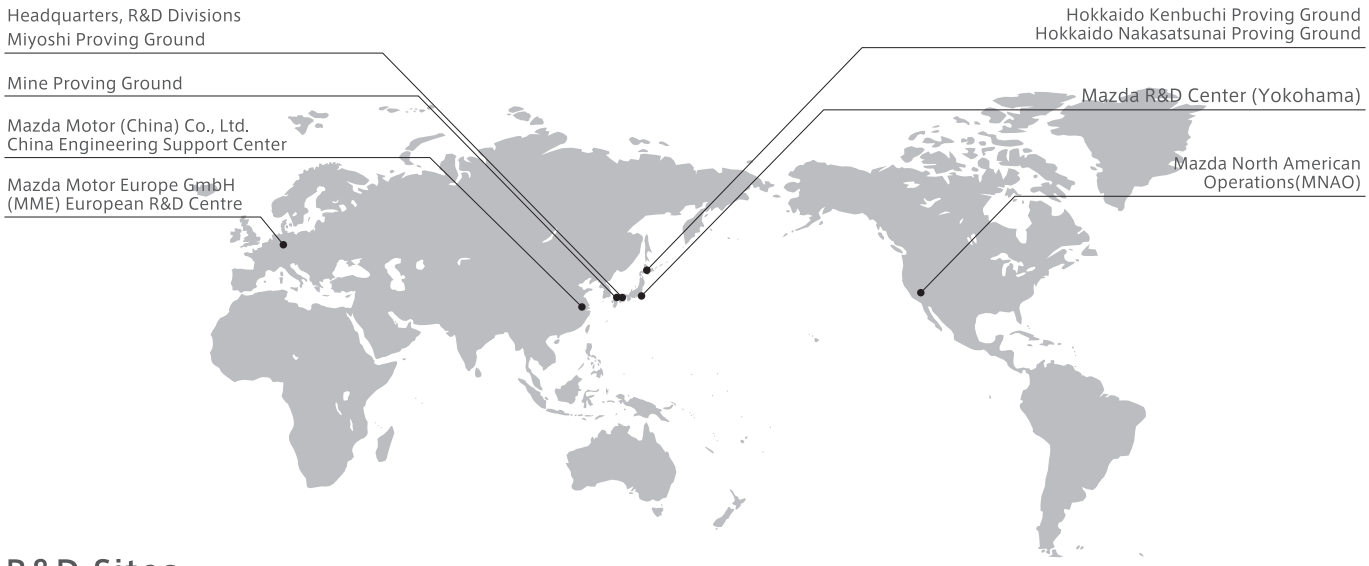
Employees
44,035

Operating income
2,029 billion yen

Net income
1,588 billion yen

Regional Headquarters / R&D sites
Production sites
Distributors
(As of March 31, 2015)

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.

Region	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	・Technology and market trend studies in the North American market ・Design development for the North American market ・Evaluation of product conformity with North American market standards
		Flat Rock, Michigan	
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 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.

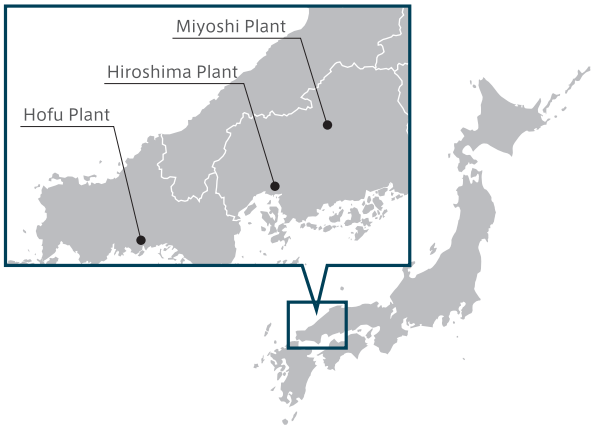
Comprehensive Vehicle Proving Grounds

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

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

Activities by Region／Japan

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



Production in Japan

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)	MPV/Mazda8, Mazda CX-9*1,Mazda MX-5, Mazda Verisa, Mazda Biante, Mazda CX-5, Mazda CX-3, Mazda E-series (Bongo Van)	274,200 units/year	November 1966	1,685,000㎡
			Ujina Plant No.2 (U2)	Mazda5, Mazda CX-5	240,600 units/year	December 1972	
				Gasoline reciprocating engines, diesel engines		December 1964	
Miyoshi, Hiroshima	Miyoshi Plant			Gasoline reciprocating engines		May 1974	1,677,000㎡
Hofu, Yamaguchi	Hofu Plant		Hofu Plant No.1 (H1)	Mazda3, Mazda2	240,600 units/year	September 1982	792,000㎡
			Hofu Plant No.2 (H2)	Mazda6	240,600 units/year	February 1992	
		Nakanoseki district		Automatic transmissions, manual transmissions		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.

March 2015 Vehicle Production
919,405units

March 2015 Passenger vehicles Vehicle Production
903,612units

March 2015 Commercial vehicles Vehicle Production
15,793units

Production Volume by Model

(As of March 31, 2015) (Units)

Model	FY2010('10.4-'11.3)	FY2011('11.4-'12.3)	FY2012('12.4-'13.3)	FY2013('13.4-'14.3)	FY2014('14.4-'15.3)
Passenger vehicles					
Demio(Mazda2)	144,912	165,594	124,287	104,195	100,347
Axela(Mazda3)	363,327	317,899	291,181	291,414	232,567
Premacy(Mazda5)	81,282	89,180	57,585	48,459	37,211
Atenza(Mazda6)	72,594	48,795	88,017	143,162	143,610
MPV(Mazda8)	6,093	6,501	2,524	1,615	788
Mazda CX-3	—	—	—	—	16,504
Mazda CX-5	—	46,699	226,606	308,720	316,288
Mazda CX-7	91,739	77,986	3,081	500	—
Mazda CX-9	48,694	43,075	40,652	31,921	37,893
Mazda Roadster(MX-5/Miata)	19,503	14,406	15,133	10,778	10,008
Mazda RX-8	2,019	1,716	1,224	—	—
Mazda Verisa	8,969	8,612	4,710	3,548	1,248
Mazda Biante	11,182	10,562	8,626	11,898	7,148
Mazda Tribute/Ford Escape	—	—	—	—	—
Passenger vehicles-total	850,314	831,025	863,626	956,210	903,612
Commercial vehicles					
Mazda E-Series(Bongo Van/Truck)	15,146	15,549	15,503	16,323	15,793
Mazda E-Series(Bongo Brawny Van/Truck)Mazda	1,058	—	—	—	—
T-Series(Titan)/E-Series (Titan Dash)	474	—	—	—	—
Commercial vehicles-total	16,678	15,549	15,503	16,323	15,793
Total	866,992	846,574	879,129	972,533	919,405
Breakdown					
Rotary engine vehicles	2,019	1,716	1,224	—	—
Diesel engine vehicles	71,308	46,228	95,852	135,464	161,714

Activities by Region／Japan

Sales in Japan

Sales Channels in Japan

(As of March 31, 2015)

	Dealerships	Outlets
Mazda / Mazda Anfini	49	816
Mazda Autozam	191	210
Total	240	1,026

Mazda Product Line-up by Sales Channel

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

March 2015 Sales

224,540units

March 2015 Passenger vehicles Sales

200,858units

March 2015 Commercial vehicles Sales

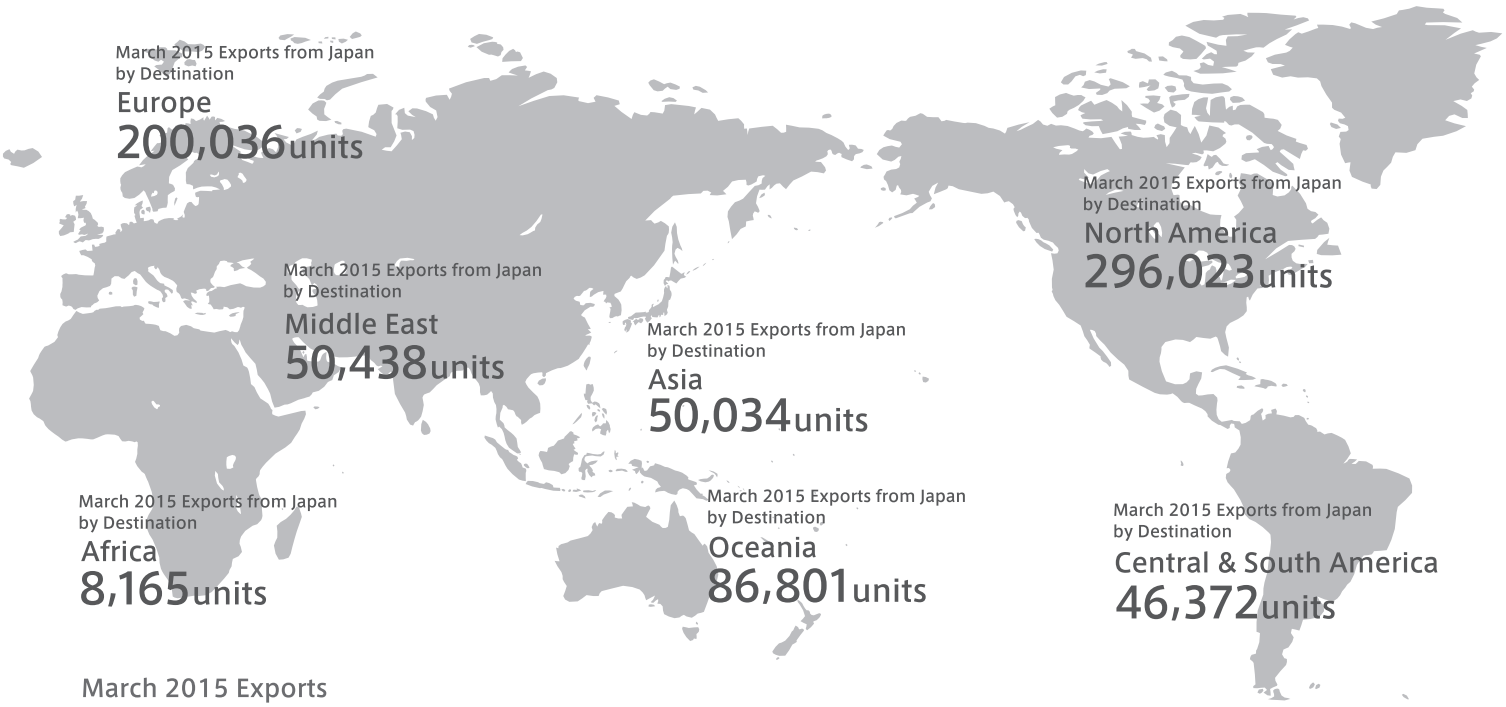
23,682units

Sales by Model

(As of March 31, 2015) (Units)

Model	FY2010('10.4-'11.3)	FY2011('11.4-'12.3)	FY2012('12.4-'13.3)	FY2013('13.4-'14.3)	FY2014('14.4-'15.3)
Passenger vehicles					
Demio	60,666	66,110	52,691	40,800	62,920
Axela	22,875	20,287	14,040	31,827	33,217
Premacy	25,195	20,524	14,389	17,540	8,802
Atenza	5,604	4,179	11,149	20,417	11,502
MPV	5,568	4,760	2,259	1,203	480
CX-3	—	—	—	—	7,991
CX-5	—	5,307	40,762	39,073	27,496
CX-7	565	416	19	0	0
Roadster	979	1,168	888	722	462
RX-8	896	1,509	1,241	42	2
Verisa	9,264	7,793	5,134	3,979	1,446
Biante	11,333	10,117	7,111	9,355	4,165
Registered vehicles total	142,945	142,170	149,683	164,958	158,483
Carol	10,909	10,579	9,592	9,625	8,277
AZ-Wagon/Flair	22,979	23,805	23,191	19,146	11,439
AZ-Offroad	412	498	394	373	2
Flair Crossover	—	—	—	2,394	10,314
Scrum Wagon	2,262	2,988	2,144	1,641	1,131
Flair Wagon	—	—	5,829	17,974	11,212
Micro-mini total	36,562	37,870	41,150	51,153	42,375
Passenger vehicles-total	179,507	180,040	190,833	216,111	200,858
Commercial vehicles					
Familia Van	2,723	2,651	2,529	2,232	2,195
Bongo Series	9,921	9,272	9,887	10,560	9,377
Bongo Brawny	589	25	—	—	—
Titan/Titan Dash	2,693	2,230	2,233	2,597	2,389
Registered vehicles total	15,926	14,178	14,649	15,389	13,961
Scrum Van/Truck	10,452	11,320	10,775	12,098	9,721
Micro-mini total	10,452	11,320	10,775	12,098	9,721
Commercial Vehicles-total	26,378	25,498	25,424	27,487	23,682
Total	205,885	205,538	216,257	243,598	224,540

Exports



March 2015 Exports

737,869units

Exports from Japan by Destination

(As of March 31, 2015) (Units)

Region	FY2010('10.4-'11.3)	FY2011('11.4-'12.3)	FY2012('12.4-'13.3)	FY2013('13.4-'14.3)	FY2014('14.4-'15.3)
North America	284,204	278,911	342,833	345,138	296,023
Europe	208,927	173,928	165,874	203,144	200,036
Oceania	70,532	90,660	97,586	97,871	86,801
Middle East	56,275	22,746	21,228	34,541	50,438
Asia	42,873	35,323	31,958	44,116	50,034
Africa	7,235	4,420	4,429	4,711	8,165
Central & South America	49,399	47,859	38,700	61,279	46,372
Total	719,445	653,847	702,608	790,800	737,869

Exports by Model

(As of March 31, 2015) (Units)

Model	FY2010('10.4-'11.3)	FY2011('11.4-'12.3)	FY2012('12.4-'13.3)	FY2013('13.4-'14.3)	FY2014('14.4-'15.3)
Passenger vehicles					
Demio(Mazda2)	87,129	95,631	70,952	66,123	38,139
Axela(Mazda3)	343,347	291,042	280,067	259,646	199,302
Premacy(Mazda5)	56,860	49,083	39,915	29,113	28,154
Atenza(Mazda6)	68,369	44,467	66,816	120,515	128,713
MPV(Mazda8)	818	1,206	867	464	315
Mazda CX-3	—	—	—	—	6,277
Mazda CX-5	—	38,953	183,533	269,737	286,007
Mazda CX-7	92,470	77,581	3,132	580	0
Mazda CX-9	49,239	42,722	40,640	31,795	37,766
Mazda Roadster(MX-5/Miata)	18,716	13,026	14,234	10,134	9,690
Mazda RX-8	1,154	136	19	—	—
Mazda Biante	—	—	2,433	2,693	3,506
Mazda Tribute/Ford Escape	700	—	—	—	—
Passenger vehicles-Total	718,802	653,847	702,608	790,800	737,869
Commercial vehicles-Total	643	—	—	—	—
Total	719,445	653,847	702,608	790,800	737,869

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

Activities by Region／North America

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

Regional Headquarters

(As of March 31, 2015)

Country/ region	Company name	Location	Established	Number of employees	Primary business	Investment ratio
U.S.A.	❶ Mazda North American Operations (MNAO) *	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.	—

＊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 March 31, 2015)

Country/ region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
Mexico	❷ Mazda de Mexico Vehicle Oparation (MMVO)*	Salamanca, Guanajuato	January 2014	5,785	Mazda2 Mazda3	Mazda 70% Sumitomo 30%

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

Distributors

(As of March 31, 2015)

Country/ region	Company name	Location	Start of Mazda production	Number of employees	Investment ratio
U.S.A.	Mazda Motor of America, Inc.	Irvine, CA	February 1971	761	Mazda 100%
Canada	Mazda Canada Inc.	Richmond Hill, Ontario	July 1968	141	Mazda 100%
Mexico	Mazda de Mexico Sales and Commercial Operation*	Centro de la Ciudad Santa Fe, Mexico City	December 2004	66	Mazda 99% Mazda Motor International 1%

Trade name of Mazda Motor de Mexico, S. de R.L. de C.V. and Mazda Servicios de Mexico, S. de R.L. de C.V.collectively.

March 2015 Vehicle Production

140,089units

March 2015 Sales

422,736units

March 2015 Vehicle Production	
Mexico	140,089units

(As of March 31, 2015)

March 2015 Sales	
U.S.A.	305,788units
Canada	71,582units
Mexico	45,366units

(As of March 31, 2015)

Mazda de Mexico Vehicle Operation (MMVO)

Mazda3 (Mexico-produced model)

Mazda Vehicle Production

(As of March 31, 2015) (Units)

	Plant	FY2010('10.4-'11.3)	FY2011('11.4-'12.3)	FY2012('12.4-'13.3)	FY2013('13.4-'14.3)	FY2014('14.4-'15.3)
U.S.A.	AutoAlliance International, Inc.	44,875	47,101	19,101	—	—
	Ford Motor Kansas City Assembly Plant	7,725	1,523	—	—	—
	U.S.A. Total	52,600	48,624	19,101	0	0
Mexico	MMVO	—	—	—	10,007	140,089
Total		52,600	48,624	19,101	10,007	140,089

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

Mazda Sales

(As of March 31, 2015) (Units)

	FY2010('10.4-'11.3)	FY2011('11.4-'12.3)	FY2012('12.4-'13.3)	FY2013('13.4-'14.3)	FY2014('14.4-'15.3)
U.S.A.	238,184	267,891	273,307	283,721	305,788
Canada	75,055	71,783	72,136	69,685	71,582
Mexico	26,473	30,071	25,283	34,759	45,366
Total	339,712	369,745	370,726	388,165	422,736

Number of Distributors and Dealerships (As of March 31, 2015)

	Number of markets	Distributors	Dealerships
U.S.A.	1	1	638
Canada	1	1	165
Mexico	1	1	54
Total	3	3	857

Major Product Line-up by Market

	U.S.A.	Canada	Mexico
Mazda2			●
Mazda3	●	●	●
Mazda5	●	●	●
Mazda6	●	●	●
CX-3	●	●	
CX-5	●	●	●
CX-9	●	●	●
MX-5 Miata	●	●	●

Activities by Region／Europe

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

Regional Headquarters

(As of March 31, 2015)

Country/ region	Company name	Location	Established	Number of employees	Primary business	Investment ratio
Germany	① Mazda Motor Europe GmbH (MME)	Leverkusen	March 1998	289	Office Sales	Mazda Motor Logistics Europe N.V. 100%
	② (European R&D Centre)	Oberursel	December 1987		R&D	
Belgium	③ Mazda Motor Logistics Europe N.V. (Vehicles and Parts Distribution Center)	Willebroek	August 1998	347	Office Logistics Sales	Mazda 100%

Production Facilities

(As of March 31, 2015)

Country/ region	Company name	Location	Established	Number of employees	Primary products *1	Investment ratio
Russia	④ MAZDA SOLLERS Manufacturing Rus LLC (MSMR)	Vladivostok, Primorsky Region	October 2012	594	CX-5, Mazda6	Mazda 50% Sollers 50%

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

Distributors

(As of March 31, 2015)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
Germany	Mazda Motors (Deutschland) GmbH	Leverkusen	November 1972	149	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Austria	Mazda Austria GmbH	Klagenfurt	July 1981	103	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Portugal	Mazda Motor de Portugal Lda.	Lisbon	February 1995	15	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Italy	Mazda Motor Italia S.p.A.	Rome	December 1999	48	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Spain	Mazda Automoviles Espana, S.A.	Madrid	February 2000	45	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
France	Mazda Automobiles France S.A.S	Saint Germain en Laye Cedex	February 2001	47	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Switzerland	Mazda (Suisse) S.A.	Petit-Lancy	February 2001	41	Mazda 75% Mazda Motor Logistics Europe N.V. 25%

Distributors

(As of March 31, 2015)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
U.K.	Mazda Motors UK Ltd.	Dartford, Kent	May 2001	99	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Denmark	Mazda Motor Danmark	Rodovre	April 2003	17	Mazda Motor Logistics Europe N.V. Branch
Norway	Mazda Motor Norge	Kolbotn	April 2004	16	Mazda Motor Logistics Europe N.V. Branch
Sweden	Mazda Motor Sweden	Kungsbacka	April 2004	16	Mazda Motor Logistics Europe N.V. Branch
Russia	Mazda Motor Rus, OOO	Moscow	December 2005	88	Mazda 100%
Ireland	Mazda Motor Ireland	Dublin	July 2006	8	Mazda Motor Logistics Europe N.V. Branch
Czech Republic	Mazda Motor Czech	Prague	October 2006	13	Mazda Motor Logistics Europe N.V. Branch
Slovakia	Mazda Motor Slovakia	Bratislava	October 2006	4	Mazda Motor Logistics Europe N.V. Branch
Belgium/ Luxemburg	Mazda Motor Belux	Willebroek	April 2007	33	Mazda Motor Logistics Europe N.V. Branch
Hungary	Mazda Motor Hungary Kft.	Budapest	April 2008	11	Mazda Motor Logistics Europe N.V. Branch
Croatia	Mazda Motor Croatia d.o.o.	Zagreb	April 2008	11	Mazda Motor Logistics Europe N.V. Branch
Slovenia	Mazda Motor Slovenija d.o.o.	Ljubljana	April 2008	7	Mazda Motor Logistics Europe N.V. Branch
Poland	Mazda Motor Poland	Warsaw	May 2008	21	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	32	Mazda Motor Logistics Europe N.V. Branch

March 2015 Sales

229,133units

March 2015 Sales

Germany	51,442units	U.K.	40,017units
Russia	46,349units	Others	91,325units

(As of March 31, 2015)

Mazda Sales

(As of March 31, 2015) (Units)

	FY2010('10.4-'11.3)	FY2011('11.4-'12.3)	FY2012('12.4-'13.3)	FY2013('13.4-'14.3)	FY2014('14.4-'15.3)
Europe	211,484	182,683	171,540	206,724	229,133

Number of Distributors and Dealerships (As of March 31, 2015)

	Number of markets	Distributors	Dealerships
Europe	40	31	1,717

Major Product Line-up by Market

	Germany	Russia	UK
Mazda2	●		●
Mazda3	●	●	●
Mazda5	●		●
Mazda6	●	●	●
CX-3	●		●
CX-5	●	●	●
CX-9		●	
MX-5	●		●

Activities by Region／China

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

Regional Headquarters

(As of March 31, 2015)

Country/ region	Company name	Location	Established	Number of employees	Primary business	Investment ratio
China	1 Mazda Motor (China) Co., Ltd. (MCO)	Pudong New District, Shanghai	January 2005	113	Overall management of business in China	Mazda 100%
	2 Mazda Motor (China) Co., Ltd. Beijing Branch (MCO-Beijing)	Chaoyang District, Beijing	November 2007		Branch Office of MCO	—
	1 Mazda Motor (China) Co., Ltd. China Engineering Support Center (MCO-CESC)	Jiading District, Shanghai	August 2005		Branch Office of MCO/ Workshops, market research and technology studies for the Chinese market, as well as technical support in the region	—

Production Facilities

(As of March 31, 2015)

Country/ region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
China	3 FAW Car Co., Ltd. (FCC)	Changchun, Jilin Province	March 2003	—	Mazda6, Mazda8, CX-7	Local 100%
	4 Changan Mazda Automobile Co., Ltd. (CMA)	Nanjing	October 2007	4,300	Mazda2, Mazda3, CX-5	Changan Automobile 50% Mazda 50%
	4 Changan Ford Mazda Engine Co., Ltd. (CFME)	Nanjing	April 2007 (Established in September 2005)	2,259	Engines for vehicles	Changan Automobile 50% Ford 25% Mazda 25%

Distributors

(As of March 31, 2015)

Country/ region	Company name	Location	Start of Mazda production	Number of employees	Investment ratio
China	FAW Mazda Motor Sales Co., Ltd. (FMSC)	Changchun, Jilin Province	March 2005	334	FAW Car 56% Mazda 40% FAW Group 4%
	Changan Mazda Automobile Corporation, Ltd. Sales branch(CMAS)	Chaoyang District, Beijing	April 2007	263	Sales department of CMA

March 2015 Vehicle Production

215,263units

March 2015 Sales

214,627units

Mazda6 ATENZA (China-produced model)

Mazda3 AXELA (China-produced model)

Mazda Vehicle Production

(As of March 31, 2015) (Units)

	Plant	FY2010('10.4-'11.3)	FY2011('11.4-'12.3)	FY2012('12.4-'13.3)	FY2013('13.4-'14.3)	FY2014('14.4-'15.3)
China	FCC	153,490	111,447	100,371	118,435	97,470
	CMA	86,811	85,438	57,563	72,120	117,793
Total		240,301	196,885	157,934	190,555	215,263

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

Mazda Sales

(As of March 31, 2015) (Units)

	FY2010('10.4-'11.3)	FY2011('11.4-'12.3)	FY2012('12.4-'13.3)	FY2013('13.4-'14.3)	FY2014('14.4-'15.3)
China	235,800	222,635	174,687	196,483	214,627

Number of Distributors and Dealerships (As of March 31, 2015)

	Number of markets	Distributors	Dealerships
China	1	2	455

Major Product Line-up by Market

	China
Mazda2	●
Mazda3	●
Mazda5	●
Mazda6	●
Mazda8	●
CX-3	
CX-5	●
CX-7	●
CX-9	
MX-5	

Activities by Region／Asia, Oceania

- Mazda began sales in Australia when it established an affiliate company in the country in 1967. It was the company's first overseas office.
- In Thailand Mazda began producing pickup trucks in 1998 at a production facility jointly owned by Ford. Production was later expanded to include the Mazda2 and Mazda3.
- Mazda's new transmission plant has started the operation in January 2015.

Regional Headquarters

(As of March 31, 2015)

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

(As of March 31, 2015)

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	—	Mazda5	Ford 70% Local 30%
Thailand	❸ AutoAlliance (Thailand) Co., Ltd. (AAT)	Rayong	May 1998*1 (Established in November 1995)	7,143	Mazda2, Mazda3, BT-50	Mazda 50% Ford 50%
	❸ Mazda Powertrain Manufacturing (Thailand)Co.,Ltd(MPMT)	Chonburi Province	January 2015	530*2	Transimission for vehcles	Mazda 100%
Vietnam	❹ Vina Mazda Automobile Manufacturing Co.,LTD	Nui Thanh district, Quang Nam province	October 2011	—	Mazda2, Mazda3, Mazda6, CX-5	Local 100%
Malaysia	❺ Mazda Malaysia Sdn.Bhd.(MMSB)	Shah Alam, Selangor	Established in September 2012*3	72	Mazda3, CX-5	Mazda 70% Local 30%

A part of the Vina Mazda and Mazda Malaysia carry out only assembly(Volume is not discussed).
＊1 Passenger car production started in September 2009. ＊2 Number of employees are collected as of August 2015.
＊3 Local assebly in Malaysia began on a consignment basis in March2011, before Mazda Malaysia was established.

Distributors

(As of March 31, 2015)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
Australia	Mazda Australia Pty Ltd.	Mount Waverley, Victoria	April 1967	266	Mazda 100%
New Zealand	Mazda Motors of New Zealand Ltd.	Mt Wellington, Auckland	June 1972	42	Mazda 100%
Thailand	Mazda Sales (Thailand) Co., Ltd.	Bangkok	June 1990	178	Mazda 96.1% KKS 3.9%
Indonesia	PT. Mazda Motor Indonesia	Jakarta	February 2006	87	Mazda 99.96% MSEA 0.04%
Taiwan	Mazda Motor Taiwan Co.,Ltd.	Taipei	December 2013	50	Mazda 100%

March 2015 Vehicle Production

90,794units

March 2015 Sales

203,168units

March 2015 Vehicle Production	
Taiwan	84,540units
Thailand	5,454units
Vietnam	800units

(As of March 31, 2015)

March 2015 Sales (Asia)	
Thailand	34,490units
Taiwan	15,389units
Malaysia	12,096units
Others	29,543units

(As of March 31, 2015)

March 2015 Sales (Oceania)	
Australia	101,199units
New Zealand	8,594units
Others	1,857units

(As of March 31, 2015)

Mazda Powertrain Manufacturing (Thailand) Co., Ltd.

BT-50 (Produced at AAT)

Mazda Vehicle Production

(As of March 31, 2015) (Units)

	Plant	FY2010('10.4-'11.3)	FY2011('11.4-'12.3)	FY2012('12.4-'13.3)	FY2013('13.4-'14.3)	FY2014('14.4-'15.3)
Taiwan	FLH	3,521	3,571	4,348	6,089	5,454
Thailand	AAT	95,657	76,185	120,746	77,351	84,540
Vietnam	Vina Mazda	—	—	173	720	800

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

Mazda Sales

(As of March 31, 2015) (Units)

	FY2010('10.4-'11.3)	FY2011('11.4-'12.3)	FY2012('12.4-'13.3)	FY2013('13.4-'14.3)	FY2014('14.4-'15.3)
Asia*5	72,390	82,517	114,982	89,445	91,518
Oceania	93,797	98,849	111,282	112,608	111,650

*5 Figures include Taiwan, do not China

Number of Distributors and Dealerships (As of March 31, 2015)

	Number of markets	Distributors	Dealerships
Asia*6	16	16	356
Oceania	14	14	177

*6 Figures include Taiwan, do not China

Major Product Line-up by Market

	Asia				Oceania	
	Thailand	Taiwan	Malaysia	Indonesia	Austraria	New Zealand
Mazda2	●	●	●	●	●	●
Mazda3	●	●	●		●	●
Mazda5		●	●			
Mazda6		●	●	●	●	●
Mazda8			●	●		
CX-3					●	●
CX-5	●	●	●	●	●	●
CX-9	●		●	●	●	●
MX-5	●		●		●	●
Biante			●	●		
VX-1				●		
BT-50	●		●	●	●	●

Activities by Region／ Middle East, Africa, Central and South America

Production Facilities

(As of March 31, 2015)

Country/ region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
South Africa	❶ Ford Motor Company of Southern Africa (Pty.) Ltd. (FMCSA)	Pretoria	June 1963	—	BT-50	Ford 100%
Ecuador	❷ Manufacturas, Armadurias y Repuestos Ecuatorianos S. A. (MARESA)	Quito	November 1986	—	BT-50	Local 100%

Distributors

(As of March 31, 2015)

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
Colombia	Mazda de Colombia S.A.S(MCOL)	Bogota	May 2014	57	Mazda 100%
South Africa	Mazda Southern Africa(Pty) Ltd (MSA)	Midrand	July 2013	41	Mazda 70% ITOCHU Corporation 30%

March 2015 Vehicle Production

9,513units

March 2015 Sales

101,081units

March 2015 Vehicle Production (Africa)	
South Africa	2,283units

March 2015 Vehicle Production (Central and South America)	
Ecuador	6,879units
Colombia	351units

(As of March 31, 2015)

March 2015 Sales (Middle East)	
Israel	17,285units
Soudi Arabia	14,202units
Others	13,203units

March 2015 Sales (Africa)	
South Africa	5,654units
Others	5,814units

(As of March 31, 2015)

March 2015 Sales (Central and South America)	
Colombia	12,137units
Chile	11,120units
Ecuador	6,510units
Others	15,156units

(As of March 31, 2015)

Mazda Vehicle Production

(As of March 31, 2015) (Units)

	Plant	FY2010('10.4-'11.3)	FY2011('11.4-'12.3)	FY2012('12.4-'13.3)	FY2013('13.4-'14.3)	FY2014('14.4-'15.3)
South Africa	FMCSA	3,690	2,951	3,098	3,154	2,283
Zimbabwe	WMMI	337	813	246	1	0
Colombia	CCA	5,018	3,223	3,905	2,044	351
Ecuador	MARESA	9,378	6,108	11,334	6,842	6,879

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

Mazda Sales

(As of March 31, 2015) (Units)

	FY2010('10.4-'11.3)	FY2011('11.4-'12.3)	FY2012('12.4-'13.3)	FY2013('13.4-'14.3)	FY2014('14.4-'15.3)
Cariibian, Central and South America*	43,464	38,402	35,313	42,344	44,923
Middle East	54,078	33,410	29,852	39,408	44,690
Africa	15,582	12,595	9,824	11,494	11,468

* Excluding Mexico

Number of Distributors and Dealerships (As of March 31, 2015)

	Number of markets	Distributors	Dealerships
Cariibian, Central and South America*	38	37	245
Middle East	13	13	216
Africa	39	27	149

* Excluding Mexico

Major Product Line-up by Market

	Central and South America			Middle East		Africa
	Colombia	Chile	Ecuador	Israel	Soudi Arabia	South Africa
Mazda2	●	●		●		●
Mazda3	●	●	●	●	●	●
Mazda5		●		●		●
Mazda6	●	●		●	●	●
CX-3						
CX-5	●	●	●	●	●	●
CX-9	●	●	●		●	
MX-5	●			●	●	●
BT-50	●	●	●		●	●

Environment, Safety and Design

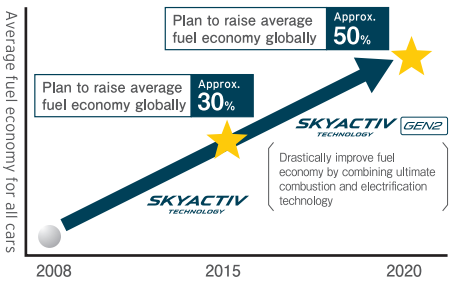
“Sustainable Zoom-Zoom”

"Mazda announced its long-term vision for technology development “Sustainable Zoom-Zoom” in March 2007. The basic policy of the vision is to “provide all customers who purchase Mazda vehicles with driving pleasure as well as outstanding environmental and safety performance.” This vision commits Mazda to making vehicles that always excite and that embody a "Zoom-Zoom"" feeling, meaning they look inviting to drive, are fun to drive and make you want to drive them again, helping to achieve an exciting, sustainable future for vehicles, people, and the Earth.

Improving the Fuel Economy of Mazda Vehicles 50% by 2020

Based on the Sustainable Zoom-Zoom long-term vision for technology, Mazda cuts CO2 emissions through improved fuel economy and provides all customers who purchase Mazda vehicles with driving pleasure and outstanding environmental performance. In April 2015, Mazda has set a goal of raising the average fuel economy of Mazda vehicles sold worldwide by 2020 by 50% compared with 2008 levels.

【Improving the Fuel Economy of Mazda Vehicles 50% by 2020 (vs. 2008)】



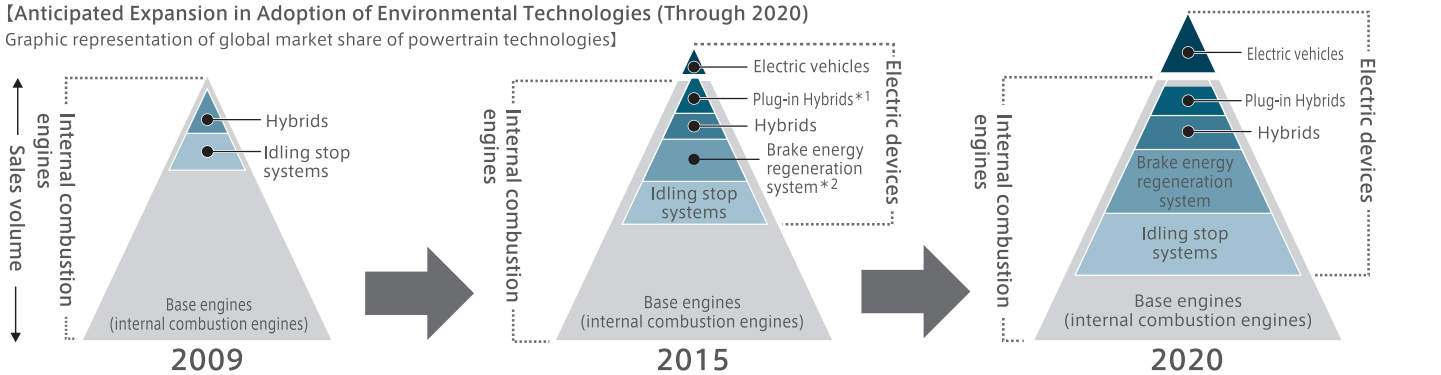
＊GEN=Abbreviation of “generation”

Promoting the Building-Block Strategy

Mazda adopts the Building-Block Strategy to realize its goal of raising the average fuel economy of Mazda vehicles sold worldwide. Even in 2020, Mazda expects that the world’s key energy sources will continue to be mainly petroleum-based and that the majority of vehicles will still be powered by internal combustion engines. Consequently, Mazda’s Building-Block Strategy prioritizes improvements in base technologies such as improving the engine’s thermal efficiency and reducing the weight of the vehicle body. The next step of the Building-Block Strategy is the gradual introduction of electric devices such as idle-stop, brake energy regeneration, and hybrid powertrains. This approach to reducing total CO2 emissions does not rely heavily on a small proportion of specific eco-friendly models. Rather, Mazda aims to deliver vehicles with excellent environmental performance at an affordable price to customers worldwide, including emerging countries, which may lack special infrastructure.

【Anticipated Expansion in Adoption of Environmental Technologies (Through 2020)

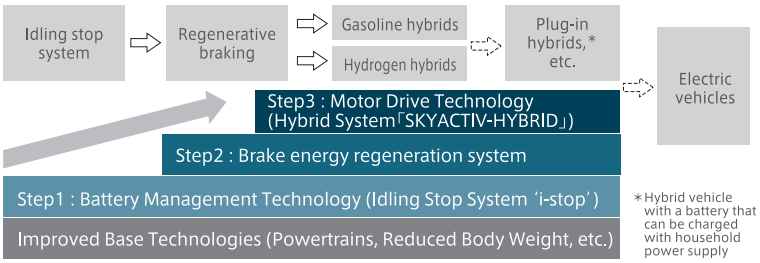
Graphic representation of global market share of powertrain technologies】



＊1 A system that converts a vehicle kinetic energy during deceleration into electricity for reuse
＊2 A system that converts a vehicle’s kinetic energy during deceleration into electricity for reuse

【Development of the Building-Block Strategy】

The term SKYACTIV TECHNOLOGY covers all Mazda’s innovative next-generation base technologies. Mazda is making comprehensive improvements in base technologies, such as enhancing the efficiency of powertrain components including engine and transmission, reducing vehicle body weight, and improving aerodynamics. Based on the Building-Block Strategy, Mazda combines the base technologies with electric device technologies in the following three steps.



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 August 2013)

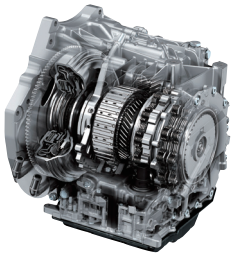
SKYACTIV-D

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 August 2013

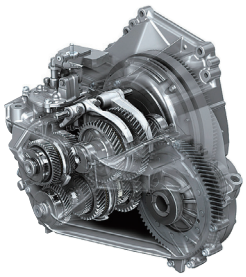
SKYACTIV-DRIVE

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



SKYACTIV-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.

SKYACTIV-HYBRID

This system improves the overall energy efficiency of the vehicle by providing electric motor assistance when the engine is working at low RPM and low load. Further efficiency improvement (improved fueleconomy) is realized by combining the system with i-ELOOP and Mazda's i-stop idling stop technology. SKYACTIV-HYBRID was incorporated in the all-new Mazda3 (Axela) launched in Japan in November 2013. The model realizes outstanding fuel economy without sacrificing the excitement of Mazda's trademark fun-to-drive feel.

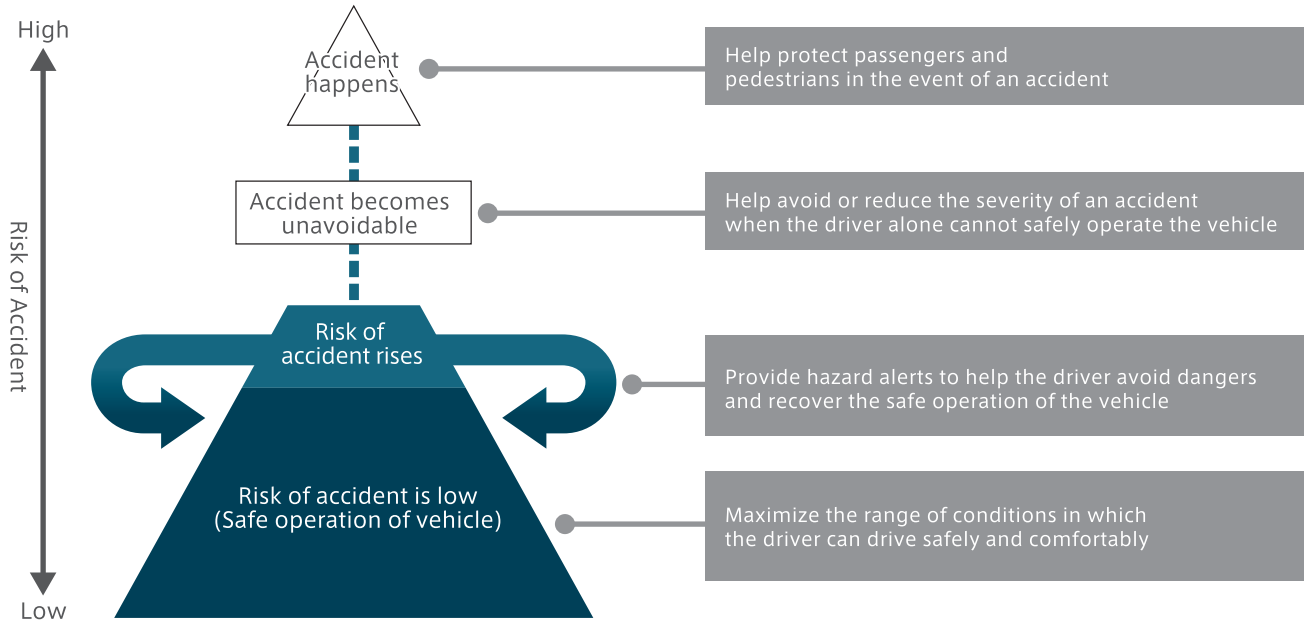
Environment, Safety and Design

Mazda Proactive Safety

Mazda's safety philosophy, which guides the research and development of safety technologies, is based on understanding, respecting and trusting the driver.

To drive safely it is essential to recognize potential hazards, exercise good judgment and operate the vehicle in an appropriate fashion. Mazda aims to support these essential functions so drivers can drive safely and with peace of mind, despite changing driving conditions. But drivers are human beings, and human beings make mistakes, so Mazda offers an increasing range of technologies which help to prevent and reduce the damage resulting from a collision.

■What Mazda's safety technologies aim to provide



■ HEADS-UP COCKPIT CONCEPT

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

❶Center Display

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

❷Commander Control

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

❸Active Driving Display

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

i-ACTIVSENSE

i-ACTIVSENSE is an umbrella term covering a series of advanced safety technologies, developed in line with Mazda Proactive Safety, which make use of detection devices such as milliwave radars and cameras. They 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

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 Mazda3, Mazda2, CX-3, MX-5, Mazda6, CX-5

History 1920 – 2003

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 April — 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.
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.

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.
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.

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.
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.

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).
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.

History 2004 – 2015

Corporate

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.
August 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.

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.
September Joins Hiroshima Moritsukuri Forum. Begins forest conservation activities in the loacl communigy through Mazda no Mori (Mazda Forest).

Product

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.

2006 **November** 3rd generation Mazda Roadster wins "Japan Car of the Year".
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 **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** Conducts ITS test on public roads as part of a Hiroshima prefecture industry-academic-government group.
Realizes Japan first rear vehicle monitoring system.
3rd generation Mazda2 wins World Car of the Year award.
March 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 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.
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".

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	Established Mazda SOLLERS, a local production company in Russia in partnership with Sollers.
		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.
2013	January	Signed Agreement with Fiat to produce a new Alfa Romeo
	April	Takashi Yamanouchi, then president and CEO is awarded Mexico's Order of the Aztec Eagle.
	June	Masamichi Kogai becomes President
	July	Begins construction of new transmission plant in Thailand.
	August	Announces addition of engine machining factory to Mexican plant.
		Announces increase in production capacity for SKYACTIV engines in Japan to one million units.
		Hofu Plant builds ten millionth car.
		Establishes a new national sales company in South Africa.
		Obtains naming rights for Hiroshima baseball stadium, keeps name "Mazda Zoom-Zoom Stadium Hiroshima".
2014	January	Production starts at new plant in Mexico.
	February	Opening ceremony for new plant in Mexico .
	March	Production of all-new Mazda3 begins in Thailand.
	April	Production of all-new Mazda6 and all-new Mazda3 begins in China.
	May	Construction of (Mazda-exclusive) vehicle assembly plant is completed in Malaysia.
		Operations begins at new national sales company in Columbia.
	June	Accumulated production volume of Axela (Mazda3) for driving schools reaches 10,000 units.
	July	Operations begin at new national sales company in Taiwan.
		Production of all-new Mazda2 (Demio) begins at Hofu Plant.
		Announces new-generation dealership in Japan.
		Announces production capacity increase for SKYACTIV transmissions at Hofu (Nakanoseki) .
	August	Mazda Technology for Kids receives Prime Minister's Award in Kids Design Awards 2014.
	September	Production of all-new Mazda2 begins in Thailand.
		Mazda Renews Headquarters' Lobby
	October	Production of all-new Mazda2 begins in Mexico.
		Mazda vehicles now available in all ten ASEAN member countries
	December	Mazda6 Global Production Reaches Three Million Units
2015	January	Mazda Starts Production at New Transmission Plant in Thailand
	May	Toyota and Mazda Team Up to Make Cars Better
		Hiroshima Industry-University-Government Collaboration Promotion Conference on Automobile Sector
	July	Mazda Starts Production of Freshened Mazda BT-50 in Thailand
	September	Mazda's Miyoshi Proving Ground Celebrates 50th Anniversary

2010	September	Announces new design theme "KODO - Soul of Motion".
	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 the 2012-2013 Car of the Year Japan.
2013	January	Launched upgraded Premacy
	May	Launched upgraded Biante
	September	Mazda Atenza ASV-5 advanced safety vehicle begins trials on public roads.
2014	November	Launches 3rd generation Mazda3 (Axela).
		3rd generation Atenza (Mazda6) wins Emotional Award of 2013-2014 Car of the Year Japan.
		3rd generation Atenza (Mazda6) wins RJC Car of the Year.
	February	Global production of Mazda3 (Axela) reaches four million units.
	April	Global production of SKYACTIV models reaches one million units.
	September	World premiere of all-new Mazda MX-5 (Roadster).
		Pre-sale orders for all-new Demio (Mazda2) begin in Japan.
	October	All-new Demio (Mazda2) wins 2014-2015 Car of the Year Japan.
	November	All-new Demio Wins Good Design Gold Award 2014 in Japan
		SKYACTIV-D 1.5 awarded 11th Eco-Products Award
2015	January	Mazda releases updated "Mazda Atenza" and "Mazda CX-5"
	February	Mazda CX-3 Goes on Sale in Japan
	March	Three New Mazdas Capture 2015 Red Dot Awards
	May	All-new Mazda Roadster Goes on Sale in Japan
	June	Mazda Introduces Digital Owner's Manuals Starting with All-New Roadster in Japan
		Mazda Participates in 2015 Goodwood Festival of Speed
	July	Adaptive LED Headlight Wins the 9th Kids Design Award
	September	Mazda to Unveil Mazda KOERU Concept at Frankfurt Motor Show
		Mazda Receives German Design Awards in Three Categories
	October	Mazda Reveals Mazda RX-VISION Concept at Tokyo Motor Show