



COMPANY PROFILE 2021

MAZDA IN BRIEF 2021



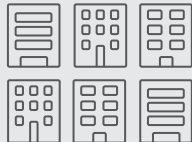
Founded

January 30, 1920




Consolidated Subsidiaries

70



Equity Method Applied Companies


18




Employees

Consolidated:
49,786

Unconsolidated:
23,207





Capital

284.0 billion yen

Net Sales

2,882.1 billion yen

Operating Income

8.8 billion yen

Net Income Attributable to Owners of the Parent

-31.7 billion yen

Overview of Business Operations

Sales in more than
130 countries and regions

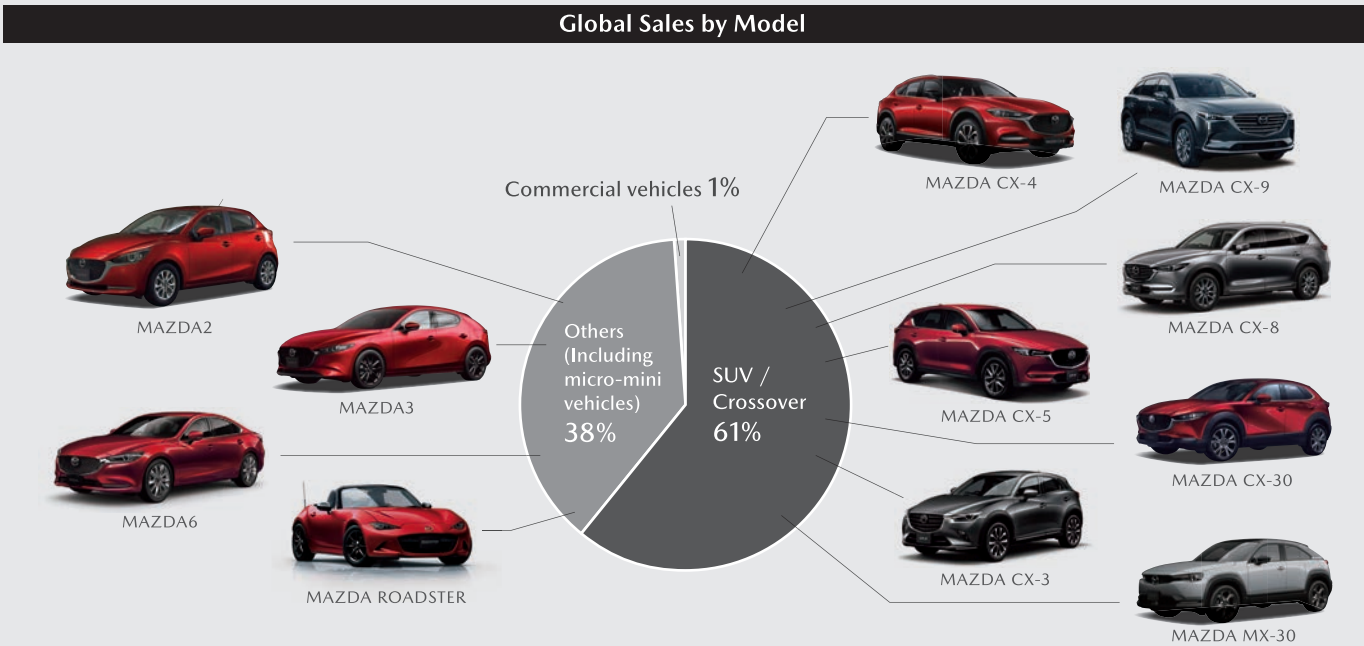
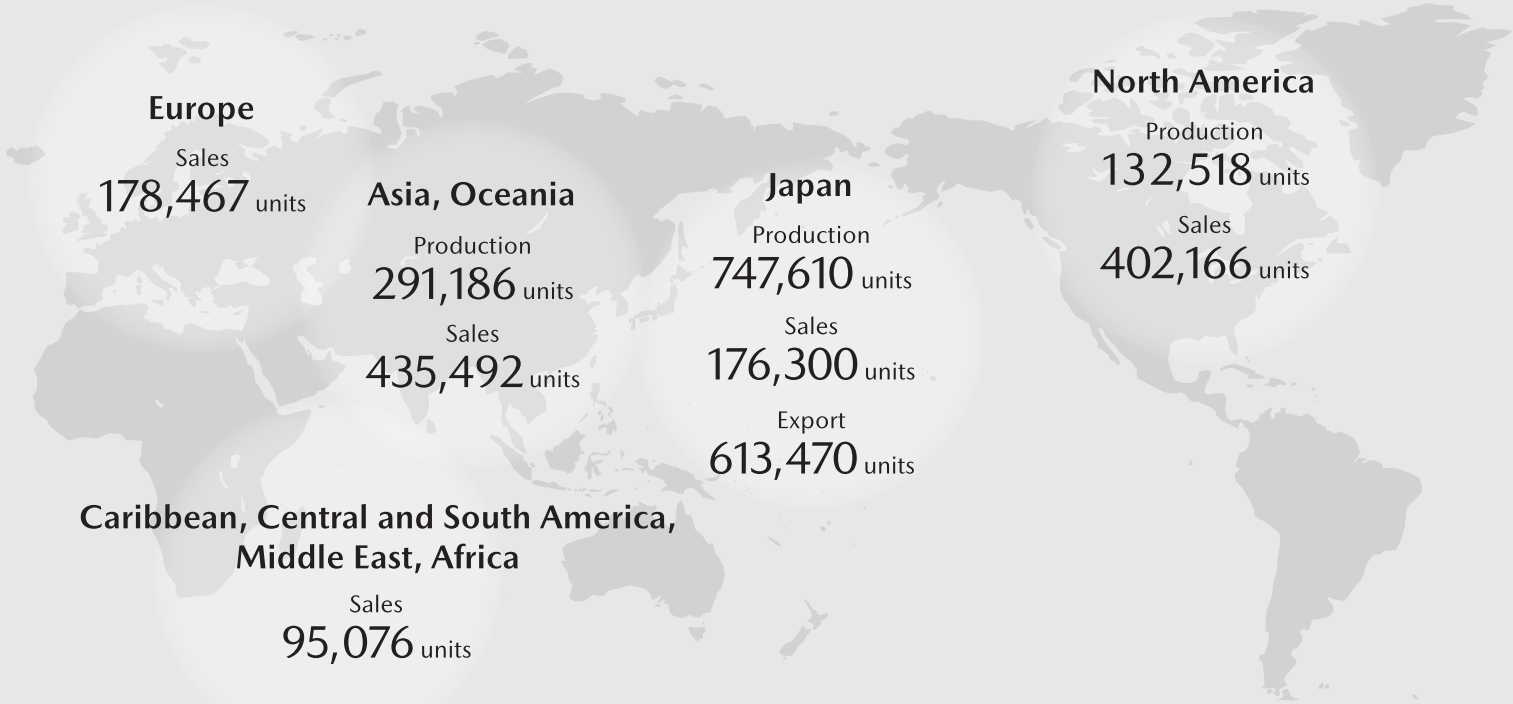
Global production
1,171,314 units

Global sales
1,287,501 units









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Company Profile (As of March 31, 2021)

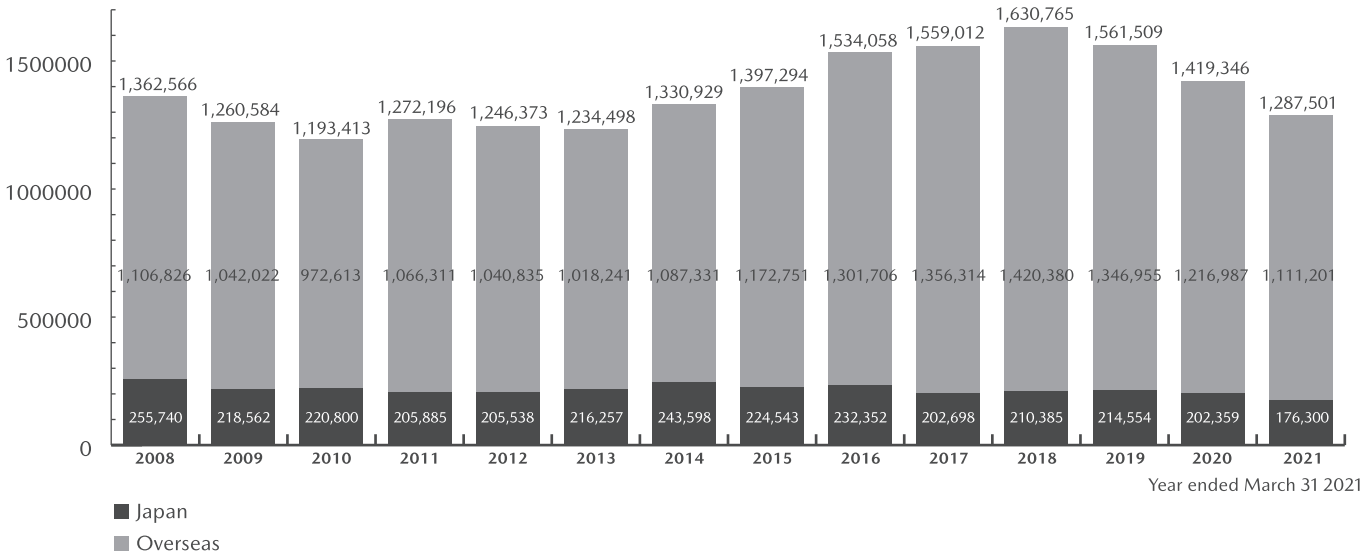
Company Information

Company name	Mazda Motor Corporation		
Founded	January 30, 1920		
Headquarters	3-1 Shinchii, Fuchuu-cho, Aki-gun, Hiroshima 730-8670 Japan		
Representative	Akira Marumoto, Representative Director; President and CEO (Chief Executive Officer)		
Main business	Manufacture and sales of passenger cars and commercial vehicles		
Stock information	Authorized: 1,200,000,000 Shares issued: 631,803,979 Number of shareholders: 146,297		
Main shareholders	Shareholder name	No. of shares held (Thousands of shares)	Shareholding ratio (%)
	The Master Trust Bank of Japan, Ltd. (Trust Account)	47,410	7.5
	Toyota Motor Corporation	31,928	5.1
	Custody Bank of Japan, Ltd. (Trust Account)	28,043	4.5
	NORTHERN TRUST CO. (AVFC) RE SILCHESTER INTERNATIONAL INVESTORS INTERNATIONAL VALUE EQUITY TRUST	15,488	2.5
	THE BANK OF NEW YORK MELLON 140051	12,181	1.9
	Sumitomo Mitsui Banking Corporation	10,191	1.6
	NORTHERN TRUST CO. (AVFC) RE U.S. TAX EXEMPTED PENSION FUNDS	10,123	1.6
	Custody Bank of Japan, Ltd. (Trust Account 5)	9,623	1.5
	SSBTC CLIENT OMNIBUS ACCOUNT	9,253	1.5
	STATE STREET BANK WEST CLIENT - TREATY 505234	8,876	1.4
	Note: The calculation for the shareholding ratio excludes treasury stock (2,011,338 shares).		

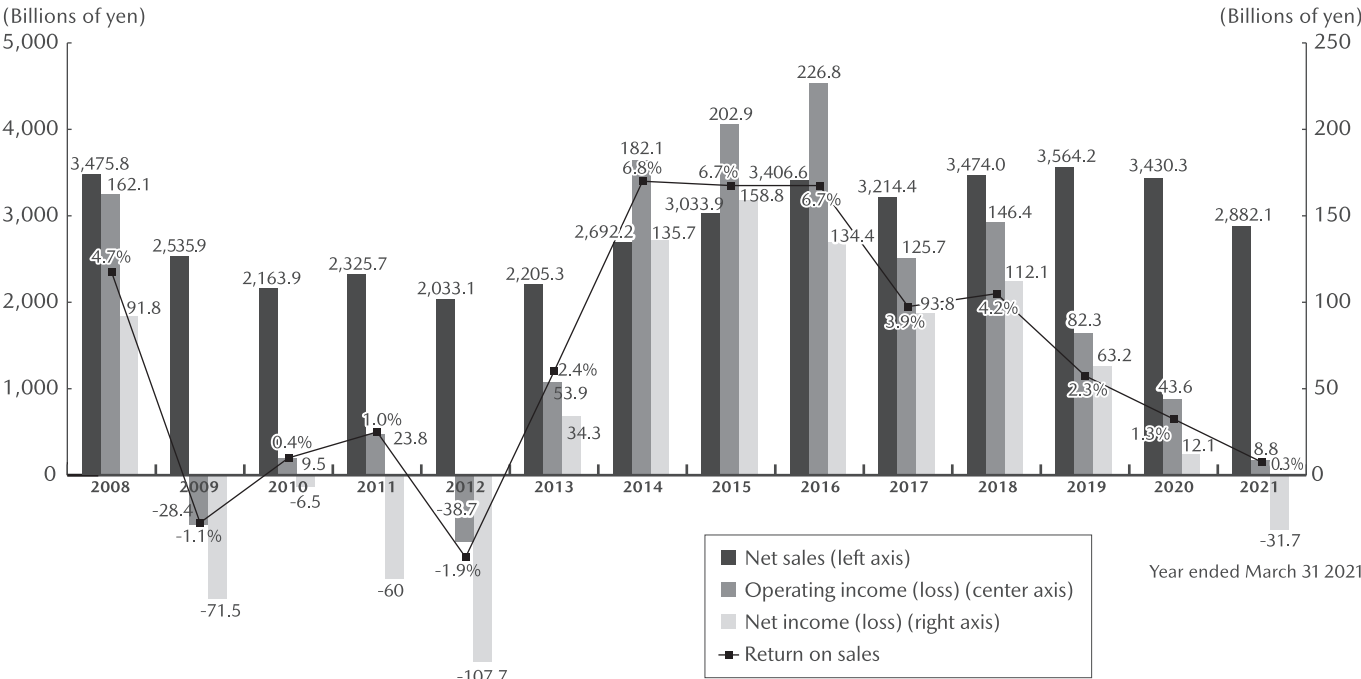
Capital	284,000,000,000
Employees	Unconsolidated: 23,207 (Male: 20,906 Female: 2,301) ^{*1} Consolidated: 49,786 ^{*2}
Research and development sites	Head Office, Mazda R&D Center (Yokohama), Mazda North American Operations (USA), Mazda Motor Europe (Germany), China Engineering Support Center (China)
Production sites	Japan: Hiroshima Plant (Head Office, Ujina), Hofu Plant (Nishinoura, Nakanoseki), Miyoshi Plant Overseas: China, Thailand, Mexico, Vietnam ^{*3} , Malaysia ^{*3} , Russia ^{*3}
Sales companies	Japan: 212 Overseas: 136
Principal products	Four-wheeled vehicles, gasoline reciprocating engines, diesel engines, automatic and manual transmissions for vehicles

^{*1} Excluding dispatchees sent to Mazda Motor Corporation from other companies and including dispatchees sent from Mazda Motor Corporation to other companies
^{*2} Excluding dispatchees sent from Mazda Group to other companies and including dispatchees sent to Mazda Group from other companies
^{*3} Assembly only (Volume is not disclosed)

Sales volume



Net sales / Operating income / Return on sales / Net income attributable to owners of the parent



Summary of Consolidated Financial Statements

Mazda Motor Corporation and Consolidated Subsidiaries
Years ended March 31

	2011	2012	2013	2014	2015	2016	2017	2018	2019* 12	2020	2021		2021
Business results*2 (In million yen):													In thousand USD*1
Net Sales*3	¥2,325,689	¥2,033,058	¥2,205,270	¥2,692,238	¥3,033,899	¥3,406,603	¥3,214,363	¥3,474,024	¥3,564,172	¥3,430,285	¥2,882,066		\$25,964,559
Japan	541,490	560,216	588,042	655,716	617,397	660,935	587,025	631,229	693,581	629,911	594,490		5,355,766
Overseas	1,784,199	1,472,842	1,617,228	2,036,522	2,416,502	2,745,668	2,627,338	2,842,795	2,870,591	2,800,374	2,287,576		20,608,793
Cost of goods sold	1,863,678	1,662,592	1,729,296	1,993,643	2,247,720	2,567,465	2,448,184	2,653,600	2,772,184	2,683,647	2,268,422		20,436,234
Selling, general, and administrative expenses	438,176	409,184	422,038	516,474	583,291	612,363	640,492	674,003	709,681	703,035	604,824		5,448,865
Operating income/(loss)	23,835	(38,718)	53,936	182,121	202,888	226,775	125,687	146,421	82,307	43,603	8,820		79,459
Net income/(loss) before taxes and other adjustments	16,081	(55,262)	39,101	97,409	209,335	166,986	128,413	157,484	107,567	49,282	2,202		19,838
Net income/(loss) of the parent company shareholders	(60,042)	(107,733)	34,304	135,699	158,808	134,419	93,780	112,057	63,155	12,131	(31,651)		(285,144)
Capital investment*4	44,722	78,040	77,190	133,216	131,010	89,214	94,399	104,129	119,734	132,578	92,972		837,586
Depreciation and amortization	71,576	68,791	59,954	57,656	68,872	78,972	82,416	86,954	88,443	92,269	89,765		808,694
Research and Development cost	90,961	91,716	89,930	99,363	108,378	116,610	126,915	136,009	134,660	135,009	127,432		1,148,036
Cash flows:													
Cash flow from operating activities	15,344	(9,098)	49,033	136,379	204,459	262,770	161,097	207,795	146,690	34,834	120,058		1,081,603
Cash flow from investing activities	(13,717)	(70,317)	(40,287)	(120,057)	(95,548)	(108,092)	(63,751)	(159,989)	(131,611)	(127,578)	(78,862)		(710,468)
Free cash flow*5	1,627	(79,415)	8,746	16,322	108,911	154,678	97,346	47,806	15,079	(92,744)	41,196		371,135
Cash flow from financing activities	(14,360)	236,462	(57,181)	10,483	(62,776)	(94,062)	(149,898)	30,461	83,411	(24,274)	99,348		895,027
Current financial data (in million yen):													
Total assets	¥1,771,767	¥1,915,943	¥1,978,567	¥2,246,036	¥2,473,287	¥2,548,401	¥2,524,552	¥2,724,092*11	¥2,877,613	¥2,787,640	¥2,917,414		\$26,283,009
Net assets	430,539	474,429	513,226	676,837	891,326	976,723	1,064,038	1,219,470	1,233,441	1,205,846	1,195,830		10,773,243
Financial debts	693,000	778,085	718,983	742,735	701,019	617,132	491,434	497,893	607,051	619,868	755,928		6,810,162
Net financial debts	370,151	300,778	274,108	262,981	171,871	48,418	(35,430)	(106,961)	(94,573)	51,874	17,135		154,369
Amounts per share (in yen):													In USD*1
Net income*6	¥ (33.92)	¥ (57.80)	¥ 11.48	¥ 226.99*10	¥ 265.64*10	¥ 224.85	¥ 156.87	¥ 182.93	¥ 100.28	¥ 19.26	¥ (50.26)		\$(0.45)
Yearly dividends*7	—	—	—	1.00	10.00	30.00	35.00	35.00	35.00	35.00	—		—
Net assets*8	242.24	156.85	166.04	1,105.21*10	1,454.61*10	1,595.83	1,738.70	1,894.29	1,910.67	1,865.63	1,876.40		16.90
Financial indicators (%):													
Return on sales	1.0%	(1.9) %	2.4%	6.8%	6.7%	6.7%	3.9%	4.2%	2.3%	1.3%	0.3%		
Return on equity (ROE)*9	(12.8)	(24.0)	7.1	23.5	20.8	14.7	9.4	10.0	5.3	1.0	(2.7)		
Equity ratio*9	24.2	24.5	25.1	29.4	35.2	37.4	41.2	43.8*11	41.8	42.1	40.5*13		
Average number of total shares issued (in thousands)	1,770,198	1,863,949	2,989,171	597,829*10	597,823*10	597,819	597,816	612,554	629,757	629,781	629,786		
Number of employees	38,117	37,617	37,745	40,892	44,035	46,398	48,849	49,755	49,998	50,479	49,786		

*1 The translation of the Japanese yen amounts into U.S. dollars is presented solely for the convenience of readers outside of Japan, using the prevailing exchange rate on March 31, 2021, of ¥111 to US\$1.

2 Results information for the fiscal year March 2011 include 15-month results for certain overseas subsidiaries that changed their fiscal year-end.

3 Net sales are categorized into the regions based on the customers' locations.

4 Capital expenditures are calculated on an accrual basis.

5 Free cash flow represents the sum of net cash flows from operating activities and from investing activities.

6 The computations of net income/(loss) per share of common stock are based on the average number of shares outstanding during each fiscal year.

7 Cash dividends per share represent actual amounts applicable to each fiscal year.

8 The amounts of net assets used in the calculation of net assets per share exclude non-controlling interests (and, from the fiscal year March 2010 to the fiscal year March 2013 and from the fiscal year March 2017 to the fiscal year March 2021, stock acquisition rights) from net assets.

9 The amounts of equity exclude non-controlling interests (and, from the fiscal year March 2010 to the fiscal year March 2013 and from the fiscal year March 2017 to the fiscal year March 2021, stock acquisition rights) from net assets.

10 A share consolidation was implemented on common stock with a ratio of five shares to one share on August 1, 2014. Average number of shares outstanding, net income per share and net assets per share are calculated based on the assumption that consolidation of shares had been carried out at the beginning of the fiscal year March 2014.

11 The Company has adopted "Partial Amendments to Accounting Standard for Tax Effect Accounting" from the beginning of the fiscal year March 2019. The figures for the fiscal year March 2018 were adjusted retrospectively in accordance with this change.

12 The consolidated foreign subsidiaries that apply US GAAP adopted ASU 2014-09 from the beginning of the fiscal year ended March 31, 2020. The figures for the year ended March 31, 2019 were adjusted retrospectively in accordance with this change (See Note 3 "Accounting Changes" in accompanying notes).

13 Percentage after consideration of the equity credit attributes of the subordinated loan is 41.7%.

Directors and Executive Officers (As of June 24, 2021)

Directors



Number of shares held: 9,200

Kiyotaka Shobuda

Representative Director and Chairman of the Board

Mar. 1982 Joined the Company
Apr. 2006 Deputy General Manager, Hofu Plant
Nov. 2008 Executive Officer; President, AutoAlliance (Thailand) Co., Ltd.
Jun. 2013 Managing Executive Officer
Apr. 2016 Senior Managing Executive Officer
Jun. 2016 Director and Senior Managing Executive Officer
Jun. 2021 Representative Director and Chairman of the Board



Number of shares held: 13,200

Akira Marumoto

Representative Director

Apr. 1980 Joined the Company
Jun. 1997 Program Manager, Program Managers Div.
Jun. 1999 Director
Jun. 2002 Executive Officer
Apr. 2006 Managing Executive Officer
Apr. 2010 Senior Managing Executive Officer
Jun. 2010 Director and Senior Managing Executive Officer
Jun. 2013 Representative Director, Executive Vice President
Jun. 2018 Representative Director, President and CEO



Number of shares held: 13,000

Kiyoshi Fujiwara

Representative Director

Mar. 1982 Joined the Company
Mar. 2003 Vice President, Mazda Motor Europe GmbH
Jun. 2005 General Manager, Product Planning & Business Strategy Div.
Nov. 2008 Executive Officer
Jun. 2013 Managing Executive Officer
Apr. 2015 Managing Executive Officer; President, Mazda Engineering & Technology Co., Ltd.
Apr. 2016 Senior Managing Executive Officer
Jun. 2016 Director and Senior Managing Executive Officer
Jun. 2018 Representative Director, Executive Vice President
Jun. 2021 Representative Director Executive Vice President and COO (Chief Operations Officer)



Number of shares held: 1,100

Mitsuru Ono

Director

Apr. 1981 Joined Sumitomo Bank, Ltd. (now Sumitomo Mitsui Banking Corp.)
Apr. 2011 Managing Executive Officer, General Manager of International Credit Management Dept.
Jun. 2015 Standing Auditor
May 2017 Adviser, Mazda Motor Corporation
Jun. 2017 Director and Senior Managing Executive Officer



Independent director
Outside director

Number of shares held: 1,600

Akira Kitamura

Director, Audit & Supervisory Committee Member

Apr. 1974 Joined Sumitomo Bank, Ltd. (now Sumitomo Mitsui Banking Corp.)
Jun. 2003 Executive Officer, Sumitomo Mitsui Banking Corp.
Apr. 2006 Managing Executive Officer, Sumitomo Mitsui Banking Corp.
Apr. 2007 Director & Senior Managing Executive Officer, Sumitomo Mitsui Banking Corp.
Apr. 2008 Representative Director & Senior Managing Executive Officer, Sumitomo Mitsui Banking Corp.
Apr. 2009 Advisor, Kansai Urban Banking Corporation
Jun. 2009 Vice Chairman (Representative Director), Kansai Urban Banking Corporation
Mar. 2010 Chairman of the Board & CEO (Representative Director), Kansai Urban Banking Corporation
Jun. 2016 Advisor, Kansai Urban Banking Corporation
Apr. 2018 Outside Director, ARK Real Estate Co., Ltd.
Jun. 2018 Outside Audit & Supervisory Board Member, Mazda Motor Corporation
Jun. 2019 Director, Audit & Supervisory Committee Member, Mazda Motor Corporation
Jun. 2020 Outside Audit & Supervisory Committee Member, Toyo Aluminium K.K.



Independent director
Outside director

Number of shares held: 600

Hiroko Shibasaki

Director, Audit & Supervisory Committee Member

Apr. 1974 Joined Tokio Marine and Fire Insurance Company, Limited (now Tokio Marine & Nichido Fire Insurance Co., Ltd.)
Jul. 2008 Senior General Manager
General Manager, Voice of Customers Dept., Tokio Marine & Nichido Fire Insurance Co., Ltd.
Jul. 2010 Senior General Manager
General Manager, Fukuoka Chuo Branch, Tokio Marine & Nichido Fire Insurance Co., Ltd.
Apr. 2012 Director
General Manager, Fukuoka Chuo Branch, Tokio Marine & Nichido Fire Insurance Co., Ltd.
Apr. 2015 Managing Executive Officer, Tokio Marine & Nichido Fire Insurance Co., Ltd.
Apr. 2018 Advisor,
Tokio Marine & Nichido Fire Insurance Co., Ltd.
Jun. 2019 Director, Audit and Supervisory Committee Member, Mazda Motor Corporation
Jun. 2021 Outside Director, Kyudenko Corporation (Appointed on June 25, 2021)



Independent director
Outside director

Number of shares held: 0

Masato Sugimori

Director, Audit & Supervisory Committee Member

Apr. 1979 Joined Sumitomo Corporation
Apr. 2010 Executive Officer, Sumitomo Corporation
Executive Vice President and CFO, Sumitomo Corporation North America Group
Apr. 2012 Executive Officer; General Manager, Corporate Planning & Coordination Dept., Sumitomo Corporation
Apr. 2013 Managing Executive Officer, Sumitomo Corporation
Apr. 2016 Senior Managing Executive Officer, Assistant CFO, Risk Management, Sumitomo Corporation
Jun. 2017 Director, Executive Vice President, CFO, General Manager, Corporate Control Unit, Jupiter Telecommunications Co., Ltd.
Apr. 2020 Advisor, Assistant to General Manager, Media & Digital Business Unit, Sumitomo Corporation
Apr. 2021 Advisor, Jupiter Telecommunications Co., Ltd. (Stepped down on June 30, 2021)
Jun. 2021 Director, Audit & Supervisory Committee Member, Mazda Motor Corporation



Number of shares held: 2,400

Akira Koga

Director

Mar. 1984 Joined the Company
Mar. 2004 General Manager, Corporate Planning Div.
Nov. 2008 Executive Officer
Apr. 2011 Executive Officer; Executive Vice President, Mazda Motor of America, Inc. (Mazda North American Operations)
Jun. 2013 Managing Executive Officer
Apr. 2016 Senior Managing Executive Officer
Jun. 2018 Director and Senior Managing Executive Officer



Number of shares held: 1,300

Masahiro Moro

Director

Mar. 1983 Joined the Company
Aug. 2002 General Manager, Global Marketing Div.
Mar. 2004 Vice President, Mazda Motor Europe GmbH
Nov. 2008 Executive Officer
Jun. 2013 Managing Executive Officer
Jan. 2016 Managing Executive Officer, President and CEO, Mazda Motor of America, Inc. (Mazda North American Operations)
Apr. 2016 Senior Managing Executive Officer
Apr. 2019 Senior Managing Executive Officer, Chairman and CEO, Mazda Motor of America, Inc. (Mazda North American Operations)
Jun. 2019 Director and Senior Managing Executive Officer



Number of shares held: 1,600

Yasuhiro Aoyama

Director

Mar. 1988 Joined the Company
Oct. 2007 General Manager, Product Planning & Business Strategy Div.
Oct. 2011 General Manager, Global Marketing Div.
Apr. 2014 Executive Officer
Apr. 2017 Managing Executive Officer
Apr. 2019 President and CEO, Mazda Motor Europe GmbH
Jun. 2021 Director and Senior Managing Executive Officer



Independent director
Outside director

Number of shares held: 700

Kiyoshi Sato

Director

Apr. 1979 Joined Tokyo Electron Ltd.
Dec. 2001 General Manager of Clean Track Business Unit, Tokyo Electron Ltd.
Jun. 2003 Representative Director, President and CEO, Tokyo Electron Ltd.
Apr. 2009 Director and Vice Chairman of the Board, Tokyo Electron Ltd.
Jun. 2011 Director, Tokyo Electron Ltd.
Jul. 2014 Advisor, Tokyo Electron Ltd.
Jun. 2016 Audit & Supervisory Board Member, Tokyo Electron Yamanashi Ltd.
Jun. 2017 Outside Director, TOSHIBA MACHINE Co., Ltd. (now SHIBAURA MACHINE CO., LTD.)
Jul. 2017 Advisor, Tokyo Electron Ltd.
Jun. 2019 Outside Director, Inabata & Co., Ltd.
Jun. 2019 Director, Mazda Motor Corporation

Executive Officers

*Executive Officers who also hold the post of Director

President and CEO

Akira Marumoto*

Executive Vice President and COO

Kiyoshi Fujiwara*

Oversight of Innovation, Carbon Neutrality, Partnership and New Business

Senior Managing Executive Officers

Mitsuru Ono*

Oversight of Financial Services and Corporate Planning & Development

Akira Koga*

Oversight of Corporate Strategy, Product Strategy, Cost Planning and MDI & IT

Masahiro Moro*

Oversight of Communication, Corporate Communications, Corporate Liaison and Administrative Domain

Yasuhiro Aoyama*

Oversight of Global Marketing, Sales and Customer Service

Ichiro Hirose

Oversight of R&D and Cost Innovation

Takeshi Mukai

Oversight of Quality, Purchasing, Production and Business Logistics; In charge of Cost Innovation

Jeffrey H. Guyton

Oversight of Operations in North America; President and CEO, Mazda Motor of America, Inc. (Mazda North American Operations)

Fellows

Senior Innovation Fellow

Mitsuo Hitomi

Managing Executive Officers

Ikuro Maeda

In charge of Design and Brand Style

Tetsuya Fujimoto

In charge of Financial Service and Corporate Planning & Development

Hiroshi Inoue

In charge of Asia & Oceania and New Emerging Markets; President, Mazda South East Asia Ltd.

Makoto Yoshihara

Assistant to the Officer overseeing Administrative Domain; In charge of Global Auditing, CSR, Environment, Secretariat, General & Legal Affairs, Compliance and Risk Management

Hidehiko Kawakami

In charge of Global Quality; Assistant to the Officer in charge of Cost Innovation

Hidetoshi Kudo

In charge of Brand Enhancement, Digitalization Promotion, Global Marketing, Sales and Customer Service

Takeji Kojima

In charge of R&D Administration, Product Strategy, Technical Research Center and Carbon Neutrality

Executive Officers

Masashi Aihara

President, Mazda Toyota Manufacturing U.S.A., Inc.

Ryuichi Umeshita

Executive Vice President, Mazda Motor of America, Inc. (Mazda North American Operations)

Kazuhisa Yoshida

In charge of Global Human Resources, Safety, Health & Disaster Prevention and Mazda Hospital

Hirohiko Matsumoto

In charge of Vehicle Development and Product Planning

Akihiro Kidani

In charge of MDI & IT

Eiji Nakai

In charge of Powertrain Development and Integrated Control System Development

Ikuro Sugiyama

Senior Vice President, Mazda Toyota Manufacturing U.S.A., Inc.

Hironori Tanaka

In charge of Domestic Sales

Noriyuki Takimura

In charge of Corporate Communications, Corporate Liaison and Operations in the Greater Tokyo Metropolitan Area

Osamu Kawamura

In charge of Operations in China

Takuji Iwashita

President and CEO, Mazda Motor Manufacturing de Mexico, S.A. de C.V. (Mazda de Mexico Vehicle Operation)

Kazuhiko Sumi

General Manager, Purchasing Div.

Kazuyoshi Todou

General Manager, Domestic Business Div.

Major Affiliates (As of March 31, 2021)

Consolidated Subsidiaries (70)

Company name	Country/region	Mazda's share	Business
Mazda Motor of America, Inc.	Irvine, California, U.S.A.	100.0%	Distribution of vehicles and parts
Mazda Canada Inc.	Richmond Hill, Ontario, Canada	100.0%	Distribution of vehicles and parts
Mazda Motor de Mexico, S. de R.L. de C.V.	Mexico City, Mexico	100.0%	Distribution of vehicles and parts
Mazda Servicios de Mexico, S. de R.L. de C.V.	Mexico City, Mexico	100.0%	Human resource services for Mazda Motor de Mexico
Mazda Motor Manufacturing de Mexico, S.A. de C.V.	Salamanca, Guanajuato, Mexico	100.0%	Production and sales of vehicles
Mazda Motor Operaciones de Mexico, S.A. de C.V.	Salamanca, Guanajuato, Mexico	100.0%	Human resource services for Mazda Motor Manufacturing de Mexico
Mazda Motors (Deutschland) GmbH	Leverkusen, North Rhine-Westphalia, Germany	100.0%	Distribution of vehicles and parts
Mazda Motor Logistics Europe N.V.	Willebroek, Antwerp, Belgium	100.0%	Distribution of vehicles and parts
Mazda Motor Europe GmbH	Leverkusen, North Rhine-Westphalia, Germany	100.0%	Overall management of business in Europe
Mazda Automobiles France S.A.S.	Saint-Germain-en-Laye, France	100.0%	Distribution of vehicles and parts
Mazda Motors UK Ltd.	Dartford, Kent, U.K.	100.0%	Distribution of vehicles and parts
Mazda (Suisse) S.A.	Petit-Lancy, Switzerland	100.0%	Distribution of vehicles and parts
Mazda Motor de Portugal Lda.	Lisbon, Portugal	100.0%	Distribution of vehicles and parts
Mazda Motor Italia S.r.l.	Rome, Italy	100.0%	Distribution of vehicles and parts
Mazda Automoviles Espana, S. A.	Madrid, Spain	100.0%	Distribution of vehicles and parts
Mazda Austria GmbH	Klagenfurt, Austria	100.0%	Distribution of vehicles and parts
Mazda Motor Rus, OOO	Moscow, Russia	100.0%	Distribution of vehicles and parts
Mazda Australia Pty. Ltd.	Mulgrave, Victoria, Australia	100.0%	Distribution of vehicles and parts
Mazda Motors of New Zealand Ltd.	Auckland, New Zealand	100.0%	Distribution of vehicles and parts
Mazda Sales (Thailand) Co., Ltd.	Bangkok, Thailand	96.1%	Distribution of vehicles and parts
Mazda Powertrain Manufacturing (Thailand) Co., Ltd.	Chonburi, Thailand	100.0%	Production and sales of vehicle parts
Mazda Malaysia Sdn. Bhd.	Selangor, Malaysia	70.0%	Production (consignment) and sales of vehicles
Mazda Motor (China) Co., Ltd.	Shanghai, China	100.0%	Overall management of business in China
Mazda Motor Taiwan Co., Ltd.	Taipei, Taiwan	100.0%	Distribution of vehicles and parts
Mazda Southern Africa (Pty) Ltd.	Johannesburg, Republic of South Africa	70.0%	Distribution of vehicles and parts
MAZDA DE COLOMBIA S.A.S	Bogotá, Colombia	100.0%	Distribution of vehicles and parts
Mazda Chuhan Co., Ltd.	Minami-ku, Hiroshima-shi, Hiroshima	100.0%	Sales of used cars
Mazda Motor International Co., Ltd.	Fuchu-cho, Aki-gun, Hiroshima	100.0%	Trading company
Mazda Ace Co., Ltd.	Fuchu-cho, Aki-gun, Hiroshima	100.0%	Security/accident prevention, insurance sales, and engineering operations
Mazda Logistics Co., Ltd	Minami-ku, Hiroshima-shi, Hiroshima	100.0%	Distribution of vehicles and parts
Kurashiki Kako Co., Ltd.	Kurashiki-shi, Okayama	75.0%	Production and sales of vehicle parts

Company name	Country/region	Mazda's share	Business
Mazda Engineering & Technology Co., Ltd.	Minami-ku, Hiroshima-shi, Hiroshima	100.0%	Commissioned vehicle development, and manufacturing special use vehicles
Mazda Parts Co., Ltd.	Higashi-ku, Hiroshima-shi, Hiroshima	100.0%	Sales of parts
Hakodate Mazda Co., Ltd.	Hakodate-shi, Hokkaido	100.0%	Distribution of vehicles and parts
Tohoku Mazda Co., Ltd.	Miyagino-ku, Sendai-shi, Miyagi	100.0%	Distribution of vehicles and parts
Fukushima Mazda Co., Ltd.	Koriyama-shi, Fukushima	100.0%	Distribution of vehicles and parts
Kitakanto Mazda Co., Ltd.	Mito-shi, Ibaraki	100.0%	Distribution of vehicles and parts
Koushin Mazda Co., Ltd.	Nagano-shi, Nagano	100.0%	Distribution of vehicles and parts
Kanto Mazda Co., Ltd.	Itabashi-ku, Tokyo	100.0%	Distribution of vehicles and parts
Shizuoka Mazda Co., Ltd.	Suruga-ku, Shizuoka-shi, Shizuoka	100.0%	Distribution of vehicles and parts
Tokai Mazda Sales Co., Ltd.	Mizuho-ku, Nagoya-shi, Aichi	100.0%	Distribution of vehicles and parts
Hokuriku Mazda Co., Ltd.	Nonoichi-shi, Ishikawa	100.0%	Distribution of vehicles and parts
Keiji Mazda Co., Ltd.	Minami-ku, Kyoto-shi, Kyoto	100.0%	Distribution of vehicles and parts
Kansai Mazda Co., Ltd.	Naniwa-ku, Osaka-shi, Osaka	100.0%	Distribution of vehicles and parts
Nishi Shikoku Mazda Co., Ltd.	Matsuyama-shi, Ehime	100.0%	Distribution of vehicles and parts
Kyushu Mazda Co., Ltd.	Hakata-ku, Fukuoka-shi, Fukuoka	100.0%	Distribution of vehicles and parts
Minami Kyushu Mazda Co., Ltd.	Kagoshima-shi, Kagoshima	100.0%	Distribution of vehicles and parts
Okinawa Mazda Sales Co., Ltd.	Urasoe-shi, Okinawa	100.0%	Distribution of vehicles and parts
Others (22)	—	—	—

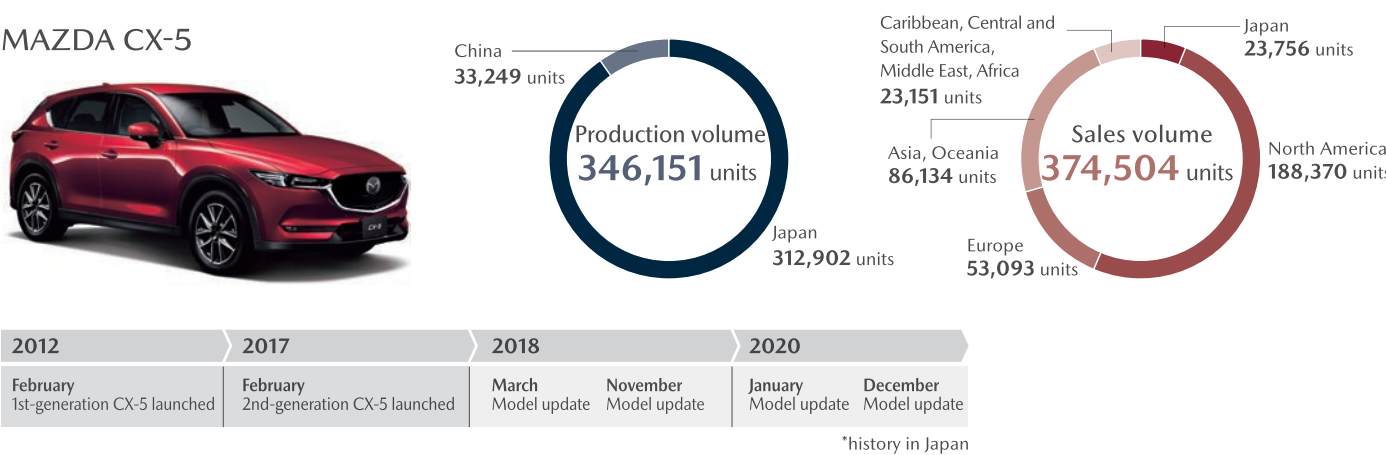
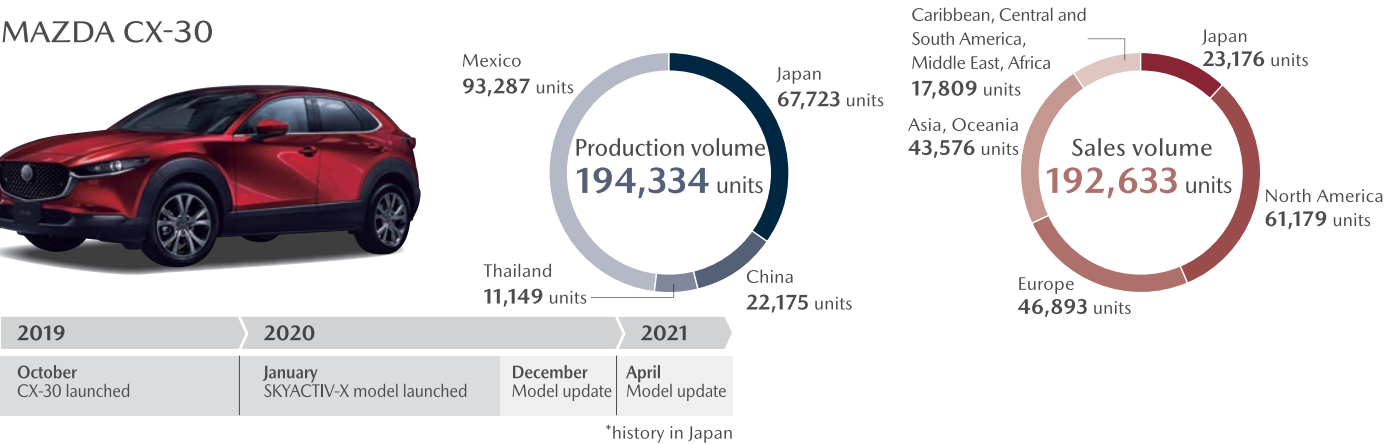
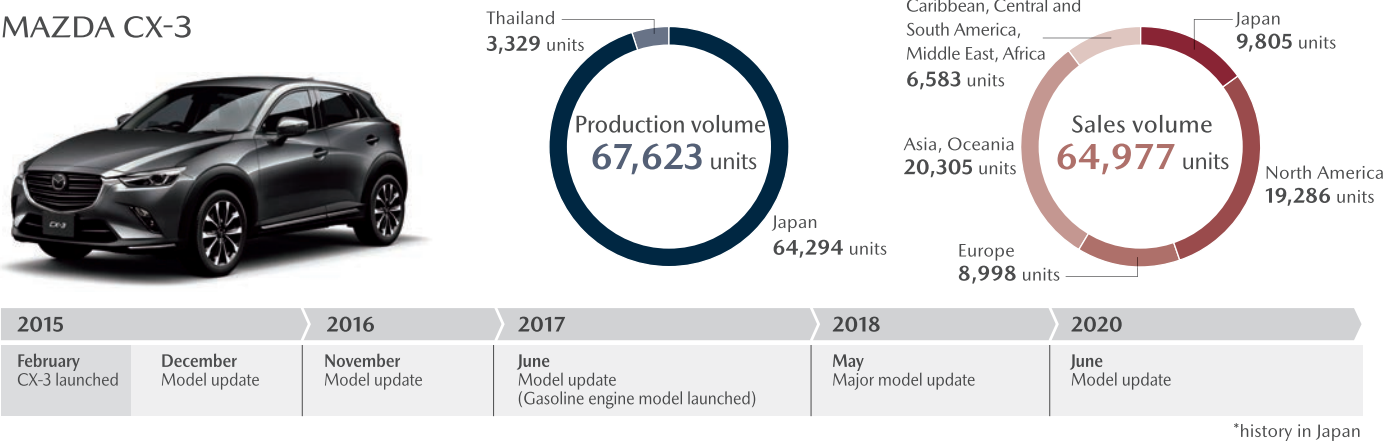
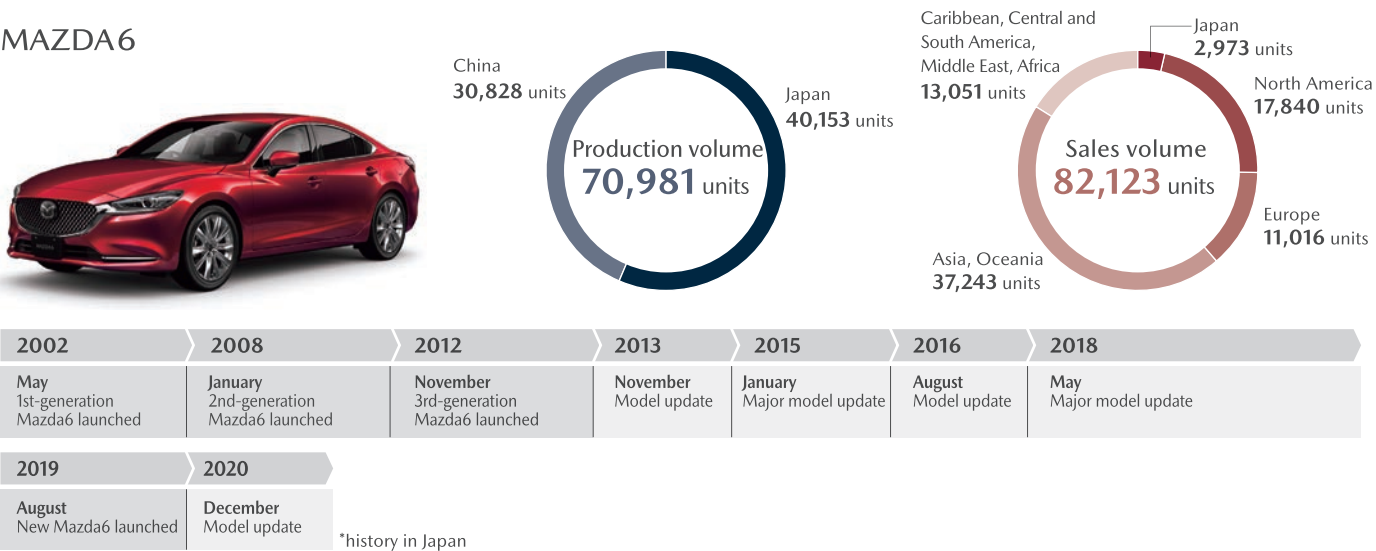
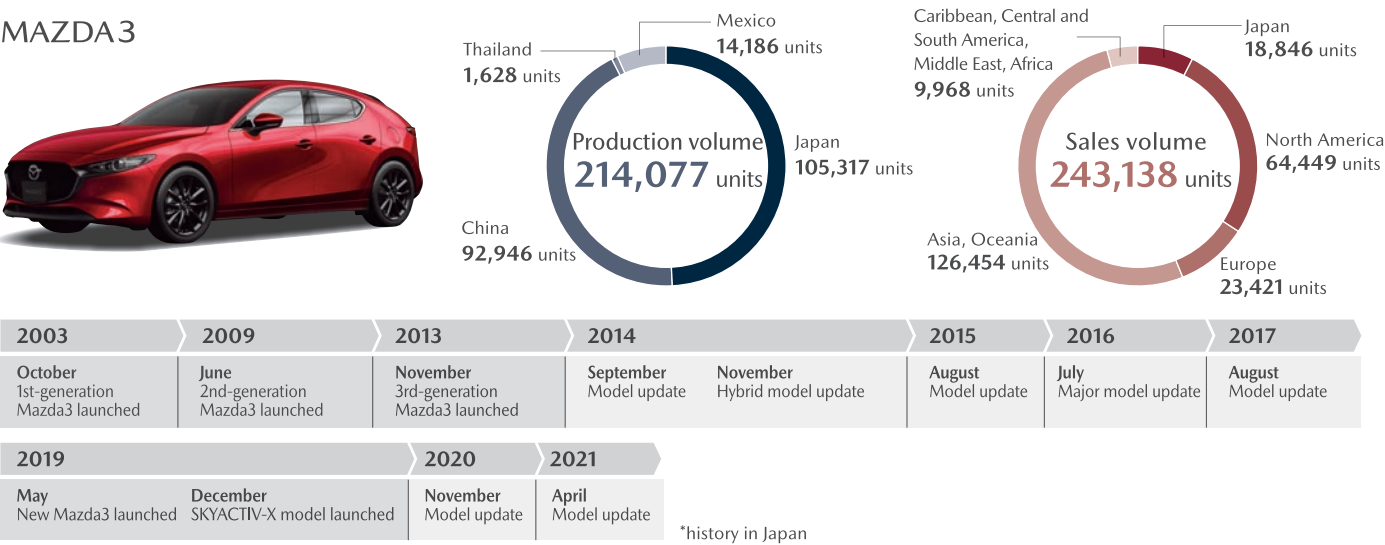
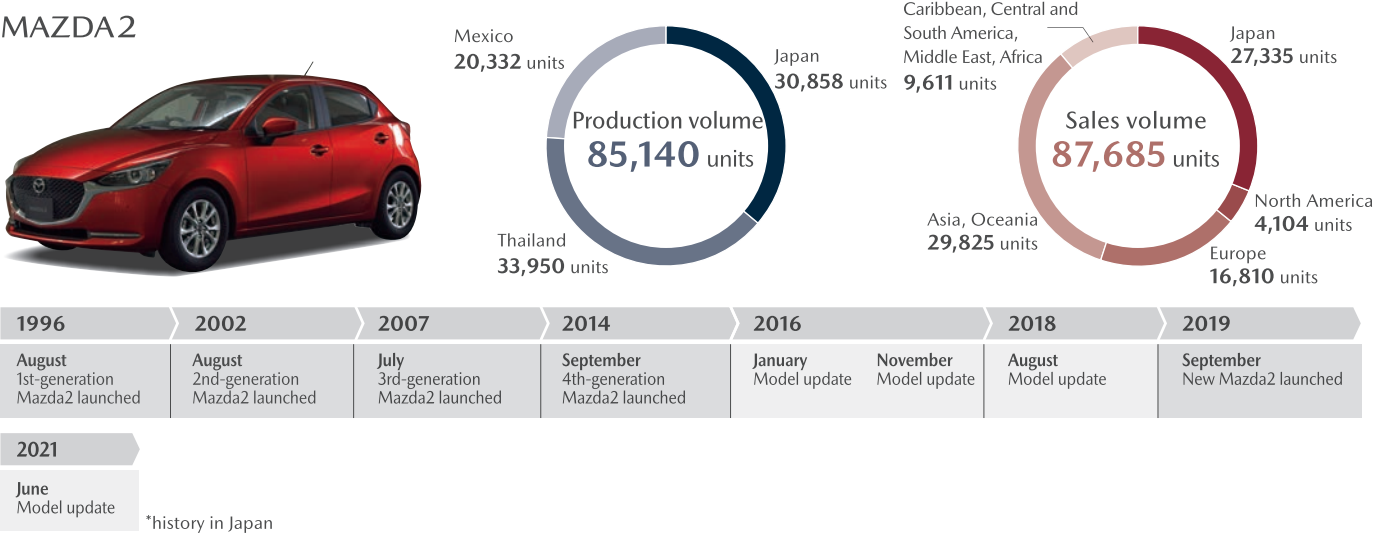
Equity Method Applied Companies (18)

Company name	Country/region	Mazda's share	Business
Mazda Toyota Manufacturing, U.S.A., Inc.	Huntsville, Alabama, U.S.A.	50.0%	Production and sales of vehicles
MAZDA SOLLERS Manufacturing Rus LLC	Vladivostok, Russia	50.0%	Production and sales of vehicles
AutoAlliance (Thailand) Co., Ltd.	Rayong, Thailand	50.0%	Production and sales of vehicles
Changan Mazda Automobile Co., Ltd.	Nanjing, China	50.0%	Production and sales of vehicles
Changan Mazda Engine Co., Ltd.	Nanjing, China	50.0%	Production and sales of vehicle parts
FAW Mazda Motor Sales Co., Ltd.	Changchun, China	40.0%	Distribution of vehicles and parts
Toyo Advanced Technologies Co., Ltd.	Minami-ku, Hiroshima-shi, Hiroshima	50.0%	Production and sales of machine tools
Japan Climate Systems Corporation	Higashihiroshima-shi, Hiroshima	33.3%	Production and sales of vehicle parts
Yoshiwa Kogyo Co., Ltd.	Kaita-cho, Aki-gun, Hiroshima	33.3%	Production and sales of vehicle parts
Sanfrece Hiroshima FC.	Naka-ku, Hiroshima-shi, Hiroshima	17.1%	Professional soccer team
Mazda Processing Chugoku Co., Ltd.	Aki-ku, Hiroshima-shi, Hiroshima	29.0%	Attachment of vehicle accessories
Mazda Credit, Inc.	Kita-ku, Osaka-shi, Osaka	47.5%	Automotive retail finance
MCM Energy Service Co., Ltd.	Minami-ku, Hiroshima-shi, Hiroshima	40.0%	Steam and electricity supply
Mazda Parts Sales Hiroshima Co., Ltd.	Saka-cho, Aki-gun, Hiroshima	33.3%	Sales of parts
Others (4)	—	—	—

Car Lineup

*Production volume and sales volume numbers reflect the business results of FY2020.

Passenger vehicles

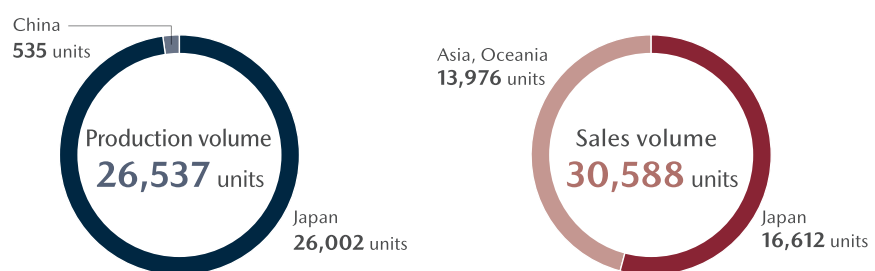


Car Lineup

*Production volume and sales volume numbers reflect the business results of FY2020.

Passenger vehicles

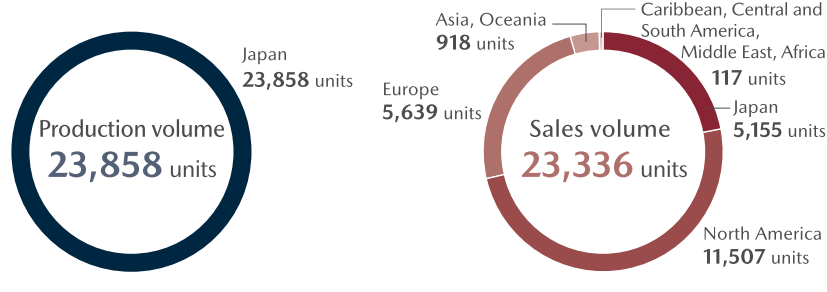
MAZDA CX-8



2017	2018	2019	2020
December CX-8 launched	November Model update (Gasoline engine model launched)	November Model update	December Model update

*history in Japan

MAZDA ROADSTER (MAZDA MX-5)

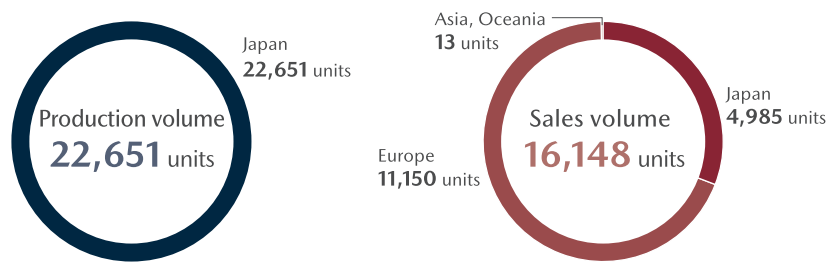


1989	1998	2005	2015	2016	2017	2018
September MX-5 launched	January 2nd-generation MX-5 launched	August 3rd-generation MX-5 launched	May 4th-generation MX-5 launched	December MX-5 RF launched	December Model update	July Model update

2019	2020
December Model update	December Model update

*history in Japan

MAZDA MX-30



▲Mazda MX-30 unveiled at Tokyo Motor Show in October 2019

2020	2021
October MX-30 launched	January MX-30 EV MODEL launched

*history in Japan

Vehicles sold outside Japan

MAZDA2 SEDAN



Sales
23,119 units

MAZDA CX-4



Sales
48,608 units

MAZDA CX-9



Sales
54,691 units

MAZDA BT-50



Sales
25,413 units

Micro-mini vehicles

MAZDA FLAIR



Sales
5,134 units

MAZDA FLAIR WAGON



Sales
11,411 units

MAZDA SCRUM WAGON



Sales
1,370 units

MAZDA CAROL



Sales
4,050 units

MAZDA FLAIR CROSSOVER



Sales
5,815 units

Commercial vehicles

MAZDA BONGO BRAWNY VAN



Sales
580 units

MAZDA BONGO VAN



Sales
2,236 units

MAZDA BONGO TRUCK



Sales
3,641 units

MAZDA FAMILIA VAN



Sales
1,342 units

MAZDA TITAN



Sales
1,180 units

MAZDA SCRUM VAN



Sales
4,771 units

MAZDA SCRUM TRUCK



Sales
2,127 units

Special needs vehicles

MAZDA ROADSTER



MAZDA ROADSTER RF



MAZDA2



MAZDA CX-5



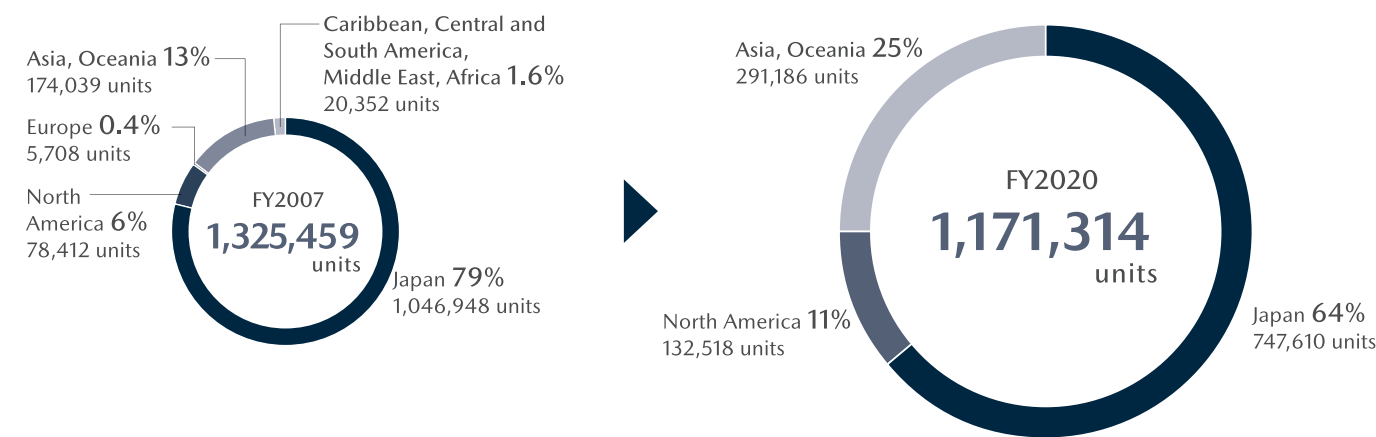
MAZDA FLAIR WAGON



History of Mazda's Global Operations (As of March 31, 2021)

Global unit production

1,171,314 units



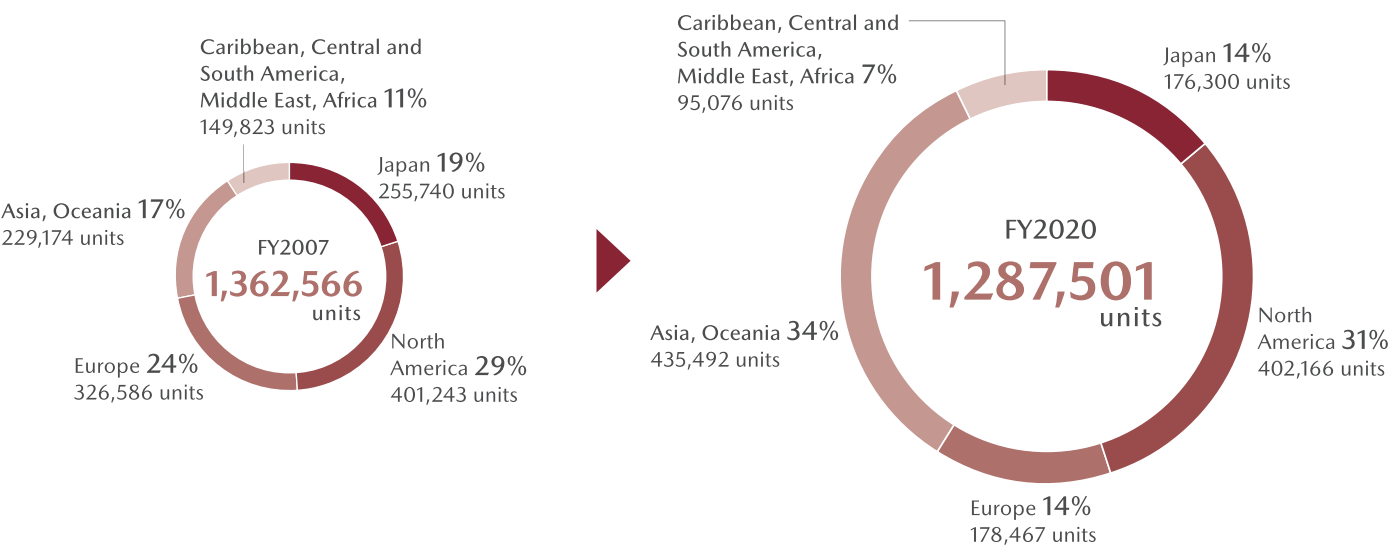
Global unit production

	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)
Japan	1,046,948	899,448	827,910	866,992	846,574	879,129	972,533
North America	78,412	66,926	49,281	52,600	48,624	19,101	10,007
Europe	5,708	—	—	—	—	—	—
Asia, Oceania	174,039	149,846	251,125	339,479	276,929	283,201	274,715
Caribbean, Central and South America, Middle East, Africa	20,352	17,935	15,188	18,423	13,095	18,583	12,041
Total	1,325,459	1,134,155	1,143,504	1,277,494	1,185,222	1,200,014	1,269,296

	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)	FY2020 ('20.4-'21.3)
Japan	919,405	989,401	964,640	986,862	1,010,160	971,974	747,610
North America	140,089	213,088	195,148	180,445	168,694	131,350	132,518
Europe	—	—	—	—	—	—	—
Asia, Oceania	306,056	366,109	432,020	452,225	390,811	330,880	291,186
Caribbean, Central and South America, Middle East, Africa	9,513	2,616	—	—	—	—	—
Total	1,375,063	1,571,214	1,591,808	1,619,532	1,569,665	1,434,204	1,171,314

Global unit sales

1,287,501 units



Global unit sales

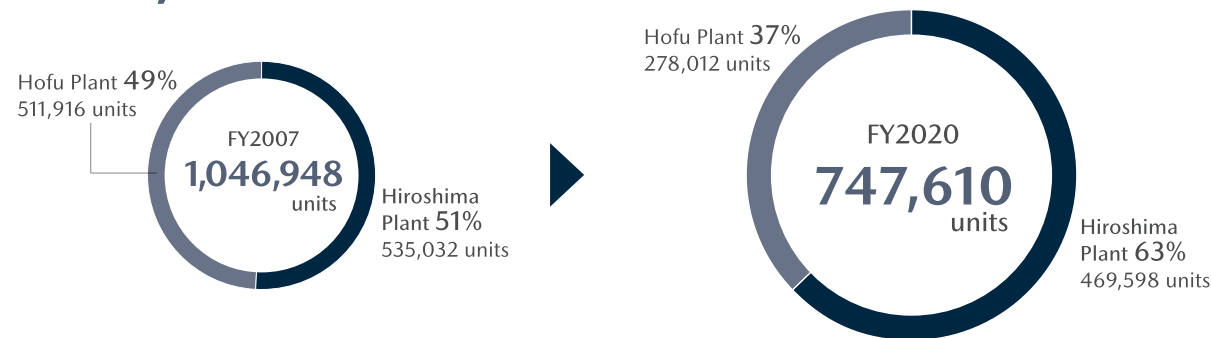
	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)
Japan	255,740	218,562	220,800	205,885	205,538	216,257	243,598
North America	401,243	343,611	303,855	339,712	369,745	370,726	388,165
Europe	326,586	321,645	238,904	211,488	182,685	171,540	206,724
Asia, Oceania	229,174	249,030	323,935	401,987	404,001	400,988	399,198
Caribbean, Central and South America, Middle East, Africa	149,823	127,736	105,919	113,124	84,406	74,987	93,244
Total	1,362,566	1,260,584	1,193,413	1,272,196	1,246,375	1,234,498	1,330,929

	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)	FY2020 ('20.4-'21.3)
Japan	224,543	232,352	202,698	210,385	214,554	202,359	176,300
North America	422,736	435,732	426,966	433,796	419,860	396,041	402,166
Europe	229,133	256,516	261,550	268,581	269,778	263,512	178,467
Asia, Oceania	419,520	487,110	551,865	592,442	530,373	432,931	435,492
Caribbean, Central and South America, Middle East, Africa	101,362	122,348	115,933	125,561	126,944	124,509	95,076
Total	1,397,294	1,534,058	1,559,012	1,630,765	1,561,509	1,419,352	1,287,501

Activities by Region / Japan (As of March 31, 2021)

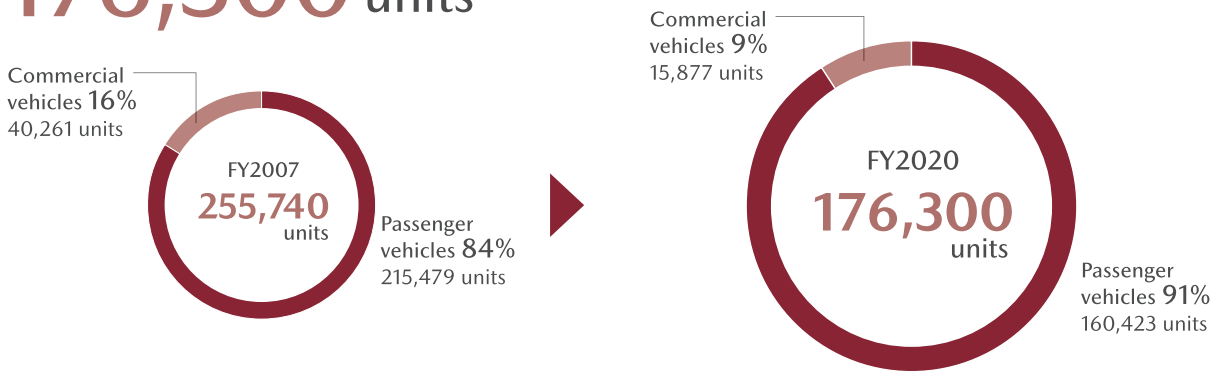
Production volume

747,610 units



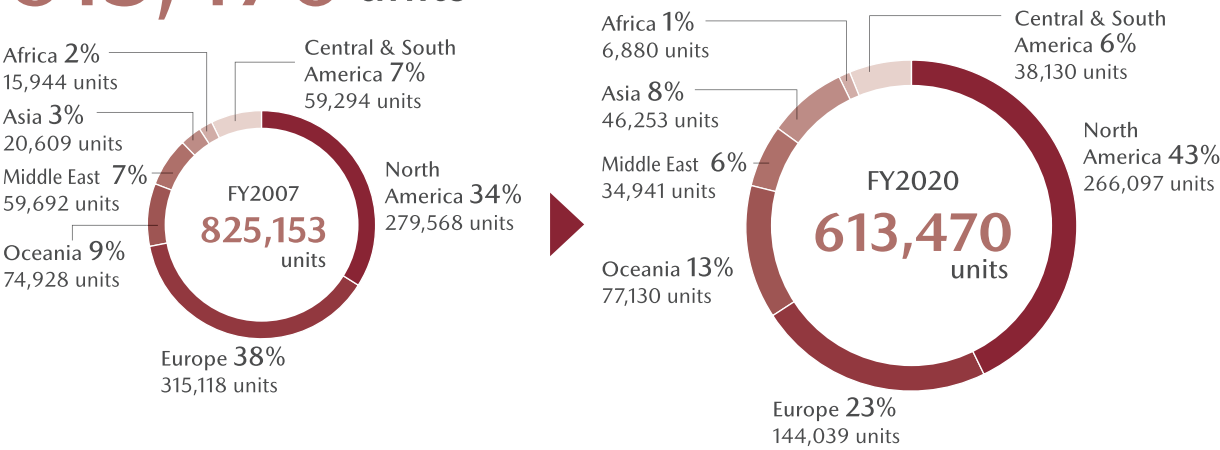
Sales volume

176,300 units



Export volume

613,470 units



R&D Sites

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) (MRY)	Yokohama	•Product and engineering planning •Advanced research for significant new technology

Comprehensive Vehicle Proving Grounds

Plant name	Location	Start of operations	Land area	Activities
Miyoshi Proving Ground	Hiroshima, Japan	June 1965	1,702,000 m 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	753,000 m 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	4,700,000 m ²	Technology development and functional tests on frozen roads of systems such as 4WD, ABS, TCS ^{*1} , and DSC ^{*2} that ensure safe driving under hazardous frozen/snow conditions.
Hokkaido Nakasatsunai Proving Ground	Hokkaido, Japan	January 2002	260,000 m 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.

^{*1} Traction Control System (TCS): Mechanism to optimize a vehicle's traction according to the driving conditions
^{*2} Dynamic Stability Control (DSC): DSC integrates the 4-wheel Anti-lock Braking System (ABS) and Traction Control System (TCS) to optimally control the engine output and 4-wheel individual brake force to prevent side skids. In addition, the system maintains stable driving conditions while cornering on slippery roads or during evasive steering to avoid hazards.

Production Sites

Location	Plant name	District		Products	Capacity		Start of operations
Fuchu-cho, Aki-gun, Hiroshima	Hiroshima Plant	Head Office		Gasoline reciprocating engines, diesel engines, manual transmissions			March 1931
		Ujina district	Ujina Plant No. 1 (U1)	CX-30, CX-5, CX-8, CX-9 ³ , MX-30, MX-5	291,000 units/year	569,000 units/year	November 1966
			Ujina Plant No. 2 (U2)	CX-5	278,000 units/year		December 1972
					Gasoline reciprocating engines, diesel engines		
Miyoshi, Hiroshima	Miyoshi Plant			Gasoline reciprocating engines, diesel engines			May 1974
Hofu, Yamaguchi	Hofu Plant	Nishinoura district	Hofu Plant No. 1 (H1)	MAZDA2, MAZDA3, CX-3	278,000 units/year	416,000 units/year	September 1982
			Hofu Plant No. 2 (H2)	MAZDA6, CX-5	138,000 units/year		February 1992
		Nakanoseki district		Automatic transmissions, manual transmissions			

^{*3} For export only

Activities by Region / Japan

(As of March 31, 2021)



Hiroshima Plant

Hofu Plant (Nishinoura)

Production Volume

Country/region	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)
Hiroshima	535,032	456,327	423,521	461,831	498,740	509,229	556,065
Hofu	511,916	443,121	404,389	405,161	347,834	369,900	416,468
Total	1,046,948	899,448	827,910	866,992	846,574	879,129	972,533

Country/region	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)	FY2020 ('20.4-'21.3)
Hiroshima	507,341	588,659	605,849	623,399	586,544	592,356	469,598
Hofu	412,064	400,742	358,791	363,463	423,616	379,618	278,012
Total	919,405	989,401	964,640	986,862	1,010,160	971,974	747,610

Production volume by model (passenger vehicles)

Name	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)
Mazda2	154,099	178,651	162,347	144,912	165,594	124,287	104,195
Mazda3	417,885	349,717	357,393	363,327	317,899	291,181	291,414
Mazda5	104,175	83,208	74,858	81,282	89,180	57,585	48,459
Mazda6	123,111	116,384	61,816	72,594	48,795	88,017	143,162
Mazda8	20,096	7,736	7,712	6,093	6,501	2,524	1,615
Mazda CX-3	—	—	—	—	—	—	—
Mazda CX-30	—	—	—	—	—	—	—
Mazda CX-5	—	—	—	—	46,699	226,606	308,720
Mazda CX-7	75,823	44,591	54,660	91,739	77,986	3,081	500
Mazda CX-8	—	—	—	—	—	—	—
Mazda CX-9	44,347	34,368	36,784	48,694	43,075	40,652	31,921
Mazda MX-5	36,913	16,869	22,187	19,503	14,406	15,133	10,778
Mazda MX-30	—	—	—	—	—	—	—
Mazda RX-8	10,047	7,658	3,465	2,019	1,716	1,224	—
Mazda Verisa	13,841	9,760	11,469	8,969	8,612	4,710	3,548
Mazda Biente	—	15,402	10,946	11,182	10,562	8,626	11,898
Others	2,900	360	1,480	—	—	—	—
Total	1,003,237	864,704	805,117	850,314	831,025	863,626	956,210

Name	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)	FY2020 ('20.4-'21.3)
Mazda2	100,347	69,694	52,258	51,759	53,902	41,528	30,858
Mazda3	232,567	215,140	206,253	167,587	156,882	168,837	105,317
Mazda5	37,211	14,424	11,104	7,734	—	—	—
Mazda6	143,610	139,163	122,231	85,187	93,219	75,024	40,153
Mazda8	788	631	1	—	—	—	—
Mazda CX-3	16,504	142,800	116,117	127,306	134,871	79,365	64,294
Mazda CX-30	—	—	—	—	—	84,933	67,723
Mazda CX-5	316,288	321,389	324,085	415,012	435,397	388,565	312,902
Mazda CX-7	—	—	—	—	—	—	—
Mazda CX-8	—	—	—	13,784	35,426	33,699	26,002
Mazda CX-9	37,893	22,378	54,725	54,164	59,251	63,552	50,926
Mazda MX-5	10,008	44,239	63,874	50,723	29,364	25,204	23,858
Mazda MX-30	—	—	—	—	—	—	22,651
Mazda RX-8	—	—	—	—	—	—	—
Mazda Verisa	1,248	663	—	—	—	—	—
Mazda Biente	7,148	4,656	3,853	3,057	—	—	—
Others	—	—	—	—	—	—	—
Total	903,612	975,177	954,501	976,313	998,312	960,707	744,684

Production volume by model (commercial vehicles)

Name	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)
Mazda E-Series (Bongo Truck)	12,326	10,688	9,102	6,773	7,587	7,942	9,169
Bongo Van	21,534	18,244	10,144	8,373	7,962	7,561	7,154
Bongo Brawny Truck	62	97	—	—	—	—	—
Bongo Brawny Van	5,684	3,520	2,102	1,058	—	—	—
Titan	120	—	—	—	—	—	—
Titan Dash	3,985	2,195	1,445	474	—	—	—
Total	43,711	34,744	22,793	16,678	15,549	15,503	16,323

Name	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)	FY2020 ('20.4-'21.3)
Mazda E-Series (Bongo Truck)	8,522	7,423	5,621	5,954	6,675	6,153	2,464
Bongo Van	7,271	6,801	4,518	4,595	5,173	5,114	462
Bongo Brawny Truck	—	—	—	—	—	—	—
Bongo Brawny Van	—	—	—	—	—	—	—
Titan	—	—	—	—	—	—	—
Titan Dash	—	—	—	—	—	—	—
Total	15,793	14,224	10,139	10,549	11,848	11,267	2,926

Domestic Sales Volume

Name	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)
Passenger vehicles	215,479	184,215	192,183	179,508	180,040	190,832	216,111
Commercial vehicles	40,261	34,347	28,617	26,377	25,498	25,425	27,487
Total	255,740	218,562	220,800	205,885	205,538	216,257	243,598

Name	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)	FY2020 ('20.4-'21.3)
Passenger vehicles	200,861	209,438	178,451	186,385	191,368	180,325	160,423
Commercial vehicles	23,682	22,914	24,247	24,000	23,186	22,034	15,877
Total	224,543	232,352	202,698	210,385	214,554	202,359	176,300

Dealerships and outlets

Dealerships	Outlets
212	938

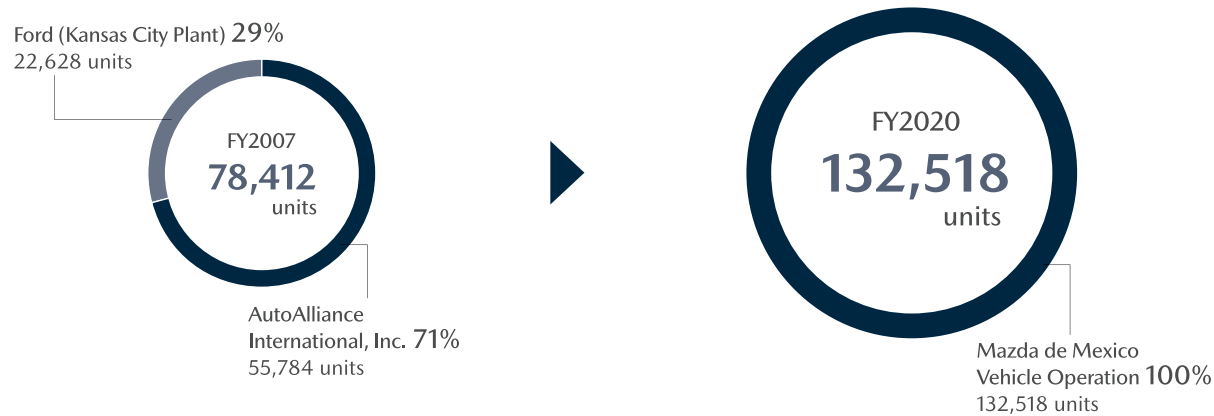
Export Volume

Country/region	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)
North America	279,568	235,917	240,184	284,204	278,911	342,833	345,138
Europe	315,118	284,462	218,844	208,927	173,928	165,842	203,144
Oceania	74,928	70,568	76,602	70,532	90,660	97,586	97,871
Middle East	59,692	62,914	41,481	56,275	22,746	21,228	34,541
Asia	20,609	32,135	31,367	45,893	35,323	31,958	44,116
Africa	15,944	11,532	8,988	7,235	4,420	4,429	4,682
Central & South America	59,294	45,043	31,794	49,399	47,859	38,700	61,308
Total	825,153	742,571	649,260	722,465	653,847	702,576	790,800

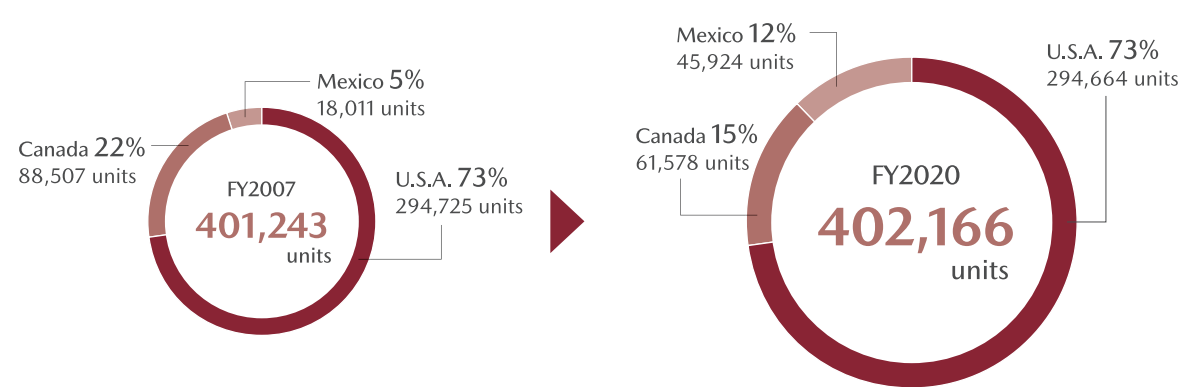
Country/region	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)	FY2020 ('20.4-'21.3)
North America	296,023	312,981	301,649	303,487	295,516	308,618	266,097
Europe	200,036	200,458	209,490	213,736	230,249	229,878	144,039
Oceania	86,801	91,221	82,256	83,048	80,510	63,829	77,130
Middle East	50,438	53,344	44,140	45,979	47,839	60,722	34,941
Asia	50,034	63,887	81,224	78,610	85,766	74,620	46,253
Africa	7,872	10,798	13,038	13,974	14,169	12,190	6,880
Central & South America	46,665	54,487	76,327	82,288	81,843	58,882	38,130
Total	737,869	787,176	808,124	821,122	835,892	808,739	613,470

Activities by Region / North America (As of March 31, 2021)

Mazda Vehicle Production



Mazda Sales



Regional Headquarters

Country/ region	Plant	Location	Established	Number of employees	Primary business	Investment ratio
U.S.A.	Mazda North American Operations (MNAO)*	Irvine, California	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.

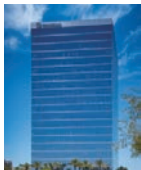
R&D Sites

Country/ region	Plant	Location	Activities
U.S.A.	Mazda North American Operations (MNAO)*	Irvine, California Flat Rock, Michigan	<ul style="list-style-type: none">Technology and market trend studies in the North American marketDesign development for the North American marketEvaluation of product conformity with North American market standards

*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.



Mazda de Mexico Vehicle Operation (MMVO)



Mazda North American Operations (MNAO)

Production Facilities

Country/ region	Plant	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
Mexico	Mazda de Mexico Vehicle Operation (MMVO)*	Salamanca, Guanajuato	January 2014	5,200	Mazda2, Mazda3, CX-30	Mazda 100%

*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.

History of MMVO

2011	2014	2017	2018	2019	2020
September Established MMVO together with Sumitomo Corporation October Held the groundbreaking ceremony	January Started production of Mazda3 February Held opening ceremony	July Started double shift operation	October <ul style="list-style-type: none">Started production of Mazda2Started operations at engine machining factoryAnnounced plans to increase yearly production capacity to 250,000 units by FY 2015	January Started production of new Mazda3 model September Started production of CX-30	November Mazda and Sumitomo Agree to Transfer Shares of MMVO
April Started production of SKYACTIV-G 2.0, SKYACTIV-G 1.5, and SKYACTIV-D 1.5 June Started production of compact car for Toyota Motor Corporation	January Started the production of SKYACTIV-G 2.5	May Started the production of Mazda2 (sedan)			

Mazda Vehicle Production

Country/region	Plant	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)
U.S.A.	AutoAlliance International, Inc.	55,784	56,080	39,152	44,875	47,101	19,101	—
	Ford (Kansas City Plant)	22,628	10,846	10,129	7,725	1,523	—	—
Mexico	Mazda de Mexico Vehicle Operation	—	—	—	—	—	—	10,007
Country/region	Plant	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)	FY2020 ('20.4-'21.3)
U.S.A.	AutoAlliance International, Inc.	—	—	—	—	—	—	—
	Ford (Kansas City Plant)	—	—	—	—	—	—	—
Mexico	Mazda de Mexico Vehicle Operation	140,089	213,088	195,148	180,445	168,694	131,350	132,518

*The overseas production figures represent Mazda brand units coming off the production line (CKD units excluded). The figures for Mexico, however, include passenger cars for other manufacturers.

Distributors

Country/region	Plant	Location	Established	Number of employees	Investment ratio
U.S.A.	Mazda Motor of America, Inc.	Irvine, California	February 1971	913	Mazda 100%
Canada	Mazda Canada, Inc.	Richmond Hill, Ontario	July 1968	181	Mazda 100%
Mexico	Mazda de Mexico Sales & Commercial Operation*	Centro de la Ciudad Santa Fe, Mexico City	December 2004	80	Mazda 100%

*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.

Number of Distributors and Dealerships

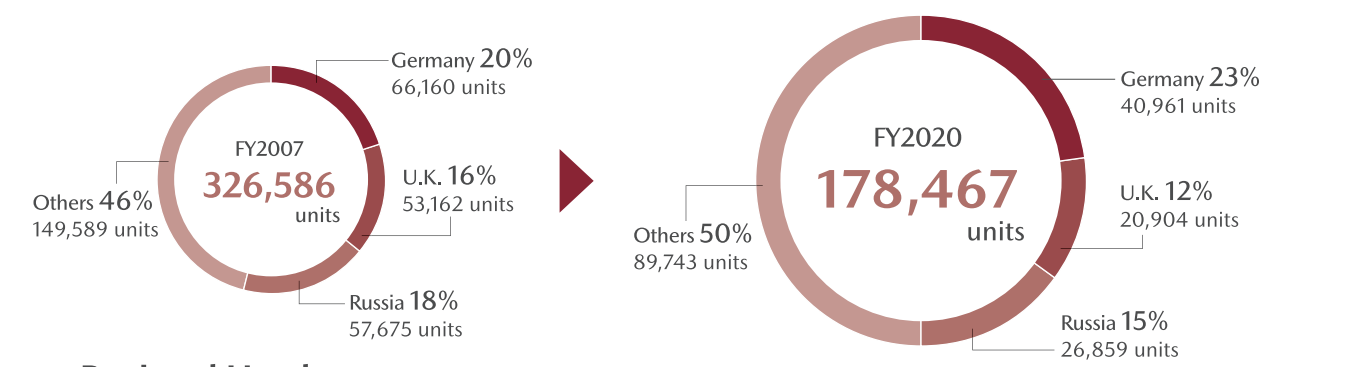
Market	Number of markets	Distributors	Dealerships
U.S.A.	1	1	548
Canada	1	1	163
Mexico	1	1	61

Mazda Sales

Market	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)
U.S.A.	294,725	240,055	209,913	238,184	267,891	273,307	283,721
Canada	88,507	81,253	75,048	75,055	71,783	72,136	69,685
Mexico	18,011	22,303	18,894	26,473	30,071	25,283	34,759
Market	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)	FY2020 ('20.4-'21.3)
U.S.A.	305,788	305,783	302,195	304,394	287,163	275,389	294,664
Canada	71,582	71,032	71,323	74,658	71,613	63,838	61,578
Mexico	45,366	58,917	53,448	54,744	61,084	56,814	45,924

Activities by Region / Europe (As of March 31, 2021)

Mazda Sales



Regional Headquarters

Country/ region	Company name	Location	Established	Number of employees	Primary business	Investment ratio
Germany	Mazda Motor Europe GmbH (MME)	Leverkusen	March 1998	303	Office Sales	Mazda Motor Logistics Europe N.V. 100%
	(European R&D Centre)	Oberursel	December 1987		R&D	
Belgium	Mazda Motor Logistics Europe N.V. (Vehicles and Parts Distribution Center)	Willebroek	August 1998	346	Office Logistics, Sales	Mazda 100%

R&D Sites

Country/region	Company name	Location	Activities
Germany	Mazda Motor Europe GmbH (MME)	Oberursel	<ul style="list-style-type: none">Technology and market trend studies in the European marketDesign development for the European marketEvaluation of product conformity with European market standards

Production Facilities

Country/ region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
Russia ^{*1}	MAZDA SOLLERS Manufacturing Rus (MSMR)	Vladivostok	October 2012	512	CX-5, CX-30, CX-9, MAZDA6	Mazda 50% Sollers 50%

^{*1} Assembly only (Volume is not disclosed)

Production volume

Country/ region	Company name	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)
Spain	Ford (Valencia Plant)	5,708	—	—	—	—	—	—
Country/ region	Company name	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)	FY2020 ('20.4-'21.3)
Spain	Ford (Valencia Plant)	—	—	—	—	—	—	—

^{*}The overseas production figures represent Mazda brand units coming off the production line (CKD units excluded).



Mazda Motor Europe GmbH (MME)

Distributors

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
Germany	Mazda Motors (Deutschland) GmbH	Leverkusen	November 1972	192	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Austria	Mazda Austria GmbH	Klagenfurt	July 1981	119	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Portugal	Mazda Motor de Portugal Lda.	Lisbon	February 1995	16	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	57	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
France	Mazda Automobiles France S.A.S	Saint Germain en Laye Cedex	February 2001	51	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Switzerland	Mazda (Suisse) S.A.	Petit-Lancy	February 2001	46	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
U.K.	Mazda Motors UK Ltd.	Dartford	May 2001	128	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Denmark	Mazda Motor Denmark	Rodovre	April 2003	19	Mazda Motor Logistics Europe N.V. Branch
Norway	Mazda Motor Norge	Kolbotn	April 2004	17	Mazda Motor Logistics Europe N.V. Branch
Sweden	Mazda Motor Sweden	Kungsbacka	April 2004	15	Mazda Motor Logistics Europe N.V. Branch
Russia	Mazda Motor Rus , OOO	Moscow	December 2005	88	Mazda 100%
Ireland	Mazda Motor Ireland	Dublin	July 2006	10	Mazda Motor Logistics Europe N.V. Branch
Czech Republic	Mazda Motor Czech	Prague	October 2006	16	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	39	Mazda Motor Logistics Europe N.V. Branch
Hungary	Mazda Motor Hungary Kft	Budapest	April 2008	13	Mazda Motor Logistics Europe N.V. 100%
Croatia	Mazda Motor Croatia d.o.o.	Zagreb	April 2008	11	Mazda Motor Logistics Europe N.V. 100%
Slovenia	Mazda Motor Slovenija d.o.o.	Ljubljana	April 2008	8	Mazda Motor Logistics Europe N.V. 100%
Poland	Mazda Motor Poland Co., Ltd.	Warsaw	May 2008	34	Mazda Motor Logistics Europe N.V. Branch
Turkey	Mazda Motor Logistics Europe N.V. Merkezi Belcika Türkiye Istanbul Subesi	Istanbul	June 2008	6	Mazda Motor Logistics Europe N.V. Branch
Netherlands	Mazda Motor Nederland	Waddinxveen	October 2008	36	Mazda Motor Logistics Europe N.V. Branch

Number of Distributors and Dealerships

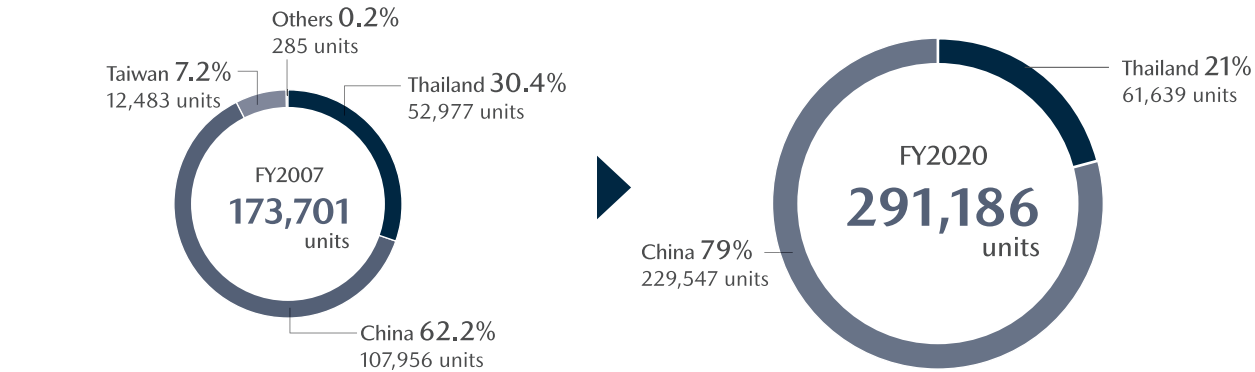
Market	Number of markets	Distributors	Dealerships
Europe	43	30	1,960

Mazda Sales

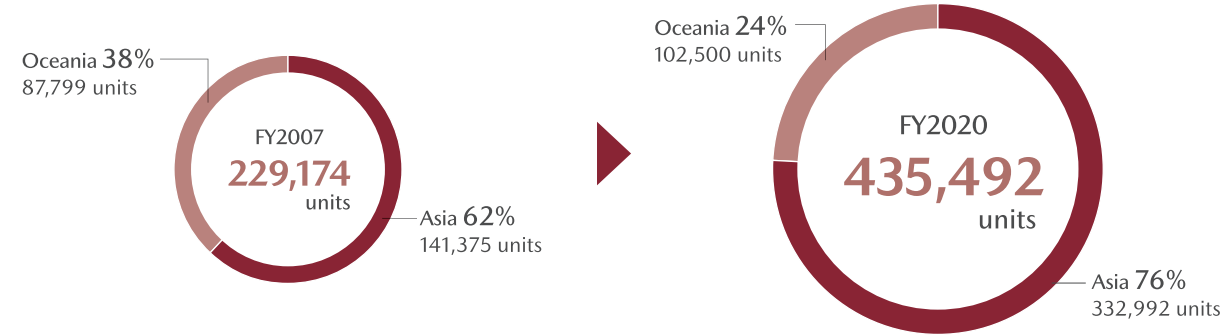
Market	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)
Germany	66,160	57,289	50,492	47,978	41,114	39,628	47,430
U.K.	53,162	46,228	51,083	41,246	30,438	25,601	34,612
Russia	57,675	69,994	22,447	29,008	43,561	42,163	44,164
Others	149,589	148,134	114,882	93,256	67,572	64,148	80,518
Market	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)	FY2020 ('20.4-'21.3)
Germany	51,442	59,961	62,994	68,167	67,377	64,114	40,961
U.K.	40,017	47,997	44,552	38,091	38,512	34,284	20,904
Russia	46,349	24,657	22,235	26,629	32,303	31,588	26,859
Others	91,325	123,901	131,769	135,694	131,586	133,526	89,743

Activities by Region / Asia, Oceania (As of March 31, 2021)

Production Volume



Sales volume



Regional Headquarters

Country/ region	Company name	Location	Established	Number of employees	Primary business	Investment ratio
Thailand	Mazda South East Asia, Ltd. (MSEA)	Bangkok	August 2005	-	Overall management of business in the ASEAN region	Mazda 100%
China	Mazda Motor (China) Co., Ltd. (MCO)	Pudong New District, Shanghai	January 2005	96	Overall management of business in China	Mazda 100%
	Mazda Motor (China) Co., Ltd. Beijing Branch (MCO-Beijing)	Chaoyang District, Beijing	November 2007		Branch Office of MCO	-
	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	-

R&D Sites

Country/region	Company name	Location	Activities
China	Mazda Motor (China) Co., Ltd. China Engineering Support Center (MCO-CESC)	Shanghai	• Technology and market trend studies in the Chinese market

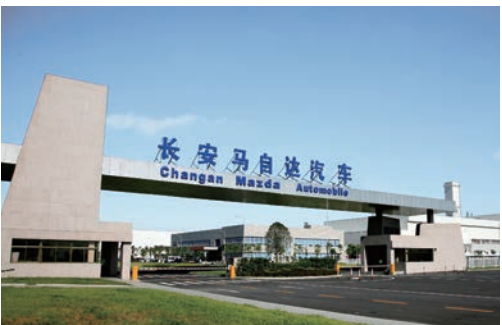
Production Facilities

Country/ region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
Thailand	AutoAlliance (Thailand) Co., Ltd. (AAT)	Rayong Province	May 1998 (Established in November 1995)	5,480	Mazda2, Mazda3, CX-3, CX-30	Mazda 50% Ford 50%
	Mazda Powertrain Manufacturing (Thailand) Co., Ltd. (MPMT)	Chonburi Province	January 2015	854	Transmission and engines for vehicles	Mazda 100%
China	China FAW Corporation Limited (FAW)	Changchun, Jilin Province	March 2003	-	Mazda6, CX-4	Local 100%
	Changan Mazda Automobile Co., Ltd. (CMA)	Nanjing, Jiangsu Province	October 2007	2,763	Mazda3, CX-30, CX-5, CX-8	Changan Automobile 50% Mazda 50%
	Changan Mazda Engine Co., Ltd. (CME)	Nanjing, Jiangsu Province	April 2007 (Established in September 2005)	1,031	Engines for vehicles	Changan Automobile 50% Mazda 50%
Vietnam ^{*1}	Thaco Mazda Automobile Manufacturing Company	Nui Thanh District, Quang Nam Province	October 2011	-	Mazda3, Mazda6, CX-5, CX-8	Local 100%
Malaysia ^{*1}	Mazda Malaysia Sdn. Bhd. (MMSB)	Shah Alam, Selangor	Established in September 2012 ^{*2}	131	CX-5, CX-8	Mazda 70% Local 30%

^{*1} Assembly only (Volume is not disclosed) ^{*2} New plant established in May 2018



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



Changan Mazda Automobile Co., Ltd. (CMA)

History of AAT

1995	1998	2000	2005	2006	2007	2009
November Established	May Started production of Mazda Fighter (B series) December Started exports	August Reached 100,000 BU units	May Reached 500,000 BU units	February Started production of 1st-generation BT-50	July Cumulative production volume reaches 1,000,000 units	July Opening ceremony held for new passenger vehicle September Started production of Mazda2
2010	2011	2012	2014	2015		
August Announced plans to invest 350 million USD in pickup truck plant	February Started production of 2nd-generation Mazda3 May Started production of 2nd-generation BT-50	May Increased production capacity at pickup truck plant	February Started production of 3rd-generation Mazda3	October Started production of CX-3		
2019						
May Started production of new Mazda3 November Started production of CX-30						

History of FAW

2003	2014	2016	2020
April Started production of 1st-generation Mazda6	April Started production of Mazda6	March Started production of CX-4	June Made China FAW Corporation Limited (FAW) the outsourcing company instead of FAW Car Co., Ltd. (FCC)

Activities by Region / Asia, Oceania (As of March 31, 2021)

History of CMA

2001		2005		2006			
April Changan Ford Automobile Co., Ltd. (CAF) established by Changan Automobile and Ford		January <ul style="list-style-type: none">Obtained approval from the government to build a vehicle production plant in Nanjing as the second CAF plantMazda announced plans to join the project by investing in CAF		February Production of Mazda3 started at the CAF Chongqing Plant. March <ul style="list-style-type: none">A three-company joint venture created after Mazda's investment in CAFEquity ratio: 50% (Changan Automobile), 35% (Ford), and 15% (Mazda)New company named Changan Ford Mazda Automobile Co., Ltd. (CFMA)			
2007		2008		2010		2011	
September Completion ceremony held at the CFMA Nanjing Plant October The production of Mazda2 started at the CFMA Nanjing Plant		February Capital investment in CFMA increased (Capital: 293,440,000 USD → 351,440,000 USD)		May Moved production of Mazda3 from Chongqing Plant to Nanjing Plant.		August <ul style="list-style-type: none">Increased production capacity at CFMA Nanjing Plant.Started production of 2nd-generation Mazda2	
2012		2013	2014	2018	2019	2020	
November Established Changan Mazda Automobile Co., Ltd. (CMA)		June Started the production of CX-5	April Started the production of Mazda3	April Started the production of CX-8	August Started production of new Mazda3	April Started production of CX-30	

Mazda Vehicle Production

Country/ region	Company name	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)
Thailand	AutoAlliance (Thailand) Co., Ltd.	52,977	38,711	39,775	95,657	76,185	120,746	77,351
China	China FAW Corporation Limited (FAW)	107,956	105,998	198,725	240,301	196,885	157,934	190,555
	Changan Mazda Automobile Co., Ltd. (CMA)							
Taiwan	Ford Lio Ho Motor Co., Ltd.	12,483	4,937	12,485	3,521	3,571	4,348	6,089
Vietnam	Thaco Mazda Automobile Manufacturing Company	—	—	—	—	288	173	720
Others		285	200	140	—	—	—	—
Country/ region	Company name	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)	FY2020 ('20.4-'21.3)
Thailand	AutoAlliance (Thailand) Co., Ltd.	84,540	126,378	134,770	133,188	141,246	116,456	61,639
China	China FAW Corporation Limited (FAW)	215,262	234,821	292,181	316,973	248,872	214,424	229,547
	Changan Mazda Automobile Co., Ltd. (CMA)							
Taiwan	Ford Lio Ho Motor Co., Ltd.	5,454	2,234	238	—	—	—	—
Vietnam	Thaco Mazda Automobile Manufacturing Company	800	2,676	4,831	2,064	693	—	—
Others		—	—	—	—	—	—	—

*The overseas production figures represent Mazda-brand units coming off the production line (CKD units excluded).

Distributors

Country/region	Company name	Location	Established	Number of employees	Investment ratio
Thailand	Mazda Sales (Thailand) Co., Ltd.	Bangkok	June 1990	184	Mazda 96.1% KKS 3.9%
China	FAW Mazda Motor Sales Co., Ltd.	Changchun, Jilin Province	March 2005	282	FAW Car 56% Mazda 40% FAW Group 4%
	Changan Mazda Automobile Corporation, Ltd.	Nanjing, Jiangsu Province	April 2007	251	Sales department of CMA
Taiwan	Mazda Motor Taiwan Co., Ltd.	Taipei	December 2013	56	Mazda 100%
Australia	Mazda Australia Pty Ltd.	Mount Waverley, Victoria	April 1967	316	Mazda 100%
New Zealand	Mazda Motors of New Zealand Ltd.	Mt Wellington, Auckland	June 1972	44	Mazda 100%

Number of Distributors and Dealerships

Region	Number of markets	Distributors	Dealerships
Asia	15	15	321
Oceania	14	14	190
China	1	2	469
Taiwan	1	1	37

Mazda Sales

Market	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)
China	101,005	134,564	196,166	235,800	222,635	174,687	196,483
Taiwan	14,970	9,151	13,192	16,207	15,477	12,342	14,524
Other Asian regions	25,400	19,929	27,878	56,183	67,040	102,677	75,583
Oceania	87,799	85,386	86,699	93,797	98,849	111,282	112,608
Market	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)	FY2020 ('20.4-'21.3)
China	214,628	235,024	291,688	322,420	247,339	211,634	228,136
Taiwan	15,389	21,579	22,997	23,046	21,710	16,003	16,660
Other Asian regions	77,853	102,319	105,933	117,436	137,572	103,947	88,196
Oceania	111,650	128,188	131,247	129,540	123,752	101,347	102,500

Sales in FY2020

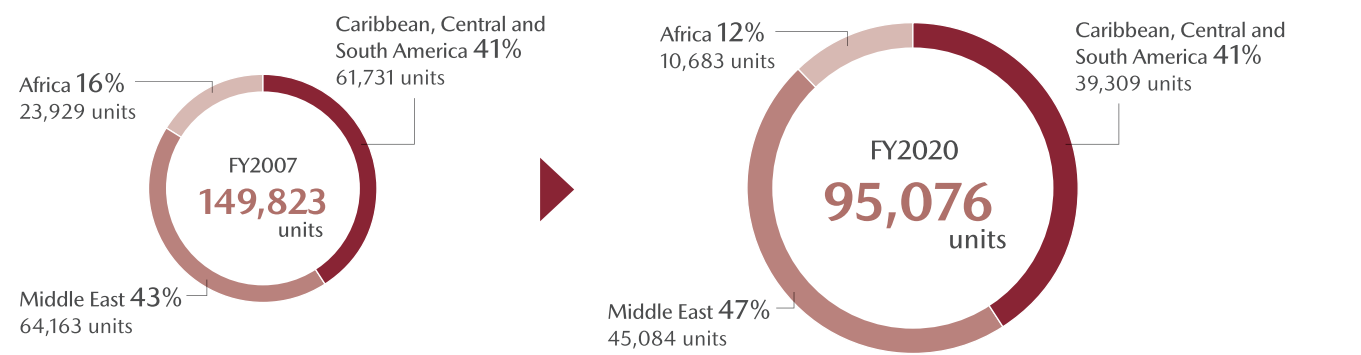
Asia		Oceania	
China	228,136 units	Australia	92,511 units
Taiwan	16,660 units	Others	9,989 units
Thailand	40,004 units		
Other Asian regions	48,192 units		

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

(As of March 31, 2021)

Mazda Sales

95,076 units



Mazda Vehicle Production

Country/ region	Company name	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)
South Africa	Ford Motor Company of Southern Africa (Pty) Ltd.	6,214	4,135	3,917	3,690	2,951	3,098	3,154
Zimbabwe	Willowvale Mazda Motor Industries (PVT) Ltd.	1,517	1,468	684	337	813	246	1
Colombia	Compania Colombiana Automotriz S.A. (CCA)	6,173	3,316	3,727	5,018	3,223	3,905	2,044
Ecuador	Manufacturas, Armaduras y Repuestos Equatorianos S.A. (MARESA)	6,448	9,016	6,860	9,378	6,108	11,334	6,842

Country/ region	Company name	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)	FY2020 ('20.4-'21.3)
South Africa	Ford Motor Company of Southern Africa (Pty) Ltd.	2,283	932	—	—	—	—	—
Zimbabwe	Willowvale Mazda Motor Industries (PVT) Ltd.	—	—	—	—	—	—	—
Colombia	Compania Colombiana Automotriz S.A. (CCA)	351	—	—	—	—	—	—
Ecuador	Manufacturas, Armaduras y Repuestos Equatorianos S.A. (MARESA)	6,879	1,684	—	—	—	—	—

*The overseas production figures represent Mazda brand units coming off the production line (CKD units excluded).



Head Office of Mazda Southern Africa



A new-generation dealership in downtown Bogotá, the capital of Colombia

Distributors

Country/ region	Company name	Location	Established	Number of employees	Investment ratio
Colombia	Mazda de Colombia S.A.S (MCOL)	Bogotá	May 2014	65	Mazda 100%
South Africa	Mazda Southern Africa (Pty) Ltd (MSA)	Midland	July 2013	41	Mazda 70% Itochu Corporation 30%

Number of Distributors and Dealerships

Region	Number of markets	Distributors	Dealerships
Caribbean, Central and South America*	36	35	221
Middle East	13	13	84
Africa	38	23	117

* Excluding Mexico

Mazda Sales

Market	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)
Caribbean, Central and South America	61,731	47,802	33,752	43,464	38,401	35,311	42,342
Middle East	64,163	56,965	55,659	54,078	33,410	29,852	39,408
Africa	23,929	22,969	16,508	15,582	12,595	9,824	11,494

Market	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)	FY2019 ('19.4-'20.3)	FY2020 ('20.4-'21.3)
Caribbean, Central and South America	44,922	48,671	49,691	54,232	58,086	51,513	39,309
Middle East	44,690	54,742	48,635	53,087	50,084	58,452	45,084
Africa	11,750	18,935	17,607	18,242	18,774	14,544	10,683

Sales in FY2020

Caribbean, Central and South America		Middle East		Africa	
Chile	9,744 units	Saudi Arabia	25,606 units	South Africa	8,251 units
Colombia	18,271 units	Israel	12,704 units	Others	2,432 units
Others	11,294 units	Others	6,774 units		

History

*As a general rule, product release dates are based on the release date in Japan.

Corporate

1920	January	Toyo Cork Kogyo Co. Ltd. is founded
	February	Shinpachi Kaizuka becomes the first president
	June	Headquarters and factory of the company move from Nakajimashinmachi to Yoshijima in Hiroshima
1921	March	Jujiro Matsuda becomes the second president
1922	December	Osaka office is established
1924	February	Tokyo office is established
1925	December	Factory fire burns 70% of the equipment resulting in production suspension
1927	September	Company is renamed to Toyo Kogyo Co., Ltd.
1931	May	Location of the headquarters is registered in Shinchi, Fuchu-mura, Aki-gun
	July	Mazda enters an exclusive agency agreement with Mitsubishi Corporation in terms of three-wheeled trucks and other models
1934	March	Mazda is registered as a trademark
1935	November	Nagoya office is established
1936	April	A caravan of three-wheeled trucks travels 2,700km from Kagoshima to Tokyo as part of an advertising campaign
	August	Japan sales agreement with Mitsubishi is canceled
1938	January	Mazda is designated as a plant collectively controlled by the army and the navy under the Military Industry and Mobilization Act
1941	February	Ministry of Commerce and Industry orders Mazda to build wartime standard three-wheeled truck
	April	Construction of small arms factory in Head Office district is completed
1943	January	Mazda becomes a licensed maker of manufacturing equipment (rock drills) and a licensed machine tool manufacturer
1944	January	Arms and machine tools departments are designated to manufacture munitions by ministers in charge of army, navy and military goods
	April	Rock drills, airplane engine parts and automobile departments are also designated to manufacture munitions
	July	Establishment of Toyo Cork Manufacturing Corp. by joint investment with Uchiyama Cork Kogyosho



President Jujiro Matsuda

1945	August	About 200 employees involved in the building removal work in the city of Hiroshima fall victim to the atomic bombing
	August	Designations to manufacture munitions are canceled, and Mazda lends part of its company buildings to Hiroshima Prefecture to house all of its government departments in
	November	Conversion of production plants from three-wheeled trucks, rock drills and machine tools to civilian production is approved
1946	February	Toyo Kogyo Co., Ltd. labor union is formed
1949	October	Fulfilled plan to establish one sales company in each prefecture of Japan
1951	December	Tsuneji Matsuda becomes the third president, Jujiro Matsuda becomes the chairman
1952	April	Factories designated to be the object of reparations after the ware are exonerated
1954	April	Participates in the first All Japan Motor Show
	September	Signs an agreement with Acme Resin for resin coated sand production technology
1955	December	Holds a ceremony for the first usage of a continuous gas carburizing furnace
1956	June	Establishes mass production system for foundry with shell mold method
1958	June	Ignition ceremony is held at the new forging plant in Fuchizaki district
	November	Establishes technical alliance with Founir Institute of Technology to manufacture liquid resin, shell molds and shell mold cores
1959	June	Establishes technical alliance with Canadian Nickel Products Company to manufacture ductile cast iron
	July	A new "m" design symbol mark is launched
	August	Completion of a new factory manufacturing rock drills in Fuchizaki area
	September	Completion of a resin manufacturing plant and production of coated sand goes 100% domestic



1920

1945

Product

1922	July	Production of compressed cork board begins
1929	April	Production of tooling machines begins
	November	Prototype 250cc two-stroke engine for motorcycle is completed
1930	October	Company-built motorcycles win the auto race of Hiroshima's Shokon-sai (memorial service for the war dead)
1931	October	Production of three-wheeled truck, Mazda-go, type DA begins
1932		Three-wheeled trucks are exported to Dalian, Fengtian, Qingdao for the first time
1934	January	Starts sale of three-wheeled truck type DC, Production of machine tools and air compressors begins
1935	October	First shipment of rock drills to Choshinko hydropower company (Korea) is made
	October	Production and sales of gauge blocks begin
	December	Starts sale of three-wheeled truck Type KC36
1938	May	Starts sale of three-wheeled truck Type GA, "Green Panel"
1939	February	Production of Type 97 motorcycle with a side car begins
1940	May	Prototype of a small four-wheeled passenger car is built



Three-wheeled truck

1945	December	Resumes production of three-wheeled trucks
1946	January	Resumes production of rock drills and tools
1949	April	Starts sale of three-wheeled truck Type-GB
	August	Resumes production of three-wheeled trucks for India
1950	April	Starts sale of three-wheeled passenger car Type-PB
	May	Starts sale of rock drills developed completely in-house, including TY24 jack hammer and TY44 light drifter
	June	Starts sale of four-wheeled truck Type CA with 1t capacity
	September	Starts sale of three-wheeled truck Type CT with 1t capacity
1952	October	Type-CTL1 with 2t capacity completes a non-stop run from Hiroshima to Tokyo
1955	November	Starts production of Japan's first TY24-LD leg rock drill
	December	Starts selling Toyo Coated Sand for shell molding
1957	August	Starts sale of Type-HBR 2t three-wheeled truck with round steering wheel
	October	Installs first transfer machine
	November	Starts sale of Type-MAR 1t three-wheeled truck with round steering wheel
1958	April	Starts sale of Romper, four-wheeled light truck
1959	March	Starts sale of D1100 and D1500 four-wheeled trucks featuring a water-cooled engine
	May	Starts sale of K360 three-wheeled micro-mini truck
	June	Starts sale of T600 small three-wheeled truck
	October	Starts sale of T1100 and T1500 three-wheeled trucks featuring a water-cooled engine



Three-wheeled truck Type CT



K360

1960

1960	April	Opening ceremony for a newly completed paint and assembly shop with production capacity of 20,000 units per month
	October	Full-scale operation begins at the new shell-molding casting plant
1961	April	Local assembly in Korea begins
	June	Introduction of vice president system, Kohei Matsuda becomes vice president
	June	Toyo Kogyo's new company hospital is completed
	July	Receives approval from the government for technical assistance contract regarding rotary engine with NSU / Wankel
	October	Local assembly in the Philippines begins
	December	Vehicle distribution center with 5,000 units of capacity is built within the headquarters' premises
1962	March	Technological alliance regarding passenger vehicle design technology with Carrozzeria Bertone
	June	Tokyo Office is upgraded to Tokyo Branch
	September	Technical collaboration agreement regarding automobile manufacturing with the government of Burma (Myanmar) and Burmese international trading commerce
1963	March	Local assembly in Burma (Myanmar) begins
	April	Osaka Office is upgraded to Osaka Branch
	June	Technical alliance with Chrysler regarding powder metallurgy technology
	June	Local assembly in South Africa begins
1964	March	A new wharf exclusively for loading vehicles onto vehicle carrier ships is completed
	October	Inauguration of Toyo-maru, Japan's first drive-in vehicle carrier ship, for exclusive use by Mazda
1965	January	Enters technical alliance with Perkins regarding diesel engines
	May	Ceremony to mark completion of Miyoshi Proving Ground
	October	Opening ceremony for Toyo Ohashi bridge and company exclusive road



Opening ceremony for Toyo Ohashi bridge

1960	May	Starts sale of R360 Coupe, micro-mini passenger vehicle
1961	February	Starts sale of B360 four-wheeled micro-mini truck
	May	Starts sale of B360 light van, micro-mini commercial vehicle
	August	Starts sale of B1500 small four-wheeled truck
1962	February	Starts sale of micro-mini passenger vehicle Carol
	April	Starts sale of D2000 four-wheeled truck with 2t capacity and T2000 three-wheeled truck
	September	Starts sale of B1500 van, compact commercial vehicle
	November	Starts sale of compact passenger vehicle, Carol 600
	December	Highest production volume among automakers in Japan for three years running
1963	October	Starts sale of compact commercial vehicle, Mazda 800 van (Familia van)
1964	January	Starts sale of E2000, 2t truck
	September	Displays Mazda Cosmo, a rotary engine featured sports car at the 11th Tokyo Motor Show as a reference model
	October	Starts sale of Mazda 800 sedan (known as Familia in Japan), compact passenger vehicle
1965	May	Starts sale of E2300, medium-size, 3.5t truck
	May	Starts sale of Light Bus, a 25-passenger small-size bus
	June	Starts sale of Kraft, 1.5t truck
	October	Starts sale of Mazda B1500 (Mazda Proceed in Japan) truck with 1t capacity



R360 Coupe



Carol

1966	November	Ceremony to mark start of operations at Ujina Plant No. 1, a plant exclusively for passenger vehicle production
1967	March	Full-scale exports to Europe begin
	April	"Mazda Motors" distributor is established in Australia
1968	June	Starts joint research regarding emission gas control with Inter-Industry Emission Control (IIEC) group members including Ford Motor Company and Mobil Oil Corporation
	July	"Mazda Motors of Canada" distributor is established in Canada
	August	Establishment of Mazda Motor of Benelux, parts distributor, in Belgium
	September	Local production of passenger vehicles begins at a joint venture in Malaysia
1969	February	Operation start of Japan's first computer operated automobile emissions automatic analysis system with on-line and real-time processing capabilities
1970	January	JATCO, a joint venture with Ford Motor Company and Nissan, is established
	January	"Mazda Motors of America" (North West) distributor is established in the USA
	November	Kohei Matsuda becomes the fourth president
1971	January	Mazda's biggest distributor in the USA, Mazda Motor of America (MMA) is established
	February	Local assembly in Indonesia begins
1972	January	Completion of the first vehicle distribution center for export
	September	Pollution countermeasures system for rotary engines, Mazda REAPS (RE Anti Pollution System) is completed
	October	Completion of Mazda Training Center in Taibi
	November	Mazda Technical Center is established in the USA
	December	Ceremony to mark completion of Ujina Plant No. 2, a plant exclusively for production of passenger vehicles, now capable of producing 60,000 units per month

1966	May	Starts sale of Bongo, compact commercial vehicle
	August	Starts sale of compact passenger vehicle, Mazda 1500/1800 (Luce in Japan)
1967	January	Starts sale of E2500 Diesel, 2t truck
	May	Starts sale of rotary engine vehicle, Mazda 110S (Mazda Cosmo Sport in Japan)
	November	Starts sale of second generation Mazda 1000/1200/1300 (Familia in Japan)
1968	July	Starts sale of rotary engine-powered R100 Coupe (Familia Rotary Coupe in Japan)
	November	Starts sale of micro-mini commercial vehicles, B-series (Porter Van/Truck in Japan)
1969	April	Starts sale of four-wheeled micro-mini light truck, Porter Cab
	October	Starts sale of E3800/4100 (Boxer in Japan), medium-size, 4t truck
	October	Starts sale of high-end rotary engine-powered model, R130 Coupe (Luce Rotary Coupe in Japan)
1970	May	Starts sale of compact passenger vehicle, Mazda 616 (Capella in Japan)
1971	August	Starts sale of E-series (Titan in Japan), medium-size, 2t to 3.5t truck
	September	Starts sale of Mazda 808/818 (Grand Familia in Japan), compact passenger vehicle
	September	Starts sale of RX-3 (Mazda Savanna in Japan), compact passenger vehicle
	December	Starts sample production of small pickup trucks for Ford
1972	April	Starts sale of Mazda Parkway 26 minibus
	May	Three Mazdas dominate the TS-b category of The Japanese Grand Prix
	July	Starts sale of the micro-mini passenger vehicle, Chantez (Japan exclusive)
	November	Starts sale of second generation Mazda 929/RX-4 (Luce in Japan)



Cosmo Sport (110S)

History

*As a general rule, product release dates are based on the release date in Japan.

Corporate

1973	October	Pollution countermeasures system for reciprocating engines, Mazda CEAPS, is completed
1974	January	Local assembly in the Philippines begins
	May	Completes Miyoshi diesel engine plant
1975	January	Starts AM (All Mazda) Dispatch, a program to temporarily dispatch employees to dealers throughout Japan
	January	Starts local production in Thailand
	February	Reorganizes sales structure in the USA to a three-company system
	April	Introduces CI system and adopts new corporate symbol



1977	December	Yoshiki Yamasaki becomes the fifth president
1978	March	Starts SE (Sales Expansion) Dispatch, a program to temporarily dispatch employees to dealers throughout Japan
1979	November	Enters a capital tie-up with Ford Motor Company, which acquired a 25% equity interest in Mazda

1981	April	Establishes Mazda North America (MANA)
	April	Establishes European Office
	December	Starts operations at Hofu Transmission Plant in Nakanoseki district
	December	Establishes Ford's sales channel, Autorama
1982	September	Full-fledged production begins at the Hofu Plant (Nishinoura district)
1983	April	Starts local production at CCA in Colombia
	September	Makes an investment in Korean manufacturer, Kia Motors
	December	Establishes new corporate philosophy: Mazda creates new value and spreads joy



Hofu Plant (Nishinoura district)

1984	May	Company is renamed to Mazda Motor Corporation
	October	Establishes the Mazda Foundation
	November	Kenichi Yamamoto becomes the sixth president
1985	March	Establishes Mazda Beijing Office
	April	Starts local production in India and first T-series (Titan in Japan) comes off the line at Swaraj Mazda
	May	Newly establishes a comprehensive performance test course in Miyoshi Proving Ground
1986	February	Launches Mazda Track Club, world-wide track-and-field sports club
1987	March	Local assembly in Taiwan begins
	April	Establishes the Mazda Research and Development Center Ann Arbor in the USA
	June	Opens a new Technical Research Center (Yokohama)
	September	Mazda MX-6, the first production model at Mazda Motor Manufacturing USA Corporation (MMUC) comes off the line
	December	Norimasa Furuta becomes the seventh president
1988	May	Starts Mazda Innovation (MI) Plan
	May	Reaches an OEM agreement for micro-mini vehicles with Suzuki Motors Co., Ltd.
	May	Completes the Mazda Research and Development Center in Irvine, Calif., USA
	July	Consolidates operations in the USA and establishes Mazda Motor of America, Inc. (MMA) and Mazda Research & Development of North America, Inc. (MRA)
	October	Establishes European distributor, Mazda Motor Europe (MME)
1989	February	Industrial Machinery Division is separated to establish Mazda Earth Technologies Corporation Co., Ltd. and Toyo Advanced Technologies Co., Ltd.
	March	Mazda and Ford decide to invest in Autorama
	April	Establishes Mazda Eunos and Mazda Autozam dealership channels
	June	Tokyo Branch renamed Tokyo Head Office

1990	January	Holds a ceremony to mark completion of the Kenbuchi Proving Ground in Hokkaido
	May	Grand opening of European R&D Representative Office (MRE) in Germany
1991	November	National sales channel Mazda Auto in Japan is renamed to Anfini
	December	Yoshihiro Wada becomes the eighth president
1992	February	Full-scale production begins at Hofu No.2 production plant
	June	MMUC becomes AutoAlliance International, Inc., (AAI) an equal partnership between Mazda and Ford
	September	Starts local production in China

1973

1980

1984

1990

Product

1973	June	Starts sale of Luce AP, Japan's first model to be eligible for Japan's low-emission vehicle tax break
	September	Starts sale of third generation Mazda 1000/1200/1300 (Familia Presto in Japan)
1974	February	Launches second generation Mazda 616/RX-2 (Capella in Japan)
1975	April	Introduces Road Pacer AP (Japan exclusive)
	October	Introduces a series of rotary engine models equipped with 40% better fuel economy
	October	Starts sale of second generation Mazda 121/121L (Cosmo AP in Japan)
1976	February	Starts sale of models equipped with Mazda lean combustion engine to comply with 1976 gas emission regulations
	May	RX-3 (Savanna in Japan) marks its 100th victory in Japanese races with a win at the JAF Grand Prix
1977	January	Starts sale of fourth generation Mazda 323/GLC (Familia AP in Japan)
	April	Starts sale of second-generation B-Series (Proceed in Japan)
	May	Starts sale of second generation E2000/2500/2700/3000 (Titan in Japan) equipped with a new 3.0-liter diesel engine
	August	Starts sale of second generation E1300/1600/2200 (Bongo Wide-Low in Japan), super low, flat bed trucks
	September	First victory of a rotary engine powered model, March 76S Mazda, at Fuji GC series
1978	January	Starts sale of E1300/1400/1600/2200 Vans (Bongo Multi Van in Japan), flat floor vans free of protrusion from the wheel housings
	March	Starts sale of RX-7 (Savanna RX-7 in Japan), a compact specialty car
	October	Starts sale of third-generation Mazda 626 (Capella in Japan)
1979	February	RX-7 wins GTU class at 24 Hours of Daytona
	June	Starts supplying commercial vehicles to Ford Asia Pacific, notably Econovan and Ford Trader



Luce AP

1980	May	Starts supplying Ford with manual transmission for passenger vehicles (MTX)
	June	Starts sale of fifth generation Mazda 323/GLC (Familia in Japan) hatchback adopting front engine - front wheel drive layout
	September	Starts sale of fifth generation Mazda 323/GLC (Familia in Japan) saloon
	September	Starts supplying Ford Asia Pacific with passenger vehicle "Laser"
	October	Starts sale of third generation T-series (Titan in Japan), first of its class to adopt Two-way shift (sub-transmission)
	December	Fifth generation Mazda Familia (known as Mazda 323/GLC outside Japan) wins Car of the Year Japan
1981	July	Mazda RX-7 wins the 24 Hours of Spa at Circuit de Spa-Francorchamps, claiming the first ever victory for a Japanese automobile at the event
	September	Starts sale of third generation Mazda 929 (Cosmo in Japan)
	October	Starts sale of fourth generation Mazda 929 (Luce in Japan)
1982	January	Starts sale of second generation T2000/3000 bus (Parkway in Japan)
	January	Starts supplying Ford with automatic transmission for passenger vehicles
	June	Mazda RX-7 254 completes the Le Mans 24-Hour endurance race for the first time, ranking 14th
	July	Starts supplying Ford with diesel engines for commercial vehicles
	September	Starts sale of fourth generation Mazda 626 (Capella in Japan), adopting front engine - front wheel drive layout
	October	Starts supplying Autorama with passenger vehicles, notably the Laser and the Telstar
	December	Mazda Capella/Ford Telstar wins Car of the Year Japan
1983	June	Starts sale of Bongo Brawny van and wagon, 1t commercial vehicles
	September	Starts sale of third-generation E-series (Bongo in Japan) van and wagon



5th generation Familia (GLC/323)

1984	January	Starts sale of third-generation E-series (Bongo in Japan) truck
	January	Starts sale of Bongo Brawny truck with 1.5t loading capacity
1985	January	Starts sale of sixth generation Mazda 323 (Familia in Japan)
	October	Starts sale of second-generation RX-7
	October	Adds Japan's first full-time AWD system to Mazda 323 (Familia in Japan) lineup
1986	February	Starts sale of Ford Festiva
	September	Starts sale of fifth-generation Mazda 929 (Luce in Japan) equipped with Mazda's first V-shaped 6-cylinder engine
1987	January	Starts sale of Mazda Etude (Japan exclusive), compact passenger vehicle
	February	Victory of Mazda323 4WD (Familia in Japan) in the second round of the WRC, Swedish Rally, becoming the first Japanese car to carry home an overall win
	March	Succeeds in developing a diesel engine with pressure wave supercharger
	May	Starts sale of fifth-generation Mazda 626 (Capella in Japan), adopting world's first speed-sensitive four-wheeled steering system
1988	August	Succeeds in developing hi-reflex coat, a new painting technology that enables high-quality finish
	September	Starts sale of Mazda MPV, multi-purpose vehicle, in the North American market
	October	Starts sale of compact passenger vehicle, Persona (Japan exclusive)
1989	February	Starts sale of seventh generation Mazda 323 (Familia in Japan) and five-door model Mazda 323F (Familia Astina in Japan)
	June	Starts sale of first-generation Scrum (Japan exclusive), micro-mini commercial vehicles
	September	Imports Citroen BX from France and starts sale at Eunos dealers
	September	Starts sale of light-weight sports car, MX-5 (Eunos Roadster in Japan)
	November	Starts sale of Eunos 100 and Eunos 300 compact passenger vehicles
	November	Re-enters the micro-mini passenger vehicle market with second-generation Carol



Eunos Roadster (MX-5)

1990	January	Introduces Mazda MPV
	February	Announces the US launch of Mazda Navajo, an OEM model produced by Ford
	February	Imports Lancia Thema and Autobianki Y10 from Italy and starts sale of them at Autozam dealers
	April	Starts sale of fourth-generation Eunos Cosmo (Japan exclusive), featuring a newly developed three-rotor rotary engine
	September	RX-7 (Savanna RX-7 in Japan) becomes first in history to reach a total of 100 wins in the IMSA racing series in the USA by a single car model
	September	Starts sale of Mazda 121 (Revue in Japan), compact passenger vehicle
1991	January	Starts sale of Proceed Marvie, passenger vehicle
	May	Starts sale of Mazda 929 (Sentia in Japan), passenger vehicle
	June	Starts sale of MX-3/Eunos 30X (Eunos Presso in Japan), featuring the world's first mass-produced 1.8-liter V6 DOHC engine
	June	Starts sale of MX-3/Eunos 30X (AZ-3 in Japan), compact passenger vehicle
	June	Mazda 787B wins the 59th edition of Le Mans 24-Hour Endurance Race claiming the first victory for a Japanese automobile
	October	Starts sale of Mazda 626 (Cronos in Japan), passenger vehicle
	November	Starts sale of Mazda 626 (Anfini MS-6 in Japan), Mazda 929 (Anfini MS-9 in Japan), passenger vehicle
	December	Starts sale of third generation Mazda RX-7 (Anfini RX-7 in Japan)
	December	Mazda RX-7 (Anfini RX-7 in Japan) wins the RJC New Car of the Year award
1992	January	Starts sale of Mazda MX-6, passenger vehicle
	February	Starts sale of Xedos 6 (Eunos 500 in Japan), compact passenger vehicle
	March	Starts sale of Mazda 929 (Anfini MS-8 in Japan), passenger vehicle
	May	Starts sale of Autozam Clef (Japan exclusive), passenger vehicle
	October	Starts sale of Autozam AZ-1 (Japan exclusive), micro-mini passenger vehicle

Mazda 787B during the 59th Le Mans 24-Hour endurance race



History

*As a general rule, product release dates are based on the release date in Japan.

Corporate

- 1993 October** Mazda and Nissan Motor Corporation enter into an OEM supply agreement for mutual supply of commercial vehicles
- December** Mazda and Ford enter into a long-term strategic relationship to enhance competitive strength
- 1994 May** Mazda Museum opens within the headquarters' premises
- November** Mazda becomes first Japanese automaker to acquire ISO 9002 certification
- 1995 November** Mazda and Ford jointly establish production company, AutoAlliance (Thailand) Co., Ltd.
- 1996 April** National sales channel in Japan Anfini is renamed to Mazda Anfini
- April** Integrates Eunos dealers with either Mazda Anfini dealers or Mazda dealers
- May** Ford's stake in Mazda increases from 25% to 33.4%
- June** Mazda becomes first Japanese automaker to acquire ISO 9001 certification
- June** Henry D.G. Wallace becomes the ninth president.
- December** Launches Mazda Digital Innovation (MDI)
- 1997 April** Implements a new personnel system
- June** Inaugurates new brand symbol:
- October** Integrates North American subsidiaries into MMA, commonly known as Mazda North American Operations (MNAO)
- November** James E. Miller becomes 10th president



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



- 1998 April** National sales channel in Japan Autozam is renamed to Mazda Autozam
- April** Defines product philosophy to act as a guide for product development
- June** Consolidates MME and MPE in Belgium and establishes Mazda Motor Europe GmbH (MME)
- July** Starts mass production of small pickup trucks at production company AAT in Thailand
- August** Establishes Mazda Motor Logistics Europe N.V. (MLE)
- 1999 April** New brand message "Get it and be moved." is launched
- June** Mazda reaches an agreement with Mitsubishi Motors to supply small commercial vehicles to Mitsubishi
- December** Mark Fields becomes 11th president
- 2000 June** Earns ISO 14001 certification for all production sites in Japan
- July** Defines Mazda's brand DNA for passenger cars and deepens Mazda's product development philosophy
- November** Announces Millennium Plan, Medium-Term Management Plan
- 2001 March** Introduces Special Early Retirement Program
- September** Closes Ujina Plant No.2 (U2)
- 2002 January** Completes Nakasatsunai Proving Ground in Hokkaido
- March** Opens company day-care center
- April** Starts full-scale communications campaign: Mazda's 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 12th president
- July** Introduces environmentally-friendly Three-Layer Wet Paint system
- December** Mazda establishes Management Advisory Committee to further enhance corporate governance



Mazda Motor Logistics Europe N.V. (MLE)

- 2003 April** Introduces new personnel system, Tobiuo system
- August** Hisakazu Imaki becomes 13th president
- 2004 April** Ends production at Hiroshima Plant No.1 (F Plant) as part of production system restructuring in Japan
- May** Ujina Plant No.2 resumes operation for the first time in two years and eight months
- September** Transfers all shares in Mazda Car Rental Corporation
- November** Formulates new medium-term management plan, Mazda Momentum
- December** A fire broke out at the Ujina Plant No.1; it took about four months to fully recover
- 2005 January** Establishes Mazda's China operations management office, Mazda Motor (Shanghai) Business Management & Consulting Co., Ltd.
- February** Mazda Museum situated at Mazda headquarters in Hiroshima is fully renovated
- August** Establishes operations management office in Thailand, Mazda South East Asia Ltd.
- September** Establishes Changan Ford Mazda Engine Co., Ltd. in Nanjing through joint investment with Ford Motor Company and Changan Automotive Group



Mazda Museum

- 2006 April** Changan Ford is renamed to Changan Ford Mazda Automobile Co., Ltd. (CFMA) after investment from Mazda
- May** Holds opening ceremony for Mine Proving Ground
- 2007 March** Formulates new mid-term plan: Mazda Advancement Plan
- March** Announces long-term vision for technology development: Sustainable Zoom-Zoom
- July** Implementation of mixed production: both V-shaped six-cylinder and in-line four-cylinder engines were processed on the same machining line
- 2008 June** Announces Mazda's initiatives to reduce CO₂ emissions - reducing the fuel consumption of Mazda vehicles by an average 30 percent by 2015
- November** Ford's stake in Mazda changes from 33.4% to 13.8%
- November** Takashi Yamanouchi becomes 14th president
- December** Obtains naming rights for the new Hiroshima baseball stadium and names it Mazda Zoom-Zoom Stadium Hiroshima



Opening ceremony for Mine Proving Ground

1993

1998

2003

2006

Product

- 1993 June** Starts sale of Ford-made B-Series trucks in North America
- September** Starts sale of Mazda 323F (Lantis in Japan), compact passenger vehicle
- October** Starts sale of Mazda Xedos9 (Eunos 800 in Japan), featuring the world's first Miller cycle engine
- 1994 June** Starts sale of eighth-generation 323 (Familia in Japan) in two types: sedan and three-door hatchback NEO
- August** Starts sale of the sixth-generation 626 (Capella in Japan)
- September** Starts sale of AZ-Wagon (Japan exclusive, Suzuki OEM)
- October** Starts sale of Familia van (Nissan OEM)
- 1995 February** Starts sale of Proceed Levante (Japan exclusive, Suzuki OEM)
- May** Hydrogen RE vehicle is certified by minister of transport and starts running on public roads
- June** Starts sale of Bongo Friendee
- October** Develops advanced safety vehicle Mazda ASV-2
- November** Starts sale of third-generation Carol (Japan exclusive)
- November** Starts sale of second-generation Mazda 929 (Sentia in Japan)
- 1996 March** Starts sale of Ford-produced Mazda 121 in European markets
- August** Starts sale of Mazda 121 (Demio in Japan), compact passenger vehicle
- November** Mazda 121 (Demio in Japan) wins the RJC New Car of the Year in Japan
- 1997 August** Starts sale of seventh-generation Mazda 626 (Capella in Japan)
- December** Develops the Demio FCEV, fuel-cell electric vehicle



1st generation Demio (Mazda2)

- 1998 January** Starts sale of second-generation MX-5 (Roadster in Japan)
- May** Starts sale of Bongo EV
- June** Starts sale of ninth-generation Mazda 323 (Familia in Japan)
- October** Starts sale of fourth-generation Carol (Japan exclusive, Suzuki OEM.)
- October** Starts sale of AZ-Offroad (Japan exclusive), micro-mini passenger vehicle
- 1999 March** Starts sale of Laputa (Japan exclusive), micro-mini passenger vehicle
- April** Starts sale of Mazda5 (Premacy in Japan), compact passenger vehicle
- June** Starts sale of fourth-generation E-series van and truck (Bongo in Japan)
- June** Starts sale of second-generation Mazda8 (Mazda MPV in Japan)
- 2000 June** Starts sale of fifth-generation T-series (Titan in Japan)
- July** MX-5 is recognized by the Guinness World Records as the open two-seater compact sports car with the largest number of units produced in the world
- August** Starts sale of Tribute, jointly developed with Ford
- October** Starts sale of Titan Dash, a 1.5t compact truck
- 2001 February** Develops a new fuel-cell electric vehicle, Premacy FC-EV, and starts first test run on public roads in Japan
- May** Starts sale of limited edition Mazdaspeed MX-5 and Mazdaspeed Protege (Roadster and Familia in Japan)
- May** Starts production of Mazda5 (Premacy in Japan) at Faw Hainan Motor Co., Ltd. (FHC) in China
- 2002 January** Starts production of new in-line four-cylinder engine (MZR engine)
- February** Starts sale of micro-mini passenger vehicle, Spiano (Japan exclusive)
- May** Starts sale of all-new midsize car, Mazda6 (Atenza in Japan)
- August** Starts sale of second-generation Mazda2 (Demio in Japan)
- November** Mazda6 (Atenza in Japan) wins 2003 RJC Car of the Year



1st generation Premacy (Mazda5)



1st generation Atenza (Mazda6)

- 2003 January** Begins production of RENESIS rotary engine
- April** Starts sale of four-door, four-seater sports car, Mazda RX-8
- June** New-generation rotary engine, Renesis wins International Engine of the Year 2003
- October** Starts sale of the next generation sports compact, Mazda3 (Axela in Japan)
- November** Mazda RX-8 wins 2004 RJC Car of the Year
- December** Mazda Bongo becomes first of its class to employ diesel engine with DPF to meet Japan's New Short-term Diesel Emissions Regulations and the Automobile NOx/PM Control Law
- 2004 June** Starts sale of sixth-generation Titan truck series, Isuzu OEM vehicles
- June** Starts sale of new compact car, Mazda Verisa (Japan exclusive)
- 2005 February** Starts sale of second-generation Mazda5 (Premacy in Japan)
- August** Starts sale of third-generation MX-5 (Roadster in Japan)
- November** MX-5 (Roadster in Japan) wins 2005-2006 Car of the Year Japan



1st generation Axela (Mazda3)



Verisa

- 2006 February** Starts sale of third-generation Mazda8 (Mazda MPV in Japan)
- May** Mazda develops high-strength heat-resistant bioplastic for interior parts with Hiroshima area partners
- May** Starts sale of Mazda CX-7 crossover SUV in North America
- 2007 January** Starts sale of seven-seater Mazda CX-9 crossover SUV in North America
- April** Starts engine mass production at the Changan Ford Mazda Automobile Co., Ltd. (Nanjing)
- July** Starts sale of third-generation Mazda2 (Demio in Japan)
- November** Mazda2 (Demio in Japan) receives RJC Car of the Year in Japan
- 2008 January** Mazda CX-9 Wins 2008 North American Truck of the Year
- January** Starts sale of second-generation Mazda6 (Atenza in Japan)
- March** Third-generation Mazda2 (Demio in Japan) wins World Car of the Year award
- July** Starts sale of tall-type Biente minivan
- September** Develops a unique idling stop system using direct injection engine technology
- October** Mazda RX-8 Hydrogen RE vehicle runs on public roads in Norway, in collaboration with Norwegian national hydrogen project, HyNor



CX-7



1st generation Biente

History

*As a general rule, product release dates are based on the release date in Japan.

Corporate

- 2009 March** Opens training centers in Beijing, Shanghai and Shenzhen
- July** Inaugurates new passenger car plant at AutoAlliance Thailand (AAT)
- November** With the public offering of new shares, Ford's share-holding ratio in Mazda changes from 13.8% to 11.0%
- 2010 March** Enters an agreement with Toyota Motor Corporation on the supply of hybrid technology under license
- September** Joins Hiroshima Moritsukuri Forum. Begins forest conservation activities in the local community through Mazda no Mori (Mazda Forest)
- November** Ford's stake in Mazda changes from 11.0% to 3.5%; Mazda and Ford agreed to continue the strategic partnership
- 2011 February** Mazda and Hiroshima University sign comprehensive cooperation agreement
- June** Introduces outside director system
- 2012 January** Completes new wing of the Mazda Hospital (in-patient ward)
- February** Announces Structural Reform Plan that strengthens Framework for Medium- and Long-Term Initiatives
- September** Establishes MAZDA SOLLOERS Manufacturing Rus, a new joint venture production company in Russia with OJSC Sollers
- November** Reached agreement with Toyota to produce Toyota vehicles at new plant in Mexico

- 2013 January** Mazda and Fiat sign an agreement to produce an open-top two-seater sports car
- June** Announces support for "Support Our Kids" homestay program for child victims of the Great East Japan Earthquake
- June** Masamichi Kogai becomes 15th president
- July** Begins construction of new transmission plant in Thailand
- August** Announces addition of engine machining factory to Mexican plant
- 2014 May** A Mazda-exclusive vehicle assembly facility is completed at Inokom Corporation in Malaysia
- July** Announces new concept for next-generation dealer showrooms
- September** Mazda renews headquarters' lobby
- October** Mazda vehicles now available in all ten ASEAN member countries



Mexico plant "MMVO"

- 2015 April** Announces structural reform stage 2 of mid-term management plan
- May** Toyota and Mazda team up to make cars better
- May** Hiroshima Industry-University-Government Collaboration Promotion Conference on Automobile Sector



Toyota and Mazda team up to make cars better

- 2016 January** Opens Mazda Brand Space Osaka, a showroom directly run by Mazda



Mazda Brand Space Osaka

- April** Starts global roll-out of Aqua-tech Paint System
- June** Starts collaborative research with the University of Hyogo
- July** Mazda and Isuzu agree on OEM supply of Isuzu next-generation pick-up trucks
- September** Signs special investment contract with the Russian government for establishment of an engine plant by the joint venture production company created with the Russia's Sollers
- November** Introduces Mazda car insurance: Sky Plus

2009

2013

2015

2016

Product

- 2009 June** Starts sale of second-generation Mazda 3 (Axela in Japan), featuring the i-stop idling stop system
- June** Starts introducing the environment-friendly, water-based paint system Aqua-tech
- 2010 July** Starts sale of third-generation Mazda5 (Premacy in Japan)
- September** Announces Mazda's new design theme, "Kodo - Soul of Motion" and the design concept model, Mazda SHINARI



Mazda Shinari

- October** Reveals next-generation Skyactiv Technologies
- 2011 February** Builds 900,000th Roadster/MX-5, applies to Guinness World, Records to update record for best-selling two-seat sports car
- November** Develops 'i-ELOOP' capacitor-based brake energy regeneration system
- 2012 February** Starts sale of Mazda CX-5 crossover SUV, fully adopting new-generation Skyactiv technology and Mazda's new Kodo - Soul of Motion design theme
- June** Starts sale of micro-mini tall-type Mazda Flairwagon (Japan exclusive)
- October** Starts sale of Flair and Flair Custom Style micro-mini passenger vehicles (Japan exclusive)
- November** Starts sale of third-generation Mazda6 (Atenza in Japan), featuring i-Activsense advanced safety technologies
- November** Mazda CX-5 wins Car of the Year Japan



All-new CX-5

- 2013 September** Announces next-generation car connectivity System 'Mazda Connect'
- November** Mazda6 (Atenza in Japan) receives 2014 RJC Car of the Year Japan
- November** Launches third-generation Mazda3 (Axela in Japan), adopting Skyactiv-Hybrid for the first time
- 2014 January** Starts sale of SUV-type minicar, Flair Crossover (Japan exclusive)
- June** Accumulated production volume of Axela (Mazda3) for driving schools reaches 10,000 units
- September** World premiere of all-new Mazda MX-5 (Roadster)



Premiere of all-new Roadster (MX-5/Miata)
(photo taken at THANKS DAY in JAPAN)

- September** Starts sale of fourth-generation Mazda2 (Demio in Japan)
- October** Mazda2 (Demio in Japan) receives 2014-2015 Car of the Year Japan

- 2015 January** Starts production of Skyactiv-Drive at MPMT, a new transmission plant in Thailand
- February** Starts sale of Mazda CX-3 compact crossover SUV



CX-3

- May** Starts sale of fourth-generation MX-5 (Roadster in Japan)
- June** Mazda Introduces Digital Owner's Manuals Starting with All-New Roadster in Japan
- September** Mazda to Unveil Mazda KOERU Concept at Frankfurt Motor Show Mazda receives German Design Awards in three categories
- October** Hosts world premiere of Mazda RX-Vision concept model at 2015 Tokyo Motor Show



Mazda RX-VISION

- November** World premiere of the CX-9, a new 3-row seating mid-size crossover SUV, at the Los Angeles Auto Show
- December** MX-5 (Roadster in Japan) wins 2015-2016 Car of the Year Japan

- 2016 January** Mazda RX-VISION selected as the most beautiful concept car in France
- March** Mazda MX-5 (Roadster in Japan) wins both World Car of the Year (WCOTY) and World Car Design of the Year (WCDOTY)
- March** World premiere of MX-5 RF retractable hard roof model
- April** World premiere of CX-4, an all-new crossover SUV
- May** Starts sale of second-generation Mazda CX-9 in North America



CX-9

- June** Starts sale of Mazda CX-4 crossover SUV in China
- July** Announces Skyactiv-Vehicle Dynamics, a series of new-generation vehicle motion control technologies
- November** Announces of new body color Soul Red Crystal
- December** Starts sale of Mazda Roadster RF retractable hardtop



Mazda MX-5
(Roadster) RF

History

*As a general rule, product release dates are based on the release date in Japan.

Corporate

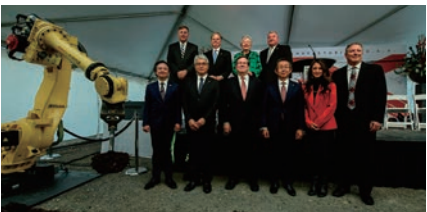
- 2017 February** Recognized as a Certified Health and Productivity Management Organization - White 500
- March** Announces the standardization of the "i-ACTIVSENSE" advanced safety technology
- August** Signs an agreement to enter a business and capital alliance with Toyota Motor Corporation
- August** Announces the start of a first-generation MX-5 (Roadster in Japan) restoration service
- August** Announces long-term vision for technology development, 'Sustainable Zoom-Zoom 2030'



Announces Sustainable Zoom-Zoom 2030

- September** Mazda listed on the global Dow Jones Sustainability Index for the first time
- September** Announces conclusion of joint technology development agreement and establishment of a new company with Denso Corporation and Toyota Motor Corporation

- 2018 January** Mazda, Toyota select Alabama for new U.S. auto manufacturing plant
- January** Signs the United Nations Global Compact initiative
- March** Establishes MTMUS, a new joint venture company with Toyota Motor Corporation that will produce vehicles in the USA



Groundbreaking ceremony at MTMUS

- March** Mazda, ELIIY Power, and Ube Industries enter a joint agreement to develop 12V lithium-ion batteries used in vehicle start systems
- April** Double shift operation to be introduced at Hofu Plant No. 2 in August of this year
- June** Akira Marumoto becomes 16th president
- October** Announces electrification and connectivity technology strategies
- 2019 January** Changes name of joint engine production company in China to Changan Mazda Engine Co., Ltd
- January** Acquires Ford's stake in Changan Ford Mazda Engine Co.,Ltd.
- June** Isuzu, Suzuki, Subaru, Daihatsu, and Mazda enter a business and capital alliance with MONET
- June** Transitions to a company with an audit and supervisory committee
- November** Announces Medium-Term Management Plan

Corporate

- 2020 January** Celebrates the 100th anniversary of its founding



Ceremony of the 100th anniversary

- May** Joins IP Open Access Declaration Against Covid-19
- November** Mazda and Sumitomo Agree to Transfer Shares of MMVO
- 2021 January** Joins The Valuable 500, International Initiative to Promote Disability Inclusion
- April** Suzuki, Subaru, Daihatsu, Toyota and Mazda Reach Agreement on Joint Development of Technical Specifications for Next-generation Vehicle Communications Devices
- June** Announces New Technology and Product Policy towards 2030 Based on Sustainable Zoom-Zoom 2030
- July** Installs Solar Power System at Hiroshima Plant

2017

2018

2020

Product

- 2017 February** Starts sale of second-generation Mazda CX-5
- June** CX-3 passes the Worldwide harmonized Light duty driving Test Cycle (WLTC)
- August** Updates the Axela (Mazda3) models - introduces the "360° View Monitor"
- August** Announces the next-generation Skyactiv-X gasoline engine with compression ignition
- October** Mazda unveils next-generation design vision model, Mazda Vision-Coupe, at Tokyo Motor Show
- November** Mazda installs a front grille on Mazda CX-5 made from eco-friendly high-quality bioengineered plastic
- December** Starts sale of CX-8 three-row crossover SUV



CX-8

- 2018 February** Mazda Vision-Coupe selected as the most beautiful concept car in France
- March** Mazda Vision-Coupe wins the Concept Car of the Year award in Europe
- April** Skyactiv-X next-generation gasoline engine receives the golden 2018 Edison Award
- October** Develops G-Vectoring Control Plus (GVC Plus), a vehicle motion control technology
- November** Mazda CX-8 wins Car of the Year award from Japan Automotive Hall of Fame
- December** Starts testing new transportation services using connectivity technologies in Miyoshi, Hiroshima prefecture
- 2019 January** Develops world's first cold-stamped parts using 1310 MPa-class high-strength steel and begins utilizing them in its vehicles starting with the new Mazda3 model
- April** Announces a new model for driving schools - a compact sedan specially designed to meet all the needs of learner drivers
- May** Starts sale of all-new Mazda3 featuring new-generation Skyactiv-Vehicle Architecture
- August** Model name changes from Atenza to Mazda6
- September** Model name changes from Demio to Mazda2
- October** Starts sale of CX-30 crossover SUV
- October** Reveals Mazda MX-30, first mass-produced EV at Tokyo Motor Show



All-new Mazda3



CX-30

Product

- 2020 April** Mazda takes pre-orders for its 100th Anniversary Special Edition Series in Japan
- April** Mazda3 wins 2020 World Car Design of the Year
- June** Starts sale of Mazda official goods "Mazda Collection"
- June** Unveils all-new Mazda BT-50
- October** Starts sale of Mazda MX-30, a new compact SUV
- 2021 January** Starts sale of Mazda MX-30 EV Model, its first mass-produced electric vehicle



Mazda MX-30 EV Model

- February** Starts an update service for its control programs and other features in order to further improve its products

■Updates

Updates on Directors, Officers and Auditors and Company Profile can be accessed at the following
<https://www.mazda.com/ja/about/profile/>

■Mazda Information Disclosure Tools

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

Sustainability Report

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

Annual Report

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

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