



# COMPANY PROFILE 2019

MAZDA IN BRIEF 2019



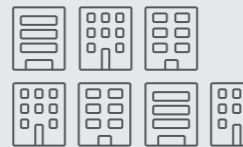
**Founded**

January 30, 1920



**Consolidated Subsidiaries**

69



**Equity Method Applied Companies**

18



**Employees**

Consolidated:

49,998



Unconsolidated:

23,087



**Capital**

284.0 billion yen

**Net Sales**

3,564.7 billion yen

**Operating Income**

83.0 billion yen

**Net Income**

63.5 billion yen

**Overview of Business Operations**

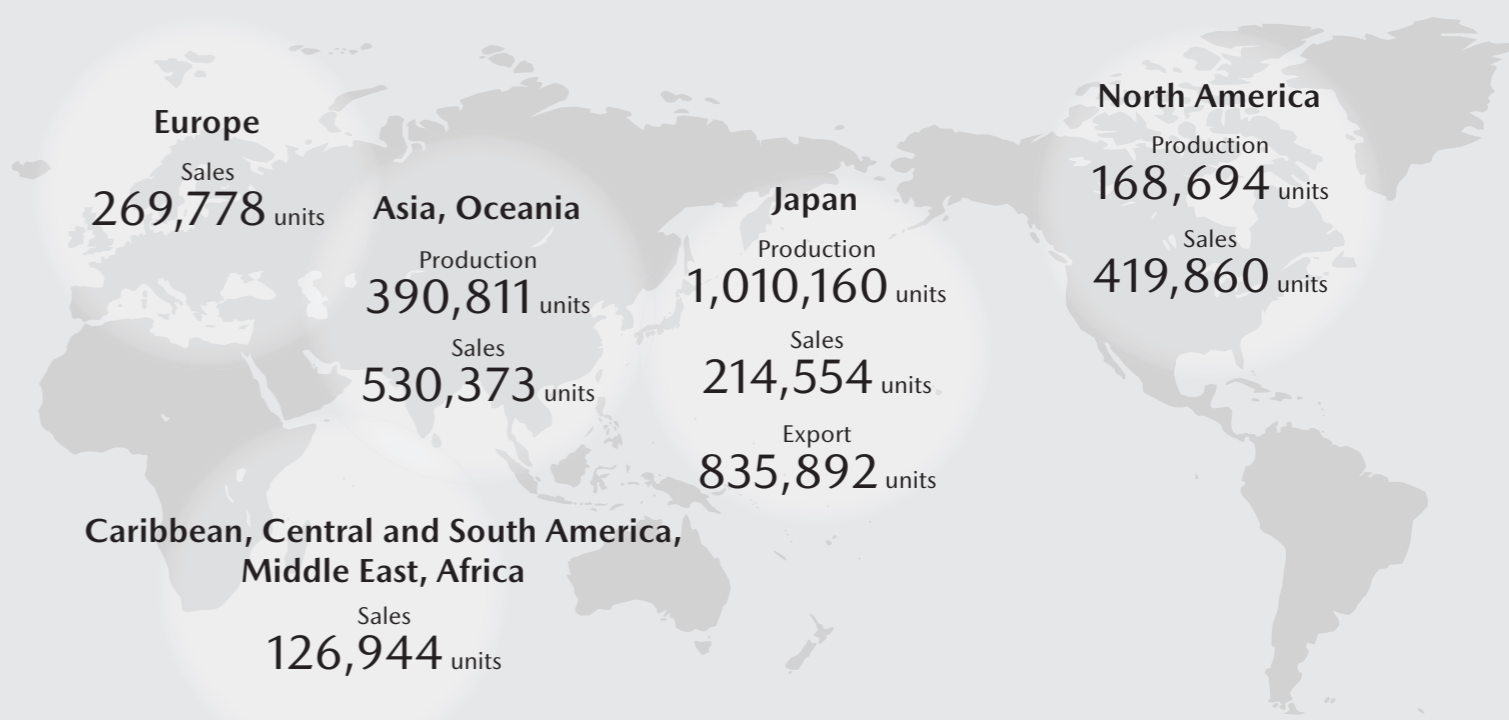
Sales in more than  
**130**  
countries and regions



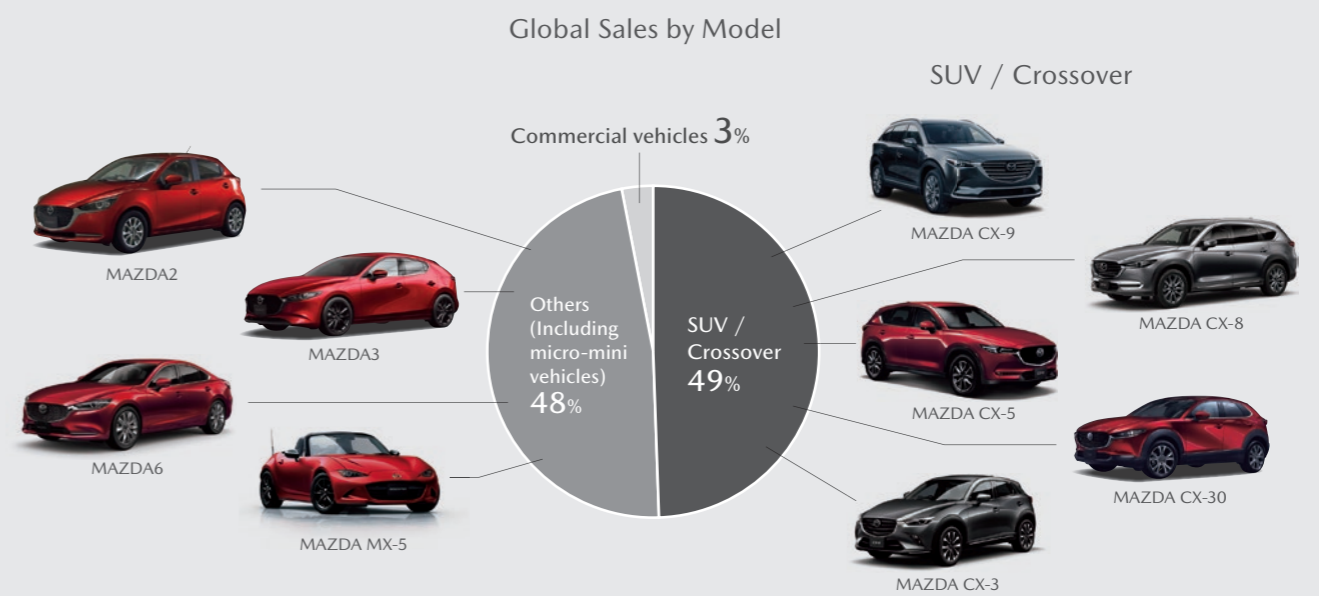
Global production  
**1,569,665** units



Global sales  
**1,561,509** units



**Main Product Lineup**



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Company Information

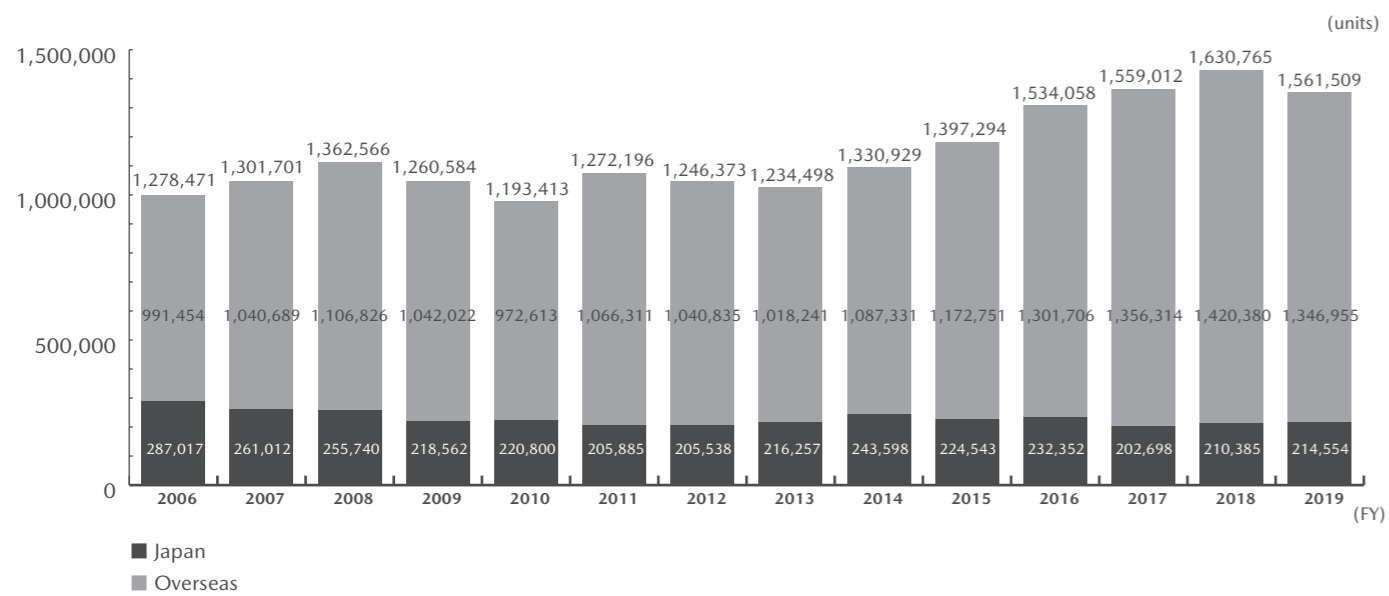
Company name	Mazda Motor Corporation		
Founded	January 30, 1920		
Headquarters	3-1 Shinchi, Fuchu-cho, Aki-gun, Hiroshima 730-8670 Japan		
Representative	Akira Marumoto, Representative Director; President and CEO (Chief Executive Officer)		
Main business	Manufacture and sales of passenger cars and commercial vehicles		
Stock information	Authorized: 1,200,000,000 Shares issued: 631,803,979 Number of shareholders: 149,121		
Main shareholders	Shareholder name	No. of shares held (Thousands of shares)	Shareholding ratio (%)
	Japan Trustee Services Bank, Ltd. (Trust)	36,627	5.8
	The Master Trust Bank of Japan, Ltd. (Trust)	36,598	5.8
	Toyota Motor Corporation	31,928	5.1
	Japan Trustee Services Bank, Ltd. (Trust 9)	15,231	2.4
	Sumitomo Mitsui Banking Corporation	12,857	2.0
	Japan Trustee Services Bank, Ltd. (Trust 5)	12,313	2.0
	BNYMSANV AS AGENT/CLIENTS LUX UCITS NON TREATY 1	10,623	1.7
	Japan Trustee Services Bank, Ltd. (Trust 7)	9,682	1.5
	HSBC BANK PLC A/C CLIENTS 1	9,641	1.5
STATE STREET BANK WEST CLIENT – TREATY 505234	9,328	1.5	

\*The shareholding ratio calculations excluded the 2,037,073 reacquired shares.

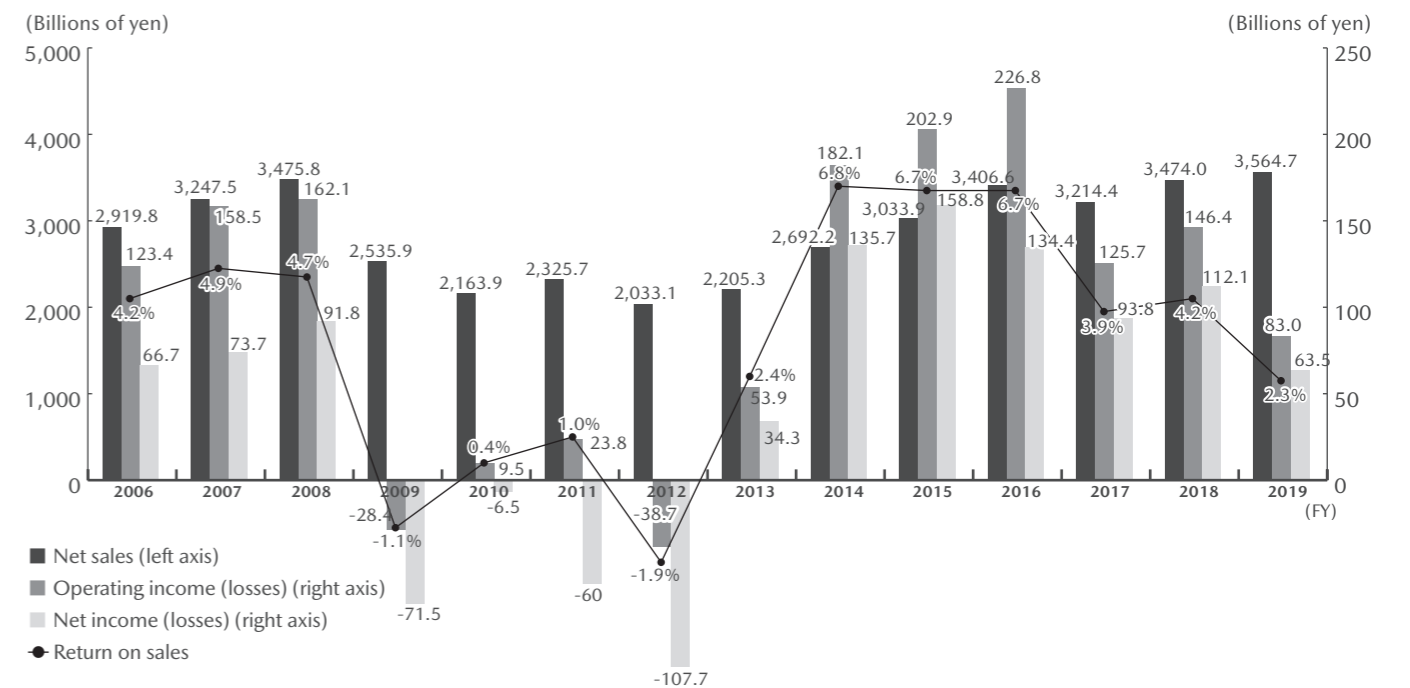
Capital	284,000,000,000
Employees	Unconsolidated: 23,087 (Male: 20,900 Female: 2,187) (Excluding dispatchees sent to Mazda Motor Corporation from other companies and including dispatchees sent from Mazda Motor Corporation to other companies) Consolidated: 49,998 (Excluding dispatchees sent from Mazda Group to other companies and including dispatchees sent to Mazda Group from other companies)
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 <sup>1</sup> , Malaysia <sup>1</sup> , Russia <sup>1</sup>
Sales companies	Japan: 218 Overseas: 140
Principal products	Four-wheeled vehicles, gasoline reciprocating engines, diesel engines, automatic and manual transmissions for vehicles

<sup>1</sup> Assembly only (Volume is not disclosed)

Sales volume



Net sales / Operating income / Return on sales / Net income



# Operating Results

## Financial Information

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2019
Business results* <sup>2</sup> (In million yen):												In thousand USD <sup>1</sup>
Net Sales* <sup>3</sup>	¥2,535,902	¥2,163,949	¥2,325,689	¥2,033,058	¥2,205,270	¥2,692,238	¥3,033,899	¥3,406,603	¥3,214,363	¥3,474,024	¥3,564,696	\$32,114,378
Japan	620,336	574,982	541,490	560,216	588,042	655,716	617,397	660,935	587,025	631,229	693,581	6,248,477
Overseas	1,915,566	1,588,967	1,784,199	1,472,842	1,617,228	2,036,522	2,416,502	2,745,668	2,627,338	2,842,795	2,871,115	25,865,901
Cost of goods sold	2,021,851	1,710,699	1,863,678	1,662,592	1,729,296	1,993,643	2,247,720	2,567,465	2,448,184	2,653,600	2,771,952	24,972,541
Selling, general, and administrative expenses	542,432	443,792	438,176	409,184	422,038	516,474	583,291	612,363	640,492	674,003	709,731	6,393,972
Operating income (losses)	(28,381)	9,458	23,835	(38,718)	53,936	182,121	202,888	226,775	125,687	146,421	83,013	747,865
Net income (losses) before taxes and other adjustments	(51,339)	(7,265)	16,081	(55,262)	39,101	97,409	209,335	166,986	128,413	157,484	108,273	975,432
Net income (losses) of the parent company shareholders	(71,489)	(6,478)	(60,042)	(107,733)	34,304	135,699	158,808	134,419	93,780	112,057	63,476	571,856
Capital investment* <sup>4</sup>	81,838	29,837	44,722	78,040	77,190	133,216	131,010	89,214	94,399	104,129	119,734	1,078,685
Depreciation and amortization	84,043	76,428	71,576	68,791	59,954	57,656	68,872	78,972	82,416	86,954	88,443	796,784
Research and Development cost	95,967	85,206	90,961	91,716	89,930	99,363	108,378	116,610	126,915	136,009	134,660	1,213,153
Cash flows:												
Cash flow from operating activities	(67,418)	111,646	15,344	(9,098)	49,033	136,379	204,459	262,770	161,097	207,795	146,690	1,321,532
Cash flow from investing activities	(61,826)	(44,252)	(13,717)	(70,317)	(40,287)	(120,057)	(95,548)	(108,092)	(63,751)	(159,989)	(131,611)	(1,185,685)
Free cash flow* <sup>5</sup>	(129,244)	67,394	1,627	(79,415)	8,746	16,322	108,911	154,678	97,346	47,806	15,079	135,847
Cash flow from financing activities	137,008	60,951	(14,360)	236,462	(57,181)	10,483	(62,776)	(94,062)	(149,898)	30,461	83,411	751,450
Current financial data (in million yen):												
Total assets	¥1,800,981	¥1,947,769	¥1,771,767	¥1,915,943	¥1,978,567	¥2,246,036	¥2,473,287	¥2,548,401	¥2,524,552	¥2,724,092* <sup>10</sup>	¥2,871,018	\$25,865,027
Net assets	414,731	509,815	430,539	474,429	513,226	676,837	891,326	976,723	1,064,038	1,219,470	1,248,915	11,251,486
Financial debts	753,355	722,128	693,000	778,085	718,983	742,735	701,019	617,132	491,434	497,893	607,051	5,468,928
Net financial debts	532,631	375,825	370,151	300,778	274,108	262,981	171,871	48,418	(35,430)	(106,961)	(94,573)	(852,009)
Amounts per share (in yen):												In USD <sup>1</sup>
Net income* <sup>6</sup>	¥(52.13)	¥(4.26)	¥(33.92)	¥(57.80)	¥ 11.48	¥ 226.99* <sup>11</sup>	¥ 265.64* <sup>11</sup>	¥ 224.85	¥ 156.87	¥ 182.93	¥ 100.79	\$0.91
Yearly dividends* <sup>7</sup>	3.00	3.00	—	—	—	1.00	10.00	30.00	35.00	35.00	35.00	0.32
Net assets* <sup>8</sup>	314.98	286.92	242.24	156.85	166.04	1,105.21* <sup>11</sup>	1,454.61* <sup>11</sup>	1,595.83	1,738.70	1,894.29	1,935.24	17.43
Financial indicators (%):												
Return on sales	(1.1)%	0.4%	1.0%	(1.9)%	2.4%	6.8%	6.7%	6.7%	3.9%	4.2%	2.3%	
Return on equity (ROE)* <sup>9</sup>	(14.8)	(1.4)	(12.8)	(24.0)	7.1	23.5	20.8	14.7	9.4	10.0	5.3	
Equity ratio* <sup>9</sup>	22.9	26.1	24.2	24.5	25.1	29.4	35.2	37.4	41.2	43.8* <sup>10</sup>	42.4* <sup>12</sup>	
Average number of total shares issued (in thousands)	1,371,456	1,519,652	1,770,198	1,863,949	2,989,171	597,829* <sup>11</sup>	597,823* <sup>11</sup>	597,819	597,816	612,554	629,757	
Number of employees	39,852	38,987	38,117	37,617	37,745	40,892	44,035	46,398	48,849	49,755	49,998	

\*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, 2019, 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 Sales is 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 2009 to the fiscal year March 2013 and from the fiscal year March 2017 to the fiscal year March 2019, stock acquisition rights) from net assets.

9 The amounts of equity exclude non-controlling interests (and, from the fiscal year March 2009 to the fiscal year March 2013 and from the fiscal year March 2017 to the fiscal year March 2019, stock acquisition rights) from net assets.

10 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.

11 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.

12 Percentage after consideration of the equity credit attributes of the subordinated loan is 43.7%.



# Major Affiliates (As of March 31, 2019)

## Consolidated Subsidiaries 69

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	75.0%	Production and sales of vehicles
Mazda Motor Operaciones de Mexico, S.A. de C.V.	Salamanca, Guanajuato, Mexico	75.0%	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.	Kita-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 (21)	—	—	—

## 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
Sanfrecce Hiroshima FC.	Nishi-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. <sup>1</sup>	Chuo-ku, Osaka-shi, Osaka	47.5% <sup>2</sup>	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)	—	—	—

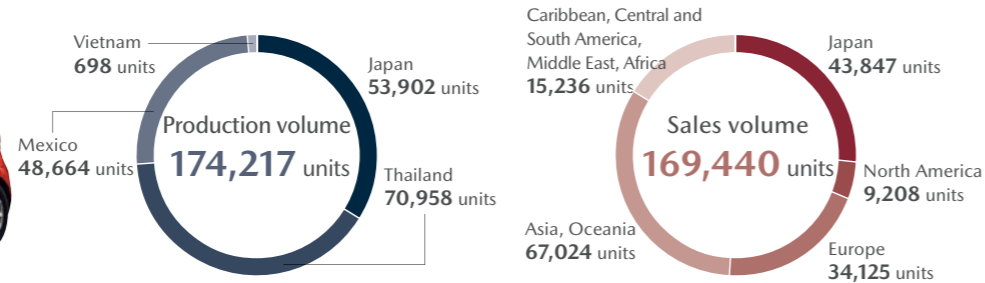
<sup>1</sup> Changed on October 1, 2019 <sup>2</sup> As of July 31, 2019

# Car Lineup

\*Production volume and sales volume numbers reflect the business results of FY2018.

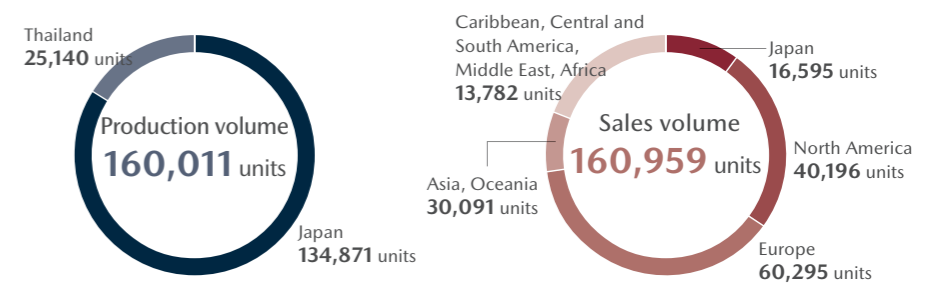
## Passenger vehicles

### MAZDA2



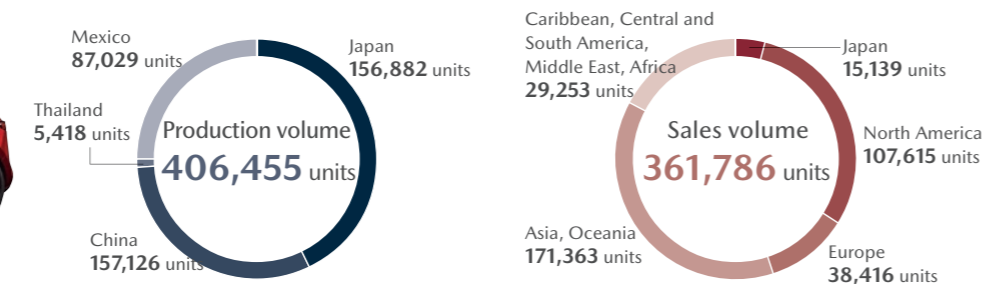
1996	2002	2007	2014	2016	2018	2019
August 1st-generation Mazda2 launched	August 2nd-generation Mazda2 launched	July 3rd-generation Mazda2 launched	September 4th-generation Mazda2 launched	January Model update	November Model update	August Model update
						September New Mazda2 launched

### MAZDA CX-3



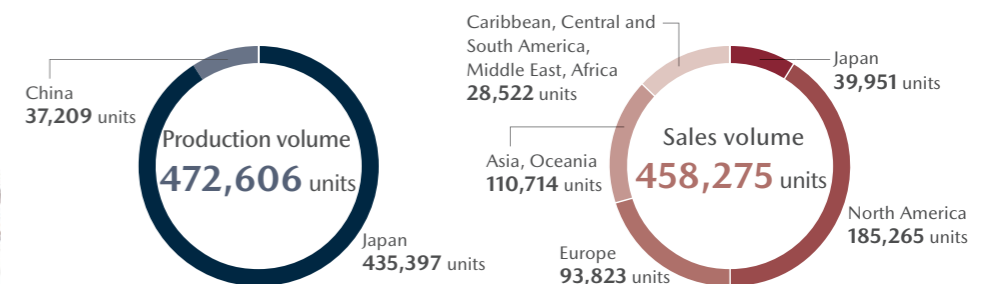
2015	2016	2017	2018
February CX-3 launched	December Model update	November Model update	May Major model update
		June Model update (Gasoline engine model launched)	

### MAZDA3



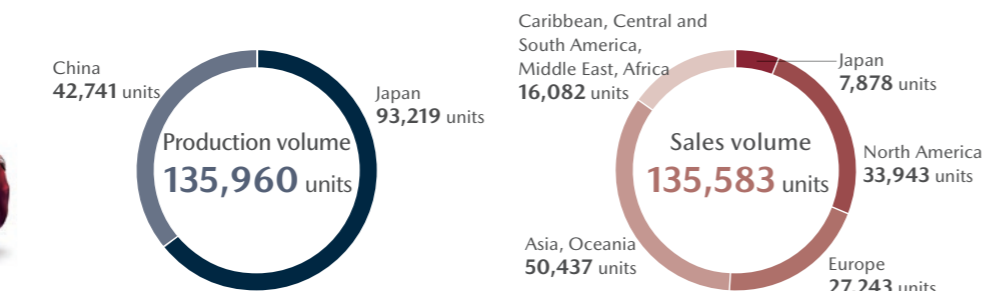
2003	2009	2013	2014	2015	2016	2017	2019
October 1st-generation Mazda3 launched	June 2nd-generation Mazda3 launched	November 3rd-generation Mazda3 launched	September Model update	November Hybrid model update	August Model update	July Major model update	August Model update
							May New Mazda3 launched

### MAZDA CX-5



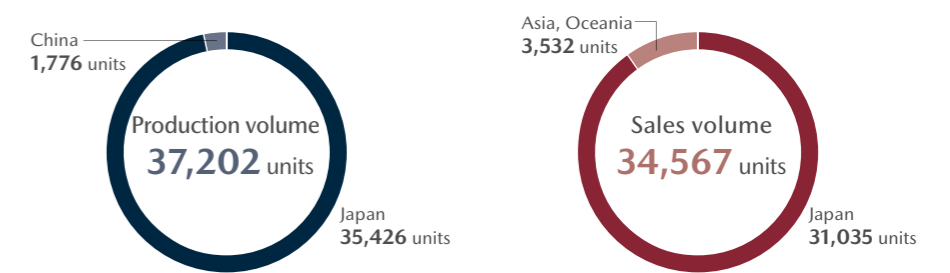
2012	2017	2018
February 1st-generation CX-5 launched	February 2nd-generation CX-5 launched	March Model update
		November Model update

### MAZDA6



2002	2008	2012	2013	2015	2016	2018	2019
May 1st-generation Mazda6 launched	January 2nd-generation Mazda6 launched	November 3rd-generation Mazda6 launched	November Model update	January Major model update	August Model update	May Major model update	August New Mazda6 launched

### MAZDA CX-8



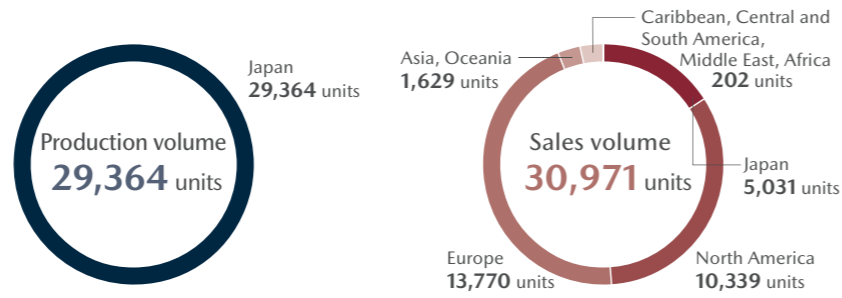
2017	2018
December CX-8 launched	November Model update (Gasoline engine model launched)

# Car Lineup

\*Production volume and sales volume numbers reflect the business results of FY2018.

## Passenger vehicles

### 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

### MAZDA CX-30



▲ Unveiling of Mazda CX-30 at Geneva International Motor Show in March 2019

2019
October CX-30 launched

## Vehicles sold outside Japan

MAZDA2 SEDAN	MAZDA CX-4	MAZDA CX-9	MAZDA BT-50
Sales in FY2018 <b>44,293</b> units	Sales in FY2018 <b>55,987</b> units	Sales in FY2018 <b>58,796</b> units	Sales in FY2018 <b>38,289</b> units

## Micro-mini vehicles

MAZDA FLAIR	MAZDA FLAIR WAGON	MAZDA SCRUM WAGON	MAZDA CAROL	MAZDA FLAIR CROSSOVER
Sales in FY2018 <b>7,879</b> units	Sales in FY2018 <b>13,572</b> units	Sales in FY2018 <b>1,378</b> units	Sales in FY2018 <b>5,317</b> units	Sales in FY2018 <b>3,726</b> units

## Commercial vehicles

MAZDA BONGO BRAWNY VAN	MAZDA BONGO VAN	MAZDA BONGO TRUCK	MAZDA FAMILIA VAN	MAZDA TITAN
*Launched in May 2019	Sales in FY2018 <b>4,523</b> units	Sales in FY2018 <b>6,449</b> units	Sales in FY2018 <b>1,598</b> units	Sales in FY2018 <b>1,971</b> units
MAZDA SCRUM VAN	MAZDA SCRUM TRUCK			
Sales in FY2018 <b>6,002</b> units	Sales in FY2018 <b>2,643</b> units			

## Special needs vehicles

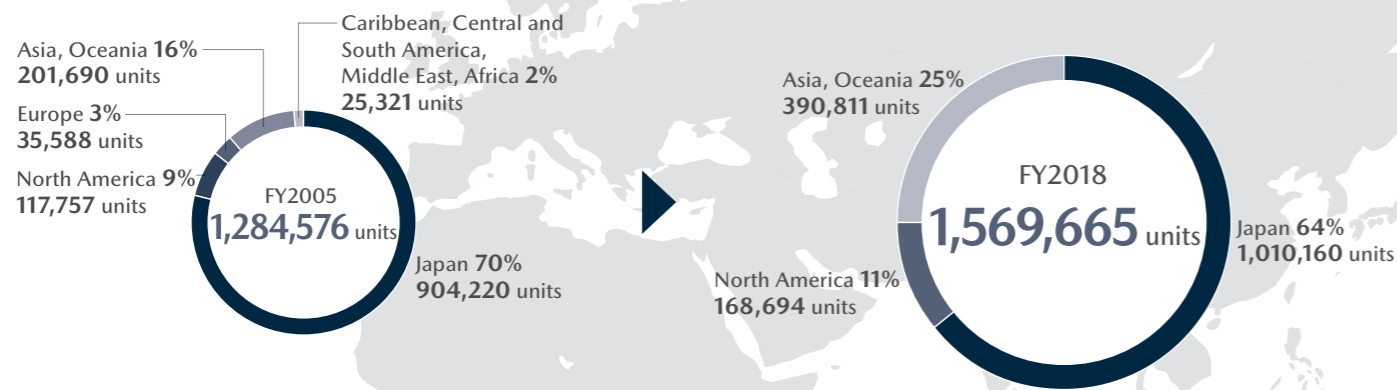
MAZDA ROADSTER	MAZDA ROADSTER RF	MAZDA2	MAZDA CX-5	MAZDA FLAIR WAGON



# History of Mazda's Global Operations (As of March 31, 2019)

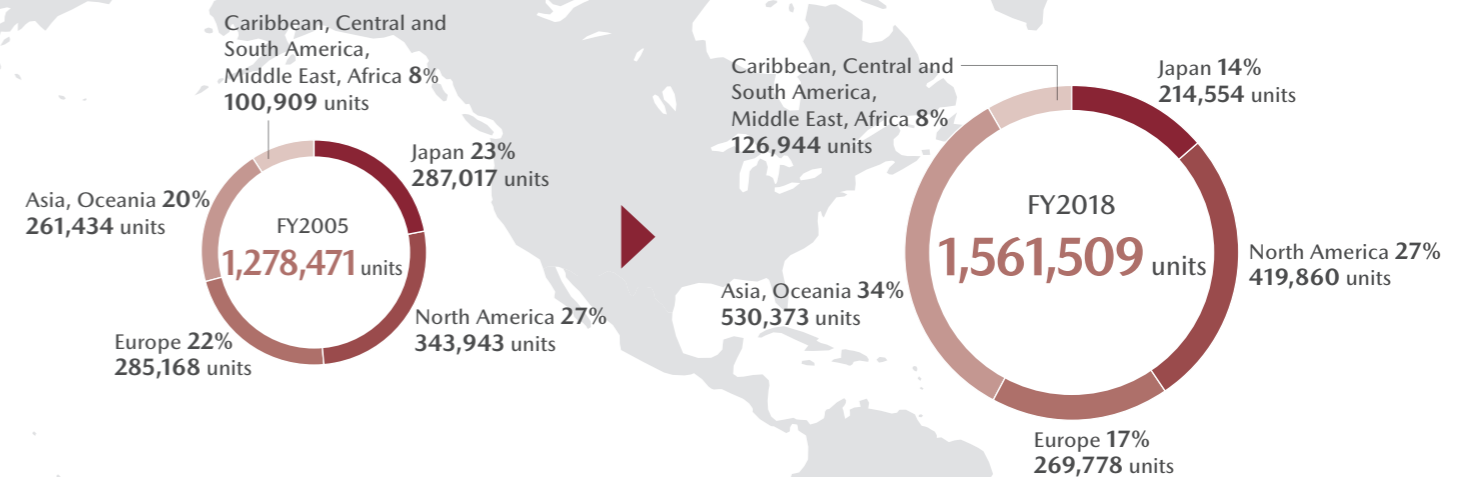
## Global unit production

**1,569,665** units



## Global unit sales

**1,561,509** units



## Global unit production

	FY2005 ('05.4-'06.3)	FY2006 ('06.4-'07.3)	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)
Japan	904,220	967,231	1,046,948	899,448	827,910	866,992	846,574
North America	117,757	78,063	78,412	66,926	49,281	52,600	48,624
Europe	35,588	29,026	5,708	-	-	-	-
Asia, Oceania	201,690	202,150	174,039	149,846	251,125	339,479	276,929
Caribbean, Central and South America, Middle East, Africa	25,321	29,120	20,352	17,935	15,188	18,423	13,095
<b>Total</b>	<b>1,284,576</b>	<b>1,305,590</b>	<b>1,325,459</b>	<b>1,134,155</b>	<b>1,143,504</b>	<b>1,277,494</b>	<b>1,185,222</b>

	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	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)
Japan	879,129	972,533	919,405	989,401	964,640	986,862	<b>1,010,160</b>
North America	19,101	10,007	140,089	213,088	195,148	180,445	<b>168,694</b>
Europe	-	-	-	-	-	-	-
Asia, Oceania	283,201	274,715	306,056	366,109	432,020	452,225	<b>390,811</b>
Caribbean, Central and South America, Middle East, Africa	18,583	12,041	9,513	2,616	-	-	-
<b>Total</b>	<b>1,200,014</b>	<b>1,269,296</b>	<b>1,375,063</b>	<b>1,571,214</b>	<b>1,591,808</b>	<b>1,619,532</b>	<b>1,569,665</b>

## Global unit sales

	FY2005 ('05.4-'06.3)	FY2006 ('06.4-'07.3)	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)
Japan	287,017	261,012	255,740	218,562	220,800	205,885	205,538
North America	343,943	374,000	401,243	343,611	303,855	339,712	369,745
Europe	285,168	304,074	326,586	321,645	238,904	211,488	182,683
Asia, Oceania	261,434	251,835	229,174	249,030	323,935	401,987	404,001
Caribbean, Central and South America, Middle East, Africa	100,909	110,780	149,823	127,736	105,919	113,124	84,406
<b>Total</b>	<b>1,278,471</b>	<b>1,301,701</b>	<b>1,362,566</b>	<b>1,260,584</b>	<b>1,193,413</b>	<b>1,272,196</b>	<b>1,246,373</b>

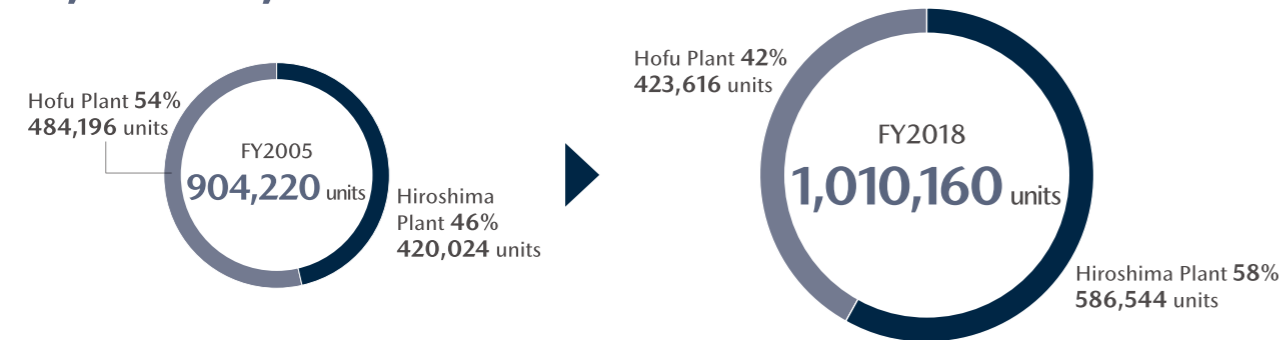
  

	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)
Japan	216,257	243,598	224,543	232,352	202,698	210,385	<b>214,554</b>
North America	370,726	388,165	422,736	435,732	426,966	433,796	<b>419,860</b>
Europe	171,540	206,724	229,133	256,516	261,550	268,581	<b>269,778</b>
Asia, Oceania	400,988	399,198	419,520	487,110	551,865	592,442	<b>530,373</b>
Caribbean, Central and South America, Middle East, Africa	74,987	93,244	101,362	122,348	115,933	125,561	<b>126,944</b>
<b>Total</b>	<b>1,234,498</b>	<b>1,330,929</b>	<b>1,397,294</b>	<b>1,534,058</b>	<b>1,559,012</b>	<b>1,630,765</b>	<b>1,561,509</b>

# Activities by Region / Japan (As of March 31, 2019)

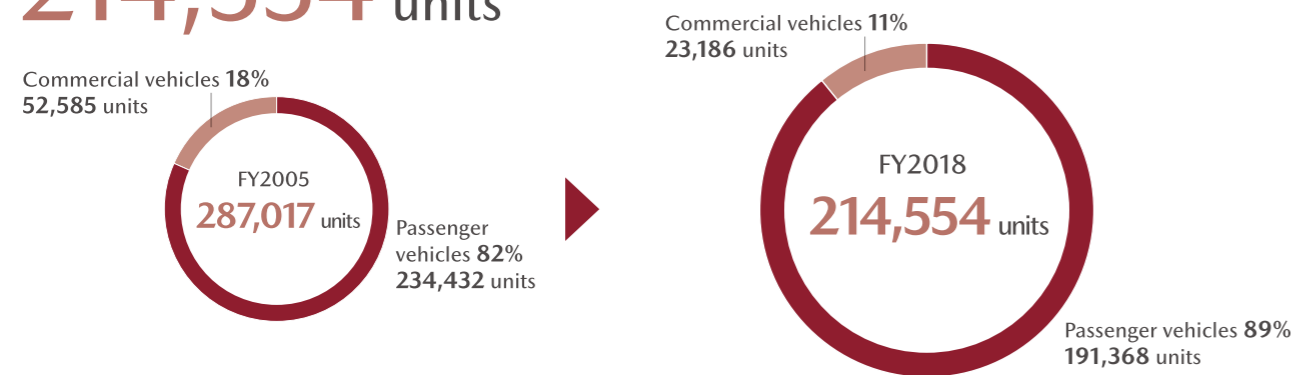
## Production volume

1,010,160 units



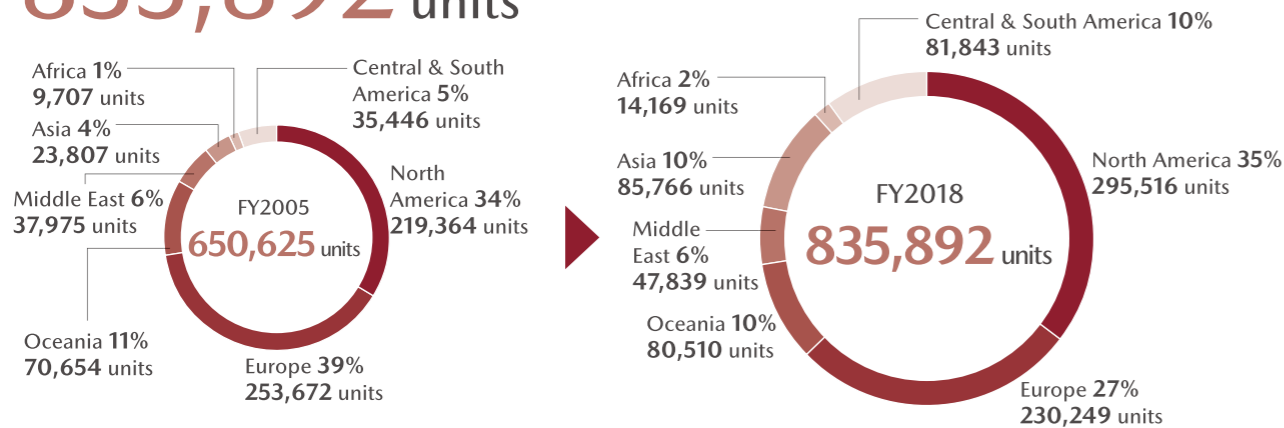
## Sales volume

214,554 units



## Export volume

835,892 units



## R&D Sites

Region	Name	Location	Activities
Japan	Headquarters, R&D Divisions	Fuchu-cho, Aki-gun, Hiroshima	<ul style="list-style-type: none"> <li>Product and engineering planning</li> <li>Design development</li> <li>Product development</li> <li>Advanced research for significant new technology</li> </ul>
	Mazda R&D Center (Yokohama) (MRY)	Yokohama	<ul style="list-style-type: none"> <li>Product and engineering planning</li> <li>Advanced research for significant new technology</li> </ul>

## Comprehensive Vehicle Proving Grounds

Plant name	Location	Start of operations	Land area	Activities
Miyoshi Proving Ground	Hiroshima, Japan	June 1965	1,702,000 m <sup>2</sup>	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 <sup>2</sup>	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 <sup>2</sup>	Technology development and functional tests on frozen roads of systems such as 4WD, ABS, TCS <sup>*1</sup> , and DSC <sup>*2</sup> that ensure safe driving under hazardous frozen/snow conditions.
Hokkaido Nakasatsunai Proving Ground	Hokkaido, Japan	January 2002	260,000 m <sup>2</sup>	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	Land area	
Fuchu-cho, Aki-gun, Hiroshima	Hiroshima Plant	Head Office	Gasoline reciprocating engines, manual transmissions		March 1931	551,000m <sup>2</sup>	
		Ujina district	Ujina Plant No. 1 (U1)	CX-3, CX-30 <sup>3</sup> , CX-5, CX-8, CX-9 <sup>4</sup> , MX-5, Bongo, and sports cars for Fiat Chrysler Automobiles	569,000 units/year	November 1966	1,685,000m <sup>2</sup>
			Ujina Plant No. 2 (U2)	CX-5		December 1972	
Miyoshi, Hiroshima	Miyoshi Plant		Gasoline reciprocating engines, diesel engines		December 1964		
Hofu, Yamaguchi	Hofu Plant	Nishinoura district		Gasoline reciprocating engines		May 1974	1,702,000m <sup>2</sup>
			Hofu Plant No. 1 (H1)	Mazda2, Mazda3, CX-3	416,000 units/year	September 1982	792,000m <sup>2</sup>
		Hofu Plant No. 2 (H2)	Mazda6, CX-5		February 1992		
		Nakanoseki district	Automatic transmissions, manual transmissions		December 1981	537,000m <sup>2</sup>	
Press Kogyo Co., Ltd.	Onomichi Plant		Mazda E-Series (Bongo Truck)				

Note: Head Office district includes the surrounding area (Fuchizaki district). Miyoshi Plant land area encompasses the vehicle proving grounds and the engine plant.

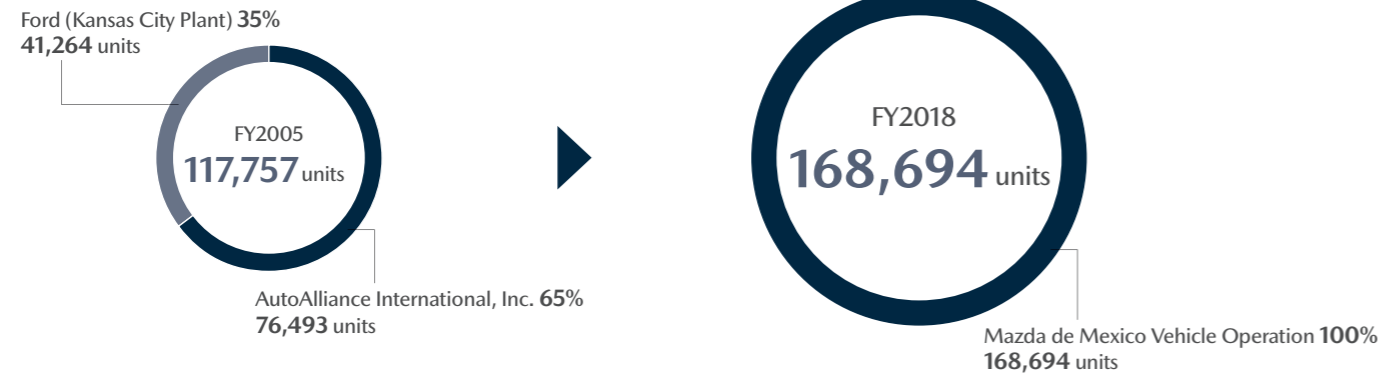
<sup>3</sup> Manufactured since April 2019

<sup>4</sup> For export only

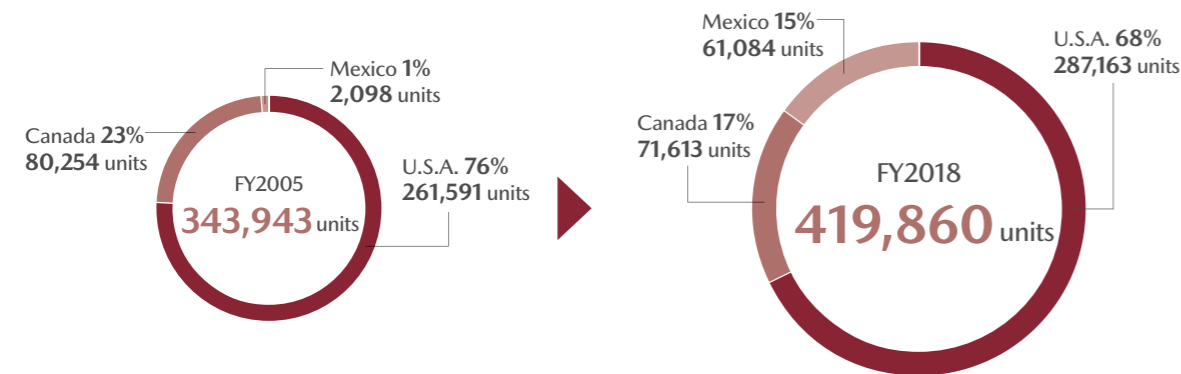


# Activities by Region / North America (As of March 31, 2019)

## 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

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

\*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, OEM vehicles for Toyota Motor Corporation	Mazda 75% Sumitomo 25%

\*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	2015	2017	2018	2019
<b>September</b> Established MMVO together with Sumitomo Corporation <b>October</b> Held the groundbreaking ceremony	<b>January</b> Started production of Mazda3 <b>February</b> Held opening ceremony <b>July</b> Started double shift operation	<b>October</b> Started production of Mazda2 <b>Started operations at engine machining factory</b> <b>Announced plans to increase yearly production capacity to 250,000 units by FY 2015</b>	<b>April</b> Started production of SKYACTIV-G 2.0, SKYACTIV-G 1.5, and SKYACTIV-D 1.5 <b>June</b> Started production of compact car for Toyota Motor Corporation	<b>January</b> Started the production of SKYACTIV-G 2.5	<b>May</b> Started the production of Mazda2 (sedan) <b>January</b> Started production of new Mazda3 model

## Mazda Vehicle Production

Country/region	Plant	FY2005 ('05.4-'06.3)	FY2006 ('06.4-'07.3)	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)
U.S.A.	AutoAlliance International, Inc.	76,493	68,581	55,784	56,080	39,152	44,875	47,101
	Ford (Kansas City Plant)	41,264	9,482	22,628	10,846	10,129	7,725	1,523
Mexico	Mazda de Mexico Vehicle Operation	—	—	—	—	—	—	—

Country/region	Plant	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	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)
U.S.A.	AutoAlliance International, Inc.	19,101	—	—	—	—	—	—
	Ford (Kansas City Plant)	—	—	—	—	—	—	—
Mexico	Mazda de Mexico Vehicle Operation	—	10,007	140,089	213,088	195,148	180,445	168,694

\*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	861	Mazda 100%
Canada	Mazda Canada, Inc.	Richmond Hill, Ontario	July 1968	178	Mazda 100%
Mexico	Mazda de Mexico Sales & Commercial Operation*	Centro de la Ciudad Santa Fe, Mexico City	December 2004	85	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	569
Canada	1	1	164
Mexico	1	1	59
<b>Total</b>	<b>3</b>	<b>3</b>	<b>792</b>

## Mazda Sales

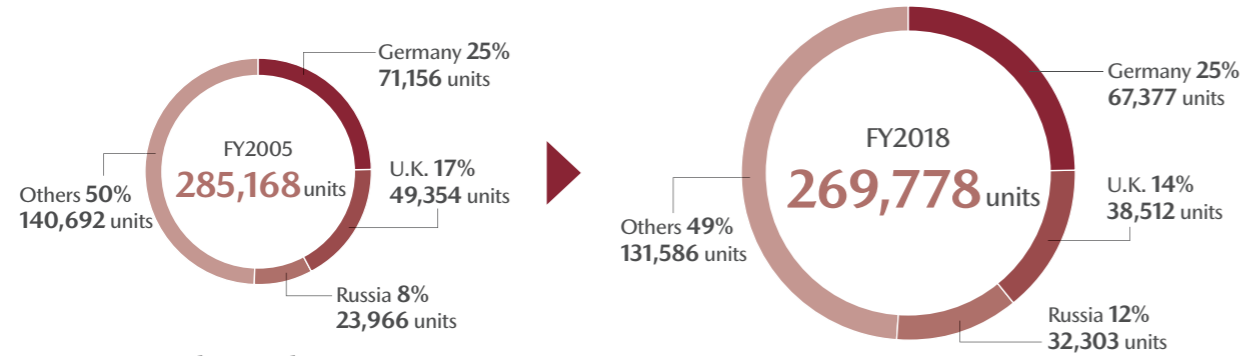
Market	FY2005 ('05.4-'06.3)	FY2006 ('06.4-'07.3)	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)
U.S.A.	261,591	280,588	294,725	240,055	209,913	238,184	267,891
Canada	80,254	83,624	88,507	81,253	75,048	75,055	71,783
Mexico	2,098	9,788	18,011	22,303	18,894	26,473	30,071

Market	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	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)
U.S.A.	273,307	283,721	305,788	305,783	302,195	304,394	287,163
Canada	72,136	69,685	71,582	71,032	71,323	74,658	71,613
Mexico	25,283	34,759	45,366	58,917	53,448	54,744	61,084

# Activities by Region / Europe (As of March 31, 2019)

## 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	331	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	353	Office Logistics, Sales	Mazda 100%

## R&D Sites

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

## Production Facilities

Country/region	Company name	Location	Start of Mazda production	Number of employees	Primary products	Investment ratio
Russia <sup>1</sup>	MAZDA SOLLERS Manufacturing Rus (MSMR)	Vladivostok	October 2012	531	CX-5, CX-9, Mazda6	Mazda 50% Sollers 50%

<sup>1</sup> Assembly only (Volume is not disclosed)

## Production volume

Country/region	Company name	FY2005 ('05.4-'06.3)	FY2006 ('06.4-'07.3)	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)
Spain	Ford (Valencia Plant)	35,588	29,026	5,708	—	—	—	—

Country/region	Company name	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	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)
Spain	Ford (Valencia Plant)	—	—	—	—	—	—	—

<sup>1</sup>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	164	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Austria	Mazda Austria GmbH	Klagenfurt	July 1981	118	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	51	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Spain	Mazda Automoviles Espana, S.A.	Madrid	February 2000	55	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
France	Mazda Automobiles France S.A.S	Saint Germain en Laye Cedex	February 2001	53	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	133	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	17	Mazda Motor Logistics Europe N.V. Branch
Russia	Mazda Motor Rus, OOO	Moscow	December 2005	92	Mazda 100%
Ireland	Mazda Motor Ireland	Dublin	July 2006	11	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	6	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	12	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	28	Mazda Motor Logistics Europe N.V. Branch
Turkey	Mazda Motor Logistics Europe N.V. Merkezi Belcika Turkiye Istanbul Subesi	Istanbul	June 2008	9	Mazda Motor Logistics Europe N.V. Branch
Netherlands	Mazda Motor Nederland	Waddinxveen	October 2008	35	Mazda Motor Logistics Europe N.V. Branch

## Number of Distributors and Dealerships

Market	Number of markets	Distributors	Dealerships
Europe	42	31	2,023

## Mazda Sales

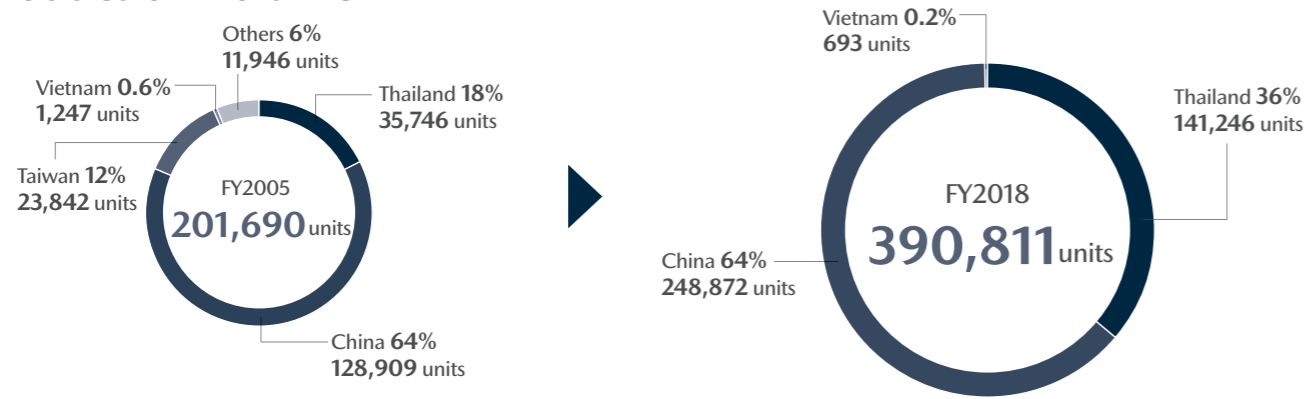
Market	FY2005 ('05.4-'06.3)	FY2006 ('06.4-'07.3)	FY2007 ('07.4-'08.3)	FY2008 ('08.4-'09.3)	FY2009 ('09.4-'10.3)	FY2010 ('10.4-'11.3)	FY2011 ('11.4-'12.3)
Germany	71,156	72,326	66,160	57,289	50,492	47,978	41,114
U.K.	49,354	50,467	53,162	46,228	51,083	41,246	30,438
Russia	23,966	35,472	57,675	69,994	22,447	29,008	43,561
Others	140,692	145,809	149,589	148,134	114,882	93,256	67,570

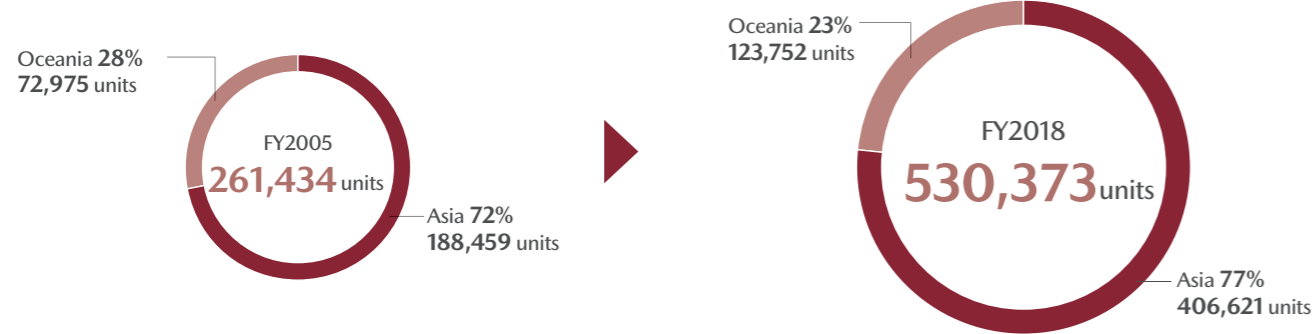
Market	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	FY2014 ('14.4-'15.3)	FY2015 ('15.4-'16.3)	FY2016 ('16.4-'17.3)	FY2017 ('17.4-'18.3)	FY2018 ('18.4-'19.3)
Germany	39,628	47,430	51,442	59,961	62,994	68,167	67,377
U.K.	25,601	34,612	40,017	47,997	44,552	38,091	38,512
Russia	42,163	44,164	46,349	24,657	22,235	26,629	32,303
Others	64,148	80,518	91,325	123,901	131,769	135,694	131,586

# Activities by Region / Asia, Oceania (As of March 31, 2019)

## 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	106	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

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

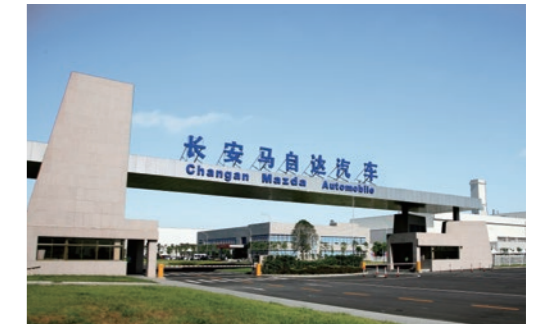
## Production Facilities

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)	6,925	Mazda2, Mazda3, CX-3, BT-50	Mazda 50% Ford 50%
	Mazda Powertrain Manufacturing (Thailand) Co., Ltd. (MPMT)	Chonburi Province	January 2015	984	Transmission and engines for vehicles	Mazda 100%
China	FAW Car Co., Ltd. (FCC)	Changchun, Jilin Province	March 2003	-	Mazda6, CX-4	Local 100%
	Changan Mazda Automobile Co., Ltd. (CMA)	Nanjing, Jiangsu Province	October 2007	3,302	Mazda3, CX-5, CX-8	Changan Automobile 50% Mazda 50%
	Changan Mazda Engine Co., Ltd. (CME)	Nanjing, Jiangsu Province	April 2007 (Established in September 2005)	1,115	Engines for vehicles	Changan Automobile 50% Mazda 50%
Vietnam <sup>1</sup>	Thaco Mazda Automobile Manufacturing Company	Nui Thanh District, Quang Nam Province	October 2011	-	Mazda3, Mazda6, CX-5, CX-8 <sup>3</sup>	Local 100%
Malaysia <sup>1</sup>	Mazda Malaysia Sdn. Bhd. (MMSB)	Shah Alam, Selangor	Established in September 2012 <sup>2</sup>	139	CX-5, CX-8 <sup>4</sup>	Mazda 70% Local 30%

<sup>1</sup> Assembly only (Volume is not disclosed) <sup>2</sup> New plant established in May 2018 <sup>3</sup> Local assembly started in June 2019 <sup>4</sup> Local assembly started in September 2019



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 plant 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

## History of FCC

2003	2014	2016
April Started production of 1st-generation Mazda6	April Started production of Mazda6	March Started production of CX-4

# Activities by Region / Asia, Oceania (As of March 31, 2019)

## History of CMA

2001	2005	2006	2007	2008	2010	2011	2012	2013	2014	2018
<b>April</b> Changan Ford Automobile Co., Ltd. (CAF) established by Changan Automobile and Ford	<b>January</b> • Obtained approval from the government to build a vehicle production plant in Nanjing as the second CAF plant • Mazda announced plans to join the project by investing in CAF	<b>February</b> Production of Mazda3 started at the CAF Chongqing Plant. <b>March</b> • A three-company joint venture created after Mazda's investment in CAF • Equity ratio: 50% (Changan Automobile), 35% (Ford), and 15% (Mazda) • New company named Changan Ford Mazda Automobile Co., Ltd. (CFMA)	<b>September</b> Completion ceremony held at the CFMA Nanjing Plant <b>October</b> The production of Mazda2 started at the CFMA Nanjing Plant	<b>February</b> Capital investment in CFMA increased (Capital: 293,440,000 USD → 351,440,000 USD)	<b>May</b> Moved production of Mazda3 from Chongqing Plant to Nanjing Plant.	<b>August</b> • Increased production capacity at CFMA Nanjing Plant. • Started production of 2nd-generation Mazda2	<b>November</b> Established Changan Mazda Automobile Co., Ltd. (CMA)	<b>June</b> Started the production of CX-5	<b>April</b> Started the production of Mazda3	<b>April</b> Started the production of CX-8

## Mazda Vehicle Production

Country/region	Company name	FY2005 ('05.4-'06.3)	FY2006 ('06.4-'07.3)	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)
Thailand	AutoAlliance (Thailand) Co., Ltd.	35,746	46,978	52,977	38,711	39,775	95,657	76,185
China	FAW Car Co., Ltd. (FCC)	128,909	128,555	107,956	105,998	198,725	240,301	196,885
	Changan Mazda Automobile Co., Ltd. (CMA)							
Taiwan	Ford Lio Ho Motor Co., Ltd.	23,842	15,387	12,483	4,937	12,485	3,521	3,571
Vietnam	Thaco Mazda Automobile Manufacturing Company	—	—	—	—	—	—	288
Others		11,946	10,810	285	200	140	—	—

Country/region	Company name	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	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)
Thailand	AutoAlliance (Thailand) Co., Ltd.	120,746	77,351	84,540	126,378	134,770	133,188	141,246
China	FAW Car Co., Ltd. (FCC)	157,934	190,555	215,262	234,821	292,181	316,973	248,872
	Changan Mazda Automobile Co., Ltd. (CMA)							
Taiwan	Ford Lio Ho Motor Co., Ltd.	4,348	6,089	5,454	2,234	238	—	—
Vietnam	Thaco Mazda Automobile Manufacturing Company	173	720	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	205	Mazda 96.1% KKS 3.9%
China	FAW Mazda Motor Sales Co., Ltd.	Changchun, Jilin Province	March 2005	289	FAW Car 56% Mazda 40% FAW Group 4%
	Changan Mazda Automobile Corporation, Ltd.	Nanjing, Jiangsu Province	April 2007	258	Sales department of CMA
Taiwan	Mazda Motor Taiwan Co., Ltd.	Taipei	December 2013	53	Mazda 100%
Australia	Mazda Australia Pty Ltd.	Mount Waverley, Victoria	April 1967	321	Mazda 100%
New Zealand	Mazda Motors of New Zealand Ltd.	Mt Wellington, Auckland	June 1972	46	Mazda 100%

## Number of Distributors and Dealerships

Region	Number of markets	Distributors	Dealerships
Asia	16	16	326
Oceania	14	14	192
China	1	2	493
Taiwan	1	1	39

## Mazda Sales

Market	FY2005 ('05.4-'06.3)	FY2006 ('06.4-'07.3)	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)
China	130,029	129,128	101,005	134,564	196,166	235,800	222,635
Taiwan	29,179	20,386	14,970	9,151	13,192	16,207	15,477
Other Asian regions	29,251	27,269	25,400	19,929	27,878	56,183	67,040
Oceania	72,975	75,052	87,799	85,386	86,699	93,797	98,849

Market	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	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)
China	174,687	196,483	214,628	235,024	291,688	322,420	247,339
Taiwan	12,342	14,524	15,389	21,579	22,997	23,046	21,710
Other Asian regions	102,677	75,583	77,853	102,319	105,933	117,436	137,572
Oceania	111,282	112,608	111,650	128,188	131,247	129,540	123,752

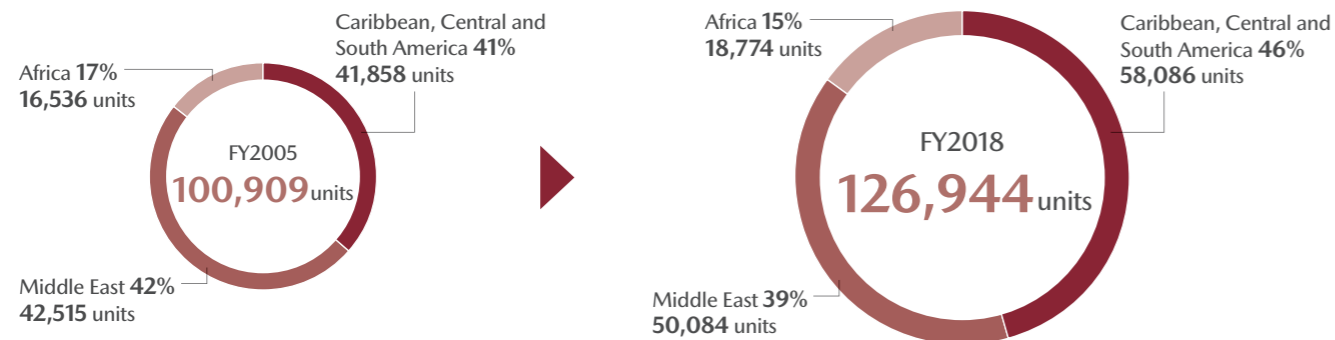
## Sales in FY2018

Asia		Oceania	
China	247,339 units	Australia	109,874 units
Taiwan	21,710 units	Others	13,878 units
Thailand	70,461 units		
Other Asian regions	67,111 units		

# Activities by Region / Caribbean, Central and South America, Middle East, Africa (As of March 31, 2019)

## Mazda Sales

# 126,944 units



### Mazda Vehicle Production

Country/region	Company name	FY2005 ('05.4-'06.3)	FY2006 ('06.4-'07.3)	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)
South Africa	Ford Motor Company of Southern Africa (Pty) Ltd.	5,127	6,457	6,214	4,135	3,917	3,690	2,951
Zimbabwe	Willowvale Mazda Motor Industries (PVT) Ltd.	1,042	1,182	1,517	1,468	684	337	813
Colombia	Compania Colombiana Automotriz S.A. (CCA)	2,763	4,109	6,173	3,316	3,727	5,018	3,223
Ecuador	Manufacturas, Armaduras y Repuestos Equatorianos S.A. (MARESA)	4,335	5,976	6,448	9,016	6,860	9,378	6,108
Others		12,054	11,396	-	-	-	-	-

Country/region	Company name	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	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)
South Africa	Ford Motor Company of Southern Africa (Pty) Ltd.	3,098	3,154	2,283	932	-	-	-
Zimbabwe	Willowvale Mazda Motor Industries (PVT) Ltd.	246	1	-	-	-	-	-
Colombia	Compania Colombiana Automotriz S.A. (CCA)	3,905	2,044	351	-	-	-	-
Ecuador	Manufacturas, Armaduras y Repuestos Equatorianos S.A. (MARESA)	11,334	6,842	6,879	1,684	-	-	-
Others		-	-	-	-	-	-	-

\*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	(MCOL)	Bogotá	May 2014	61	Mazda 100%
South Africa	(MSA)	Midland	July 2013	42	Mazda 70% Itochu Corporation 30%

## Number of Distributors and Dealerships

Region	Number of markets	Distributors	Dealerships
Caribbean, Central and South America*	36	35	215
Middle East	13	13	81
Africa	39	25	128

\* Excluding Mexico

## Mazda Sales

Market	FY2005 ('05.4-'06.3)	FY2006 ('06.4-'07.3)	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)
Caribbean, Central and South America	41,858	49,557	61,731	47,802	33,752	43,464	38,401
Middle East	42,515	41,895	64,163	56,965	55,659	54,078	33,410
Africa	16,536	19,328	23,929	22,969	16,508	15,582	12,595

Market	FY2012 ('12.4-'13.3)	FY2013 ('13.4-'14.3)	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)
Caribbean, Central and South America	35,311	42,342	44,922	48,671	49,691	54,232	58,086
Middle East	29,852	39,408	44,690	54,742	48,635	53,087	50,084
Africa	9,824	11,494	11,750	18,935	17,607	18,242	18,774

## Sales in FY2018

Caribbean, Central and South America		Middle East		Africa	
Colombia	21,571 units	Saudi Arabia	25,362 units	South Africa	14,418 units
Chile	19,648 units	Israel	12,320 units	Others	4,356 units
Others	16,867 units	Others	12,402 units		



# History

## Corporate

- 1920 January** Toyo Cork Kogyo Co. Ltd. is founded in Hiroshima, Japan. Shinpachi Kaizuka becomes president
- 1921 March** Jujiro Matsuda becomes president
- 1927 September** Company becomes Toyo Kogyo Co., Ltd.
- 1929 April** Begins manufacturing Toyo machine tools
- 1931 October** Starts 3-wheeled truck Mazda-go production
- 1932 —** Starts export of 3-wheeled trucks to Dalian, Mukden, Tsingtao, China
- 1935 October** Begins production of rock drills and gauge blocks
- 1945 August** Loans part of headquarters' building to Hiroshima prefecture and all functions of the prefecture office are transferred there (until July '46)
- 1949 August** Restarts 3-wheeled truck exports (India)
- 1951 December** Tsuneji Matsuda becomes president
- 1961 July** Enters into technical cooperation with NSU/ Wankel on rotary engines
- 1962 January** Begins local assembly in South Korea
- 1963 March** Cumulative production reaches 1 million vehicles
- June** Begins local assembly in South Africa
- 1965 January** Technical cooperation begins with Perkins Services N.V. (U.K.) on diesel engines
- May** Completes Miyoshi Proving Ground
- 1966 November** Completes new passenger car plant (Ujina) in Hiroshima
- 1967 March** Full-scale exports to the European market starts
- April** Establishes sales company in Australia
- 1968 July** Establishes sales company in Canada
- 1969 April** Begins full-scale exports of rotary engine vehicles



President Jujiro Matsuda



Three-wheeled truck

- 1970 April** Exports to the U.S. begin
- November** Kouhei Matsuda becomes president
- 1971 February** Establishes Mazda Motor of America (MMA)
- 1972 October** Completes Mazda Training Center in Taibi
- December** Cumulative production reaches 5 million units
- 1974 April** Completes Miyoshi diesel engine plant
- 1975 January** Confirms the Mazda Corporate Mark
- Begins local production in Thailand
- 1977 December** Yoshiki Yamasaki becomes president
- 1978 November** Cumulative production reaches 1 million units for rotary-engine cars
- 1979 June** Cumulative production reaches 10 million units
- November** Enters into a capital tie-up with Ford Motor Company
- 1981 December** Starts operations at Hofu transmission plant (Nakanoseki area)
- Establishes Autorama (begins to supply products from October 1982)
- 1982 September** Production begins at the Hofu Plant (Nishinoura district)
- 1983 April** Begins local production in Colombia (establishes CCA)
- 1984 May** Company is renamed Mazda Motor Corporation
- October** Establishes the Mazda Foundation
- November** Kenichi Yamamoto becomes president
- 1985 January** Establishes Mazda Motor Manufacturing (USA) Corporation (MMUC), later called AutoAlliance International (AAI)
- 1986 March** Establishes Mazda Motor Corporation Beijing Representative Office
- April** Cumulative production of Mazda rotary-engine vehicles reaches 1.5 million units
- 1987 December** Mazda R&D Center in Ann Arbor is completed
- April** Cumulative production reaches 20 million units in Japan
- June** Mazda opens a new research center in Yokohama, Japan
- December** Norimasa Furuta becomes president
- Reaches an OEM agreement for micro-mini vehicles with Suzuki Motors Co., Ltd.

- 1988 May** Completes the Mazda Research and Development Center in Irvine, CA. (U.S.)
- 1989 April** Establishes Mazda Eunos and Mazda Autozam dealership channels
- June** Tokyo Branch renamed Tokyo Head Office
- 1990 May** Completes the European R&D Representative Office (MRE) in Germany
- December** Cumulative production reaches 25 million units
- 1991 June** Mazda 787B No. 55 wins the Le Mans 24-Hour endurance race, claiming the first victory for a Japanese automobile and the rotary engine



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

- November** Establishes Anfini sales channel (formerly Mazda Auto) in Japan
- December** Yoshihiro Wada becomes president
- 1992 February** Full-scale production starts in Hofu Plant No. 2
- April** The 'Mazda Global Environmental Charter' is adopted
- September** Starts local production in China
- 1993 March** Formulates Environment-Related Activity Promotion Plan (Mazda Environmental Voluntary Plan)
- May** Cumulative production at AAI in the US reaches 1 million units

- 1994 November** Mazda acquires the ISO 9002 certificate, first among Japanese auto makers
- 1995 April** Cumulative production in Japan reaches 30 million units
- November** Establishes AutoAlliance (Thailand) Co., Ltd. (AAT) (Actual operations start in February 1996)
- 1996 April** Anfini dealerships renamed Mazda Anfini
- Eunos dealerships integrated into Mazda Anfini or Mazda dealerships
- June** Mazda acquires ISO 9001 certification, the highest attainable quality mark in the ISO 9000 series, first among Japanese automakers
- Henry D.G. Wallace becomes president
- 1997 June** Inaugurates its new brand symbol, the Mazda M
- October** North American operations are streamlined (MNAO commences operations)
- November** James E. Miller is appointed president
- December** Establishes Ethics Committee
- 1998 January** Changes corporate symbol
- March** Consolidates European business (MME commences operations)
- April** Formulates Product Philosophy
- May** AAT starts production
- August** Establishes Mazda Motor Logistics Europe N.V. (MLE)
- September** Hofu Nishinoura plant acquires ISO 14001 certification
- December** AAT commences exports
- 1999 June** Cumulative production at AAI reaches 2 million units
- Mazda reaches an agreement with Mitsubishi to supply small commercial vehicles to Mitsubishi
- September** Entire Hofu Plant obtains environmental ISO certification
- December** Mark Fields becomes president



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



Mazda Motor Logistics Europe N.V. (MLE)

1920

1930

1940

1950

1960

1970

1980

1988

1994

## Product

- 1931 October** Starts sales of Mazda's first automobile, the 3-wheeled truck, Mazda-go
- 1950 June** Introduces first small 4-wheeled truck, Mazda CA
- 1958 April** Introduces small 4-wheeled truck Romper (later known as D-series (Mazda Kraft), E-series (Titan))
- 1960 May** Introduces Mazda R360 Coupe, first 2-door passenger car for the company
- 1961 February** Introduces 4-wheeled light truck B360 (later known as Porter)
- August** Introduces Mazda B-series 1500 compact pickup (later renamed Proceed)
- 1962 February** Introduces Mazda Carol 600, first 4-door passenger car for the company
- 1963 October** Introduces Familia 800 Van
- 1964 October** Introduces Familia Sedan
- 1965 May** Introduces Light bus (later known as Parkway)
- 1966 May** Introduces Mazda Bongo
- August** Introduces Mazda Luce
- 1967 May** Introduces Mazda Cosmo Sport (110S), first rotary engine vehicle for the company
- 1969 April** Introduces 4-wheeled light truck, Porter Cab
- October** Introduces mid-size truck, Boxer



Romper



Carol

- 1970 May** Introduces Mazda Capella (RX-2)
- 1971 September** Introduces the Grand Familia
- Introduces Mazda Savanna (RX-3)
- 1972 June** Introduces micro-mini, Shante
- 1975 March** Introduces Road Pacer
- October** Introduces Mazda Cosmo
- 1978 March** Introduces Mazda Savanna RX-7 (RX-7)
- 1980 December** 5th generation Mazda Familia (GLC/323) wins Japan Car of the Year
- 1982 December** 4th Generation Capella (Telstar) wins Japan Car of the Year award
- 1983 June** Introduces Mazda Bongo Brawny van and wagon series (E-series)
- 1986 February** Introduces Festiva
- 1987 January** Introduces Mazda Etude



Cosmo Sport (110S)



5th generation Familia (GLC/323)

- 1988 October** Introduces Persona
- 1989 June** Introduces Mazda Scrum (Suzuki OEM)
- September** Introduces Eunos Roadster (MX-5)
- November** Introduces Eunos 100 and Eunos 300
- 1990 January** Introduces Mazda MPV
- April** Introduces Eunos Cosmo
- September** Introduces Autozam Revue (121)
- 1991 May** Introduces Mazda Sentia (929)
- June** Introduces Eunos Presso and Autozam AZ-3
- October** HR-X hydrogen rotary engine concept car is shown at the Tokyo Motor Show
- Introduces Mazda Cronos
- November** Introduces Anfini MS-6 and Anfini MS-9
- 1992 January** Introduces Mazda MX-6 to the Japanese market
- February** Introduces Eunos 500 (Xedos 6)
- March** Introduces Anfini MS-8
- May** Introduces Autozam Clef
- October** Introduces Autozam AZ-1
- November** Develops a passenger car with a natural gas engine
- 1993 January** Electric-powered vehicles based on the Mazda MX-5 are developed
- April** Develops Miller-cycle engine
- September** Introduces Mazda Lantis (323F)
- October** Introduces Eunos 800 (Xedos 6)



Eunos Roadster (MX-5)



1st generation MPV



Eunos Cosmo

- 1994 February** Mazda develops a compressed natural gas-powered truck (Titan base)
- September** Introduces Mazda AZ-Wagon (Suzuki OEM)
- Introduces Mazda Familia Van (Nissan OEM)
- 1995 February** Introduces Mazda Proceed Levante
- June** Introduces Mazda Bongo Friendee
- 1996 August** Introduces Mazda Demio
- October** Mazda Demio receives RJC New Car of the Year award
- 1997 December** Mazda develops the Mazda Demio FCEV, fuel-cell electric vehicle
- 1998 May** Introduces Mazda Bongo EV, electric vehicle
- October** Introduces AZ-Offroad (Suzuki OEM)
- Introduces Carol (Suzuki OEM) (4th generation)
- 1999 March** Introduces Mazda Laputa (Suzuki OEM)
- April** Develops aldehyde remover, Life Breath
- Introduces Mazda Premacy



1st generation Demio (Mazda2)




Mazda Bongo Friendee



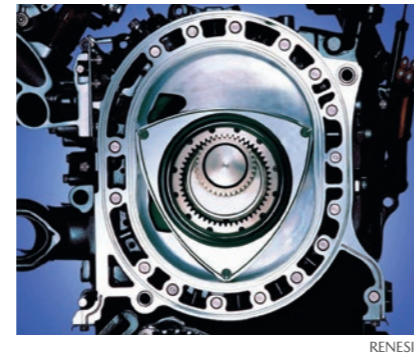
1st generation Premacy (Mazda5)

# History

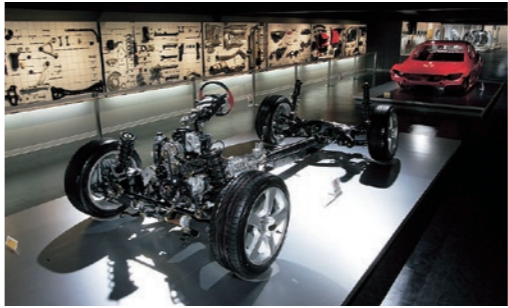
## Corporate

- 2000 April** Mazda participates in a government supported joint project to test run fuel cell vehicles
- June** All Mazda plants in Japan acquire ISO 14001 environmental management certification
- July** Introduces a website for the media  
Establishes brand DNA common to all passenger cars
- August** AAT-produced pickup trucks reach 100,000 units
- November** Announces mid-term plan, Millennium Plan
- 2001 January** Mazda expands use of recycled materials made from end-of-life bumpers
- February** Introduces the 'build-to-order' system, a first in Japan
- September** Closes Ujina Plant No. 2 (until May 2004)
- 2002 January** Cumulative production volume at Hofu Plant reaches 5 million units  
Completes Nakasatsumai Proving Ground in Hokkaido  
Commences production of MZR engines
- March** Opens company day-care center  

- April** Introduces new brand message 'Zoom-Zoom'
- May** Enhances corporate governance by taking measures such as the introduction of an executive officer system
- June** Lewis Booth becomes president
- August** Sells auto leasing business to SB Auto Leasing Company
- September** Transfers business in subsidiary Mazda Earth Technologies Co., Ltd. to Sandvik Tamrock Japan Co., Ltd.
- December** Mazda establishes Management Advisory Committee to further enhance corporate governance

- 2003 January** Begins production of RENESIS rotary engine  
Starts production of Mazda6 at FAW Car Company in China  
Starts production of the Mazda2 in Europe at the Ford Valencia plant (ends June 2007)



- July** Mazda and Isuzu agree on OEM supply of Isuzu small truck
- August** Hisakazu Imaki becomes president

- 2004 February** Starts sales of micro-mini vehicles in all dealership networks and expands cross-channel offerings of registered vehicles
- April** Ends production at the Hiroshima plant's F Plant to strengthen its production system
- May** Commences operations at retooled Ujina Plant No. 2
- September** Transfers all shares in Mazda Car Rental Corporation
- December** Ujina Plant No. 1 fire
- 2005 February** Hydrogen fueling station opens  
Celebrating Mazda's 85th anniversary, the newly-renovated Mazda Museum opens  

- April** Commences an advanced automobile technology research project with the Hiroshima University Graduate School Engineering Research Dept.  
Operation of Ujina Plant No. 1 paint line recommences
- August** Opens China Engineering Support Center

- 2006 January** Mazda and Mitsubishi Corporation establish new energy supply company for Japan operations
- February** Starts production of Mazda3 at Changan Ford Mazda Automobile plant in Chongqing
- April** Mazda Autozam sales channel in Japan cumulative sales reach 1 million units
- May** Holds opening ceremony for Mine Proving Ground  

- July** The car-carrying vessel, Cougar Ace, becomes stricken at sea
- 2007 March** Announces new Mazda Advancement Plan mid-term business plan  
Sets long-term vision for technology development: Sustainable Zoom-Zoom
- April** Starts engine mass production at the Changan Ford Mazda Automobile Co., Ltd. (Nanjing)
- May** Receives certification of the Japanese Government's Kurumin mark  
Celebrates the 40th anniversary of the Rotary Engine vehicle
- July** Marks 40 million units of cumulative vehicle production in Japan  
AAT celebrates 1 million units of production  
Achieves mixed production of V6 and in-line four-cylinder engines  
Mazda Enhances Green Distribution System Between Hiroshima and the Tokai District
- October** Changan Ford Mazda Automobile Nanjing Plant commences production of the new Mazda2

2000

2003

2004

2006

## Product

- 2000 July** Mazda Roadster is recognized as the world's top selling lightweight open-top two-seater sports car model by the Guinness World Records (565,779 production units)
- October** Introduces Titan Dash
- November** Introduces Tribute
- 2001 February** Develops a new fuel-cell electric vehicle, Premacy FC-EV. First test run on public roads in Japan
- December** Develops high-strength plastic technology for new module carriers
- 2002 February** Introduces Mazda Spiano (Suzuki OEM)
- May** Introduces Mazda Atenza (Mazda6)  


- July** Drastically reduces the amount of cutting fluids used in machining processes  
Minimizes environmental impact with semi-dry machining process  
Develops world's first environmentally friendly painting technology
- November** Mazda Atenza wins RJC New Car of the Year award
- December** Begins public road trials of Advanced Safety Vehicle (ASV)

- 2003 February** Mazda introduces a world first aluminum joining technology using friction heat
- April** Mazda develops an impact-absorbing hood
- May** Develops an emissions reduction technology for diesel engines where the particulate matter is reduced by over 75% compared to the current model
- June** Mazda's RENESIS engine wins International Engine of the Year award
- September** Mazda develops a new paint stripping technology for recycling bumpers which removes 99.9% of paint to produce high quality material for new bumpers
- October** Introduces Mazda Axela (Mazda3)




1st generation Axela (Mazda3)


- November** RENESIS rotary engine named RJC Technology of the Year  
Mazda RX-8 wins RJC Car of the Year award
- December** Mazda6 named Car of the Year in China

- 2004 May** Mazda's RENESIS wins 2.5-3.0 liter category of International Engine of the Year for second year running
- June** Introduces Mazda Verisa  



Verisa

- October** Starts public road testing of the RX-8 Hydrogen RE vehicle
- November** Mazda's Three Layer Wet Paint technologies wins the Minister of Environment Award for prevention of global warming
- 2005 March** Bumper-to-bumper recycling technology is introduced to produce new bumpers for the RX-8
- April** Mazda resumes Ujina Plant No. 1 paint shop operations with the new state-of-the-art Three Layer Wet Paint system installed
- June** Develops world's first steel-to-aluminum friction spot welding technology
- November** 3rd generation Mazda Roadster wins Japan Car of the Year  


3rd generation Roadster (MX-5/Miata)

- 2006 February** Begins commercial leasing of world's first rotary hydrogen vehicle (RX-8 Hydrogen RE)  


RX-8 Hydrogen RE

- May** Mazda develops high-strength heat-resistant bioplastic for interior parts with Hiroshima area partners
- November** Mazda MPV 2.3L DISI turbo engine vehicle wins the Chairperson's Award of the Eco-Products Awards Steering Committee
- December** Introduces Mazda CX-7 to the Japanese market  


CX-7

- 2007 September** Develops world's first biofabric made with 100% plant-derived fiber for vehicle interior
- October** Develops world-first catalyst material structure for autos using single-nanotechnology
- November** 3rd generation Mazda Demio wins RJC Car of the Year award  
Participates in Norwegian National Project, HyNor, by providing hydrogen cars to Norway from summer 2008

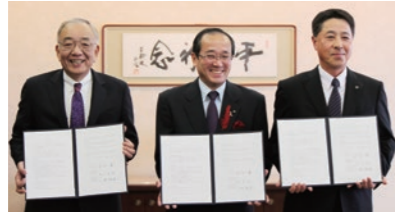
# History

## Corporate

- 2008 February** Receives Japan's first Human Rights Merit Award
- March** Forms strategic alliance in auto financing business in Japan
- April** Launches the environment management system 'Eco-action 21' among Japanese distributors
- June** Launches new Global Visual Identity to express the company's brand identity  
Announces plan to reduce CO<sub>2</sub> emissions  
Announces plan to improve vehicle fuel economy 30% by 2015
- July** Establishes Mazda Parts Co., Ltd. in Japan
- September** Commences vehicle transport on the Trans-Siberian Railroad
- October** Mazda Museum welcomes 1 millionth visitor
- November** Takashi Yamanouchi becomes president
- December** Obtains naming rights for the new Hiroshima baseball stadium and names the stadium Mazda Zoom-Zoom Stadium Hiroshima



Ceremony for the 1 millionth visitor to Mazda Museum



Ceremony held after being granted naming rights for the new Hiroshima baseball stadium

- 2009 March** Opens training centers in Beijing, Shanghai and Shenzhen
- April** Increases capital investment from 25% to 40% in FAW Mazda Motor Sales Co. Ltd (FMSC)
- July** Inaugurates new passenger car plant at AutoAlliance Thailand (AAT)

- 2010 March** Agrees to hybrid system technology license with Toyota Motor Corporation
- April** A joint program by Mazda Foundation and Hiroshima University, Science Waku-Waku project wins the 2010 Ministry of Education, Culture, Sports, Science and Technology award
- September** Joins Hiroshima Moritsukuri Forum. Begins forest conservation activities in the local community through Mazda no Mori (Mazda Forest)
- 2011 January** Nissan and Mazda agree on new OEM contract with Nissan
- February** Mazda and Hiroshima University sign comprehensive cooperation agreement
- June** Establishes vehicle production facility in Mexico and sales company in Brazil with Sumitomo  
Implements outside director system
- October** Mazda and Sumitomo Corporation hold groundbreaking ceremony to mark start of construction of the new plant in Mexico  
Local assembly of Mazda2 begins at Vina Mazda's new plant in Vietnam



Mexico plant "MMVO"

- 2012 January** Completes new wing of the Mazda Hospital (in-patient ward)
- May** Begins discussions with Fiat regarding development and production of new open-top two-seater sports car
- July** Increases production capacity of SKYACTIV-G and SKYACTIV-D engines to 800,000 units per annum
- September** Established Mazda SOLLERS, a local production company in Russia in partnership with Sollers  
Mazda and Malaysia's Bermaz establish joint venture company Mazda Malaysia
- November** Reached agreement with Toyota to produce Toyota vehicles at new plant in Mexico
- 2013 January** Signed agreement with Fiat to produce a new Alfa Romeo
- April** Takashi Yamanouchi, then president and CEO is awarded Mexico's Order of the Aztec Eagle
- June** Masamichi Kogai becomes President
- July** Begins construction of new transmission plant in Thailand
- August** Announces addition of engine machining factory to Mexican plant  
Announces increase in production capacity for SKYACTIV engines in Japan to 1 million units  
Hofu Plant builds ten millionth car  
Establishes a new national sales company in South Africa  
Obtains naming rights for Hiroshima baseball stadium, keeps name Mazda Zoom-Zoom Stadium Hiroshima

2008

2009

2010

2012

## Product

- 2008 January** Conducts ITS test on public roads as part of a Hiroshima prefecture industry-academic-government group  
Realizes Japan first rear vehicle monitoring system
- March** 3rd generation Mazda2 wins World Car of the Year award  
Starts public test driving of the Advanced Safety Vehicle, ASV
- June** Starts industry-academia-government collaboration to realize non-food-based bioplastics by 2013  
Gains government approval to begin public road tests in Japan for the Mazda Premacy Hydrogen RE Hybrid



Mazda Premacy Hydrogen RE Hybrid (Delivered to Hiroshima City, Hiroshima Prefecture)

- July** Introduces new Mazda Biance
- September** Develops a unique idling stop system using direct injection engine technology  
Develops plastic molding technology which reduces consumption of plastic resins by 30%



1st generation Biance

- 2009 January** Cuts precious metal usage 70% with new single-nanocatalyst
- February** Participates in 'ITS-Safety 2010' combined road trials
- March** Develops world-first automated recycling technology for end-of-life vehicle bumpers  
Becomes first Japanese automaker to develop a urea SCR system for cars  
Begins commercial leasing of world's first hybrid rotary hydrogen vehicle, Premacy Hydrogen RE Hybrid
- June** Succeeds in developing world's lowest environmental impact water-based paint system, Aqua-tech, and launches it in Ujina Plant No. 1
- November** Mazda i-stop wins RJC Technology of the Year award  
Mazda Axela and Mazda Biance with i-stop win Eco-Products Award in Japan  
Provides Demio as the base architecture for the electric vehicle test project, Tsukuba Environmental Style Test Project



2nd generation Axela (Mazda3) Sport

- 2010 September** Announces new design theme Kodo - Soul of Motion



Mazda Shinari

- October** Announces next-generation Skyactiv technology
- 2011 February** Builds 900,000th Roadster/MX-5, applies to Guinness World Records to update record for best-selling two-seat sports car  
Mazda3/Axela global production reaches 3 million units
- May** Launches Demio with highly-efficient direct-injection SKYACTIV-G 1.3 gasoline engine
- June** Launches second SKYACTIV model in Japan, Axela (Mazda3)
- September** Launches final special edition of the RX-8; Mazda RX-8 SPIRIT R
- November** New engine SKYACTIV-G 1.3 wins RJC Technology of the Year Award  
Develops brake energy regeneration system for a passenger car that uses a capacitor

- 2012 February** Launches Mazda CX-5, a new crossover SUV which adopts the full range of SKYACTIV technologies and advanced safety technology, Smart City Brake Support



All-new CX-5

- June** Launches Mazda Flairwagon micro-mini, an OEM vehicle from Suzuki
- October** Begins leasing the Demio EV (electric vehicle)
- November** The Mazda CX-5 with SKYACTIV-D 2.2 wins Car Technology of the Year award from Japan Automotive Hall of Fame  
Launch of 3rd generation Atenza (Mazda6) featuring advanced safety technology, i-ACTIVSENSE  
Mazda CX-5 wins the 2012-2013 Car of the Year Japan
- 2013 January** Launched upgraded Premacy
- May** Launched upgraded Biance
- September** Mazda Atenza ASV-5 advanced safety vehicle begins trials on public roads
- November** Launches 3rd generation Mazda3 (Axela)  
3rd generation Atenza (Mazda6) wins Emotional Award of 2013-2014 Car of the Year Japan  
3rd generation Atenza (Mazda6) wins RJC Car of the Year

# History

## Corporate

- 2014 January** Production starts at new plant in Mexico
- February** Opening ceremony for new plant in Mexico
- March** Production of all-new Mazda3 begins in Thailand
- April** Production of all-new Mazda6 and all-new Mazda3 begins in China
- May** Construction of (Mazda-exclusive) vehicle assembly plant is completed in Malaysia  
Operations begins at new national sales company in Columbia



Opening ceremony at the assembly plant in Malaysia

- June** Accumulated production volume of Axela (Mazda3) for driving schools reaches 10,000 units
- July** Operations begin at new national sales company in Taiwan  
Production of all-new Mazda2 (Demio) begins at Hofu Plant  
Announces new-generation dealership in Japan  
Announces production capacity increase for SKYACTIV transmissions at Hofu (Nakanoseki)
- August** Mazda Technology for Kids receives Prime Minister's Award in Kids Design Awards 2014
- September** Production of all-new Mazda2 begins in Thailand  
Mazda renews headquarters' lobby
- October** Production of all-new Mazda2 begins in Mexico  
Mazda vehicles now available in all ten ASEAN member countries

- 2015 January** Mazda starts production at transmission plant in Thailand
- May** Toyota and Mazda team up to make cars better  
Hiroshima Industry-University-Government Collaboration Promotion Conference on Automobile Sector
- July** Mazda starts production of Mazda BT-50 in Thailand



BT-50

- September** Mazda's Miyoshi Proving Ground celebrates 50th anniversary
- November** Aqua-tech Paint System wins Prime Minister's Prize of the 6th Monotsukuri Nippon Grand Award
- December** Ranked number one in the Corporate Average Fuel Economy of the EPA's (US Environmental Protection Agency) Fuel Economy Trends Report for the third consecutive year

- 2016 January** Opens Mazda Brand Space Osaka



Mazda Brand Space Osaka

- February** Strengthens the domestic sales structure by further improving brand value
- April** Starts global roll-out of Aqua-tech Paint System
- May** Wins the 8th Japan Marketing Award
- June** Mazda and Nishikido begin sales of assorted momiji manju cakes in package commemorating one million MX-5s produced  
Starts collaborative research with the University of Hyogo
- July** Mazda and Isuzu agree on OEM supply of Isuzu next-generation pick-up trucks
- August** Announces increase in engine production capacity at Thai powertrain plant
- 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  
Ranked number one in the Corporate Average Fuel Economy of the EPA's Fuel Economy Trends Report for the fourth consecutive year
- December** Starts production of CX-3 at Hofu Plant



Vehicle representing the one-million unit mark in the Roadster (MX-5/Miata) production

2014

## Product

- 2014 February** Global production of Mazda3 (Axela) reaches 4 million units
- April** Global production of SKYACTIV models reaches one million units
- September** World premiere of all-new Mazda MX-5 (Roadster)  
Pre-sale orders for all-new Demio (Mazda2) begin in Japan



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

- October** All-new Demio (Mazda2) wins 2014-2015 Car of the Year Japan
- November** All-new Demio Wins Good Design Gold Award 2014 in Japan  
SKYACTIV-D 1.5 awarded 11th Eco-Products Award
- December** Mazda6 global production reaches 3 million units



Demio

2015

- 2015 January** Mazda releases updated Mazda Atenza and Mazda CX-5
- February** Mazda CX-3 goes on sale in Japan
- March** Three New Mazdas capture 2015 Red Dot Awards
- May** All-new Mazda Roadster goes on sale in Japan
- June** Mazda Introduces Digital Owner's Manuals Starting with All-New Roadster in Japan  
Mazda participates in 2015 Goodwood Festival of Speed
- July** Adaptive LED Headlight wins the 9th Kids Design Award
- September** Mazda to Unveil Mazda KOERU Concept at Frankfurt Motor Show  
Mazda receives German Design Awards in three categories
- October** Mazda Reveals Mazda RX-VISION Concept at Tokyo Motor Show



CX-3



Mazda RX-VISION

- November** 4th generation Mazda Roadster wins Car of the Year award from Japan Automotive Hall of Fame  
World premiere of the CX-9, a new 3-row seating mid-size crossover SUV, at the Los Angeles Auto Show
- December** 4th generation Mazda Roadster wins Japan Car of the Year  
Global production of new-generation products reaches three million units

2016

- 2016 January** Mazda RX-VISION selected as the most beautiful concept car in France
- February** Production of all-new Mazda CX-9 begins
- March** Announces plans for sponsorship of 2016 motor sport events  
World premiere of MX-5 RF retractable hard roof model  
4th generation Mazda Roadster wins World Car of the Year and World Car Design of the Year
- April** World premiere of CX-4, an all-new crossover SUV  
Global production of Roadster reaches one million units  
Global production of Mazda3 (Axela) reaches five million units  
CX-3 wins the JNCAP Five Star Award with the highest score for 2015  
Combustion chamber structure of SKYACTIV-D wins the Imperial Invention Prize of the 2016 All-Japan Invention Awards
- July** Mazda3 (Axela) is updated  
Announces SKYACTIV-VEHICLE DYNAMICS, a new-generation vehicle motion control technology
- August** Mazda6 (Atenza) receives product update  
G-Vectoring Control and automatic brake technology win the 10th Kids Design Award




CX-9

- 2016 October** Production of MX-5 RF begins  
Announces product updates for CX-3 and Mazda2 (Demio)
- November** Mazda MX-5 (Roadster) RF debuts in Japan  
World premiere of all-new CX-5 at Los Angeles Auto Show  
Announces of new body color Soul Red Crystal  
CX-4 wins 2017 Chinese Car Design of the Year award for the first time
- December** Axela (Mazda3) achieves the highest rank "ASV++" in the 2016 Japan New Car Assessment Program  
Roadster (MX-5/Miata) RF wins the 2016 Auto Color Award  
Mazda CX-5 Goes on Sale in Japan



Mazda MX-5 (Roadster) RF

## Corporate


- 2017 February** Recognized as a Certified Health and Productivity Management Organization - White 500
- March** Production of all-new CX-5 confirmed at Hofu Plant  
Announces the standardization of the "i-ACTIVSENSE" advanced safety technology
- August** Toyota and Mazda sign an agreement to enter a business and capital alliance  
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  
Mazda enhances its production system in Malaysia  
— Assembly of the new CX-5 starts at the local plant in August —  
Mazda, Denso, and Toyota enter a joint agreement to develop electric vehicle technologies

2017

## Product


- 2017 March** CX-3 wins the Thailand Car of the Year 2016 award  
"SOUL of MOTION" fragrance representing the "Kodo - Soul of Motion" design wins the golden iF Design Award 2017 (packaging discipline) in Germany
- April** Launches Demio (Mazda2) with advanced safety technology as standard equipment  
First stage in the standardization of "i-ACTIVSENSE," all models classified in the "Safety Support Car S (Sapo Car S/Basic)" category  
MX-5 RF wins the 2017 Red Dot: Best of the Best award in Germany
- June** CX-3 passes the Worldwide harmonized Light duty driving Test Cycle (WLTC)  
Adds a gasoline engine model to the CX-3 lineup
- July** All the Mazda target models included in the IIHS safety test in the United States are given the highest "2017 Top Safety Pick+" ranking
- August** Updates the Axela (Mazda3) models - introduces the "360° View Monitor"
- September** Mazda unveils the CX-8 model, a brand-new crossover SUV with three seat rows
- 
- CX-8
- October** Mazda unveils its concept models, Mazda KAI CONCEPT and Mazda Vision-Coupe, at Tokyo Motor Show in front of a global audience
- November** Mazda installs a front grille on Mazda CX-5 made from eco-friendly high-quality bioengineered plastic

2018

- 2018 January** Mazda and Toyota build a new joint factory in Alabama, U.S.A. — A 1.6-billion-dollar investment is made and approximately 4,000 workers are employed in order to start the operation in 2021 —  
Opens an engine machining plant at Mazda's Thai powertrain plant — Engine production capacity in Thailand to reach 100,000 units per year —  
Mazda signs the United Nations Global Compact initiative
- March** Mazda and Toyota establish a new joint enterprise in the U.S.A. under the name Mazda Toyota Manufacturing, U.S.A., Inc.  
Mazda, ELIY 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
- May** Mazda marks 50 million units of cumulative vehicle production in Japan
- 
- Marks 50 million units of cumulative vehicle production in Japan
- June** Mazda joins the Hiroshima "Your Green Fuel" Project
- October** Mazda ranked number one in the Corporate Average Fuel Economy of the EPA's Fuel Economy Trends Report for the fifth consecutive year  
Mazda announces its technological strategy, combining electric vehicle and connectivity technologies for the production of cars that can revitalize both the human mind and body
- November** Mazda and Toyota build a new joint factory in the U.S.A. Mazda Toyota Manufacturing, U.S.A., Inc. (MTMUS) holds the groundbreaking ceremony

Groundbreaking ceremony at MTMUS





- 2018 February** Mazda Vision-Coupe selected as the most beautiful concept car in France  
SKYACTIV-X next-generation gasoline engine receives the Q Global Tech Award in Italy  
Kodo design - Car-Making Philosophy behind the Mazda Brand wins the METI Minister's Prize of the 7th Monotsukuri Nippon Grand Award
- 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
- May** Mazda CX-8 wins the JNCAP Five Star Award with the highest score for 2017  
— Receives the highest JNCAP score in both the preventive safety performance assessment and collision safety performance assessment —  
Mazda's Aqua-tech Paint System that utilizes water-based paints for vehicles receives the Invention Prize at the 2018 All-Japan Invention Awards
- October** Mazda develops G-Vectoring Control Plus (GVC Plus), a vehicle motion control technology  
Mazda participates at the Tokyo Midtown DESIGN TOUCH 2018 exhibition  
— A fusion of Mazda Vision-Coupe, a next-generation vision design model, and works of art —
- November** Mazda CX-8 wins Car of the Year award from Japan Automotive Hall of Fame  
World premiere of all-new Mazda3  
Mazda unveils its new-generation models
- 
- All-new Mazda3
- December** Mazda starts testing its new transportation services with connectivity technologies in Miyoshi City  
The company aims to create a new model for boosting social development in order to revitalize local communities by including both their residents and government institutions

## Corporate

- 2019 January** Changes name of joint engine production company in China to Changan Mazda Engine Co., Ltd.  
Mazda acquires Ford's stake in Changan Ford Mazda Engine Co., Ltd.
- March** Signs new agreement related to the naming rights of the Hiroshima baseball stadium  
The stadium keeps the name Mazda Zoom-Zoom Stadium Hiroshima
- June** Transitions to a Company with an Audit and Supervisory Committee  
Isuzu, Suzuki, Subaru, Daihatsu, and Mazda enter a business and capital alliance with MONET

2019

## Product

- 2019 January** Mazda 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  
Mazda CX-8 becomes best-selling three-row SUV model in Japan in 2018
- February** Mazda unveils the 30th anniversary edition of MX-5 limited to 3,000 units around the world
- 
- 30th anniversary edition of MX-5
- 
- CX-30
- March** Mazda unveils CX-30 compact crossover SUV, the second in a new generation of models
- April** New Mazda3 wins the 2019 Red Dot: Best of the Best award in Germany  
Mazda announces launch of new clean diesel CX-5 model for the US market at the New York International Auto Show  
Mazda announces a new model for driving schools - a compact sedan specially designed to meet all the needs of learner drivers

## ■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

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

### Annual Report

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

# Mazda Motor Corporation

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

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**Mazda's homepage:**  
<https://www.mazda.co.jp/>