



FISCAL YEAR MARCH 2025 SECOND QUARTER FINANCIAL RESULTS

MAZDA CX-80



November 7, 2024

Mazda Motor Corporation

PRESENTATION OUTLINE

- **Summary of Financial Results & Outlook**
- **Progress of Management Policy up to 2030**

Note: Net income in this presentation indicates net income attributable to owners of the parent

SUMMARY OF FY MARCH 2025 RESULTS AND FORECAST

- **First Half Results**

Global sales volume: 630,000 units / Net sales: ¥2,393.9 billion

Operating income: ¥103.0 billion / Net income: ¥35.3 billion

Record sales in North America, but high industry incentives offset gains from volume and currency. As a result, profits did not meet expectations

- **Full Year Forecast**

Global sales volume: 1.35 million units / Net sales: ¥5 trillion

Operating income: ¥200 billion / Net income: ¥140 billion

Best-ever NA region sales partly offset by weakness in Japan and other markets

Competitive environment remains severe.

Management team committed to achieve forecast and restore solid earnings base

- **Shareholder Return**

Interim dividend is ¥25 per share

Annual dividend of ¥55 per share is planned

FY MARCH 2025 FIRST HALF RESULTS

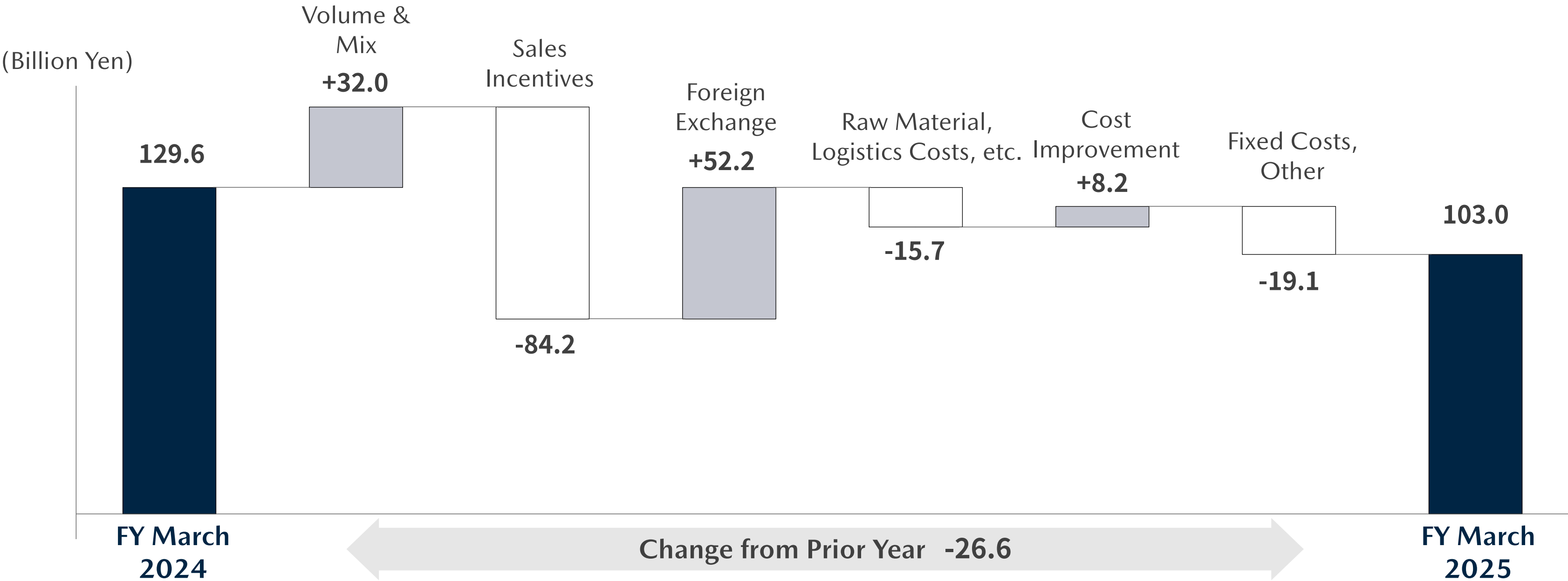
FY MARCH 2025 FIRST HALF VOLUME RESULTS

(Thousand Units)	FY March 2024	FY March 2025	Change from Prior Year	
	1st Half	1st Half	1st Half	
Production Volume*	593	603	+10	+2%
Global Sales Volume				
Japan	82	64	-18	-22%
North America	251	304	+53	+21%
Europe	90	89	-1	-1%
China	45	34	-11	-24%
Other Markets	148	139	-10	-7%
Total	616	630	+14	+2%
USA	184	213	+29	+16%
Australia	50	50	0	0%

FY MARCH 2025 FIRST HALF FINANCIAL METRICS

(Billion Yen)	FY March 2024	FY March 2025	Change from Prior Year	
	1st Half	1st Half	1st Half	
Consolidated Wholesales (Thousand Units)	588	590	+2	0%
Net Sales	2,317.3	2,393.9	+76.6	+3%
Operating Income	129.6	103.0	-26.6	-20%
Ordinary Income	179.2	83.5*	-95.7	-53%
Net Income	108.1	35.3*	-72.8	-67%
Operating Return on Sales	5.6 %	4.3 %	-1.3 pts	
EPS (Yen)	171.6	56.1	-115.5	
Exchange Rate (Yen)				
US Dollar	141	153	+12	
Euro	153	166	+13	
Thai Baht	4.05	4.27	+0.22	
Mexico Peso	8.13	8.49	+0.36	

DIFFERENCE IN FY MARCH 2025 FIRST HALF OPERATING INCOME (vs. FY MARCH 2024 FIRST HALF)



Volume & Mix	+32.0	Foreign Exchange	+52.2	Raw Material, Logistics Costs, etc.	-15.7	Fixed Costs, Other	-19.1
Volume & Mix, Price	+20.4	USD	+16.9	Raw Material Costs	-10.2	R&D Costs	-7.7
Other	+11.6	EUR	+13.6	Logistics Costs	-5.5	Depreciation Costs	-2.4
		AUD	+9.4			Quality-related Costs	-8.9
		THB	-6.9			Advertising Costs	-7.3
		MXN	+1.9			Other	+7.2
		Other	+17.3				

FY MARCH 2025 FULL YEAR FORECAST

FY MARCH 2025 FULL YEAR VOLUME FORECAST

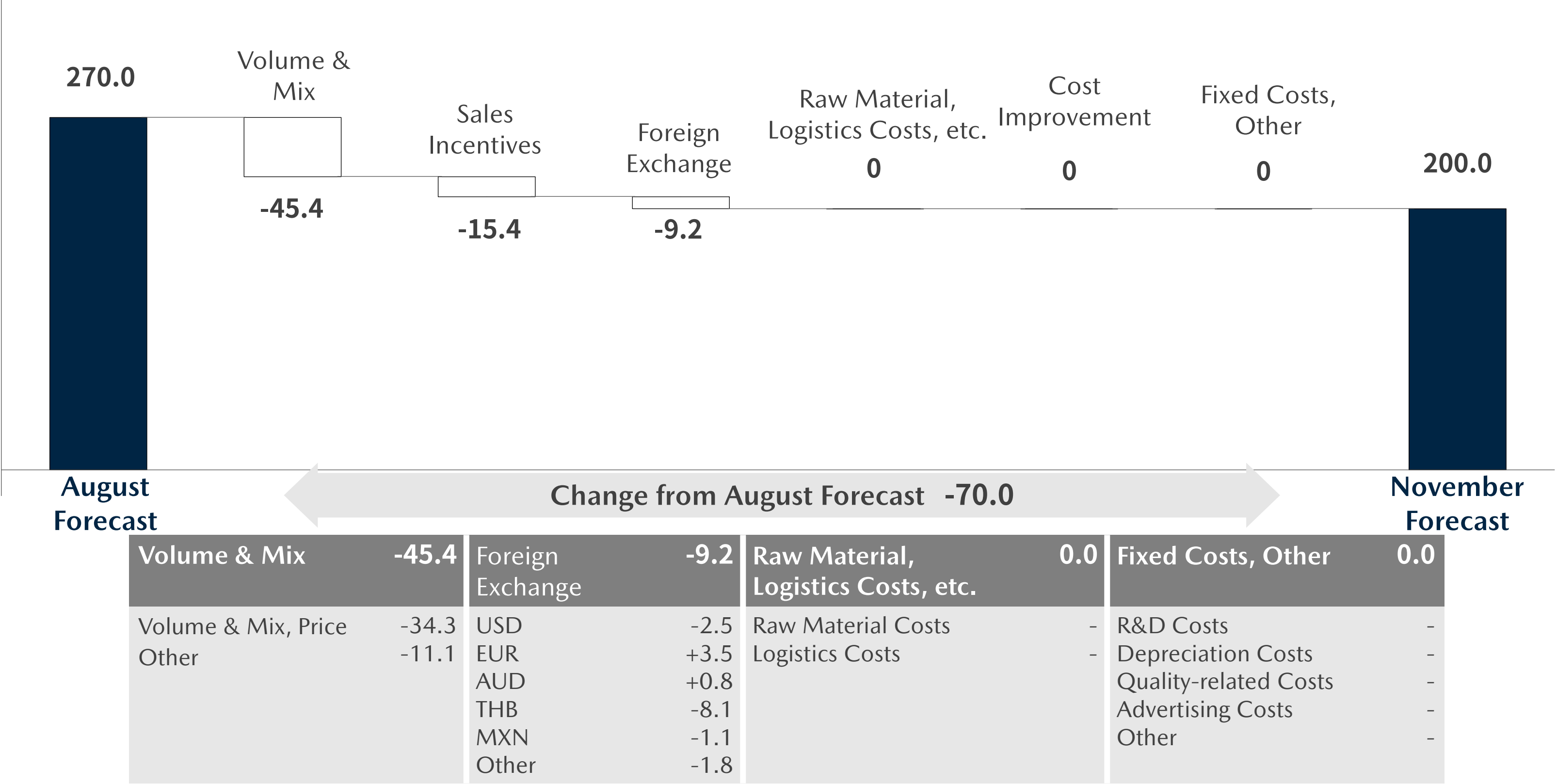
(Thousand Units)	FY March 2024	FY March 2025	Change from Prior Year		Change from August Forecast
	Full Year	Full Year	Full Year		Full Year
Global Sales Volume					
Japan	160	150	-10	-6%	-30
North America	514	605	+90	+18%	+5
Europe	180	183	+3	+2%	0
China	97	98	+1	+1%	0
Other Markets	289	314	+25	+9%	-25
Total	1,241	1,350	+109	+9%	-50
USA	375	450	+75	+20%	+5
Australia	98	106	+7	+7%	0

FY MARCH 2025 FULL YEAR FINANCIAL METRICS

(Billion Yen)	FY March 2024	FY March 2025	Change from Prior Year		Change from August Forecast
	Full Year	Full Year	Full Year		Full Year
Consolidated Wholesales (Thousand Units)	1,202	1,250	+48	+4%	-50
Net Sales	4,827.7	5,000.0	+172.3	+4%	-350.0
Operating Income	250.5	200.0	-50.5	-20%	-70.0
Ordinary Income	320.1	190.0*	-130.1	-41%	-30.0
Net Income	207.7	140.0*	-67.7	-33%	-10.0
Operating Return on Sales	5.2 %	4.0 %	-1.2 pts		-1.0 pts
EPS (Yen)	329.6	222.1	-107.5		-15.9
Exchange Rate (Yen)					
US Dollar	145	149	+4		-1
Euro	157	163	+6		+1
Thai Baht	4.11	4.26	+0.15		+0.14
Mexico Peso	8.35	8.01	-0.34		-0.30

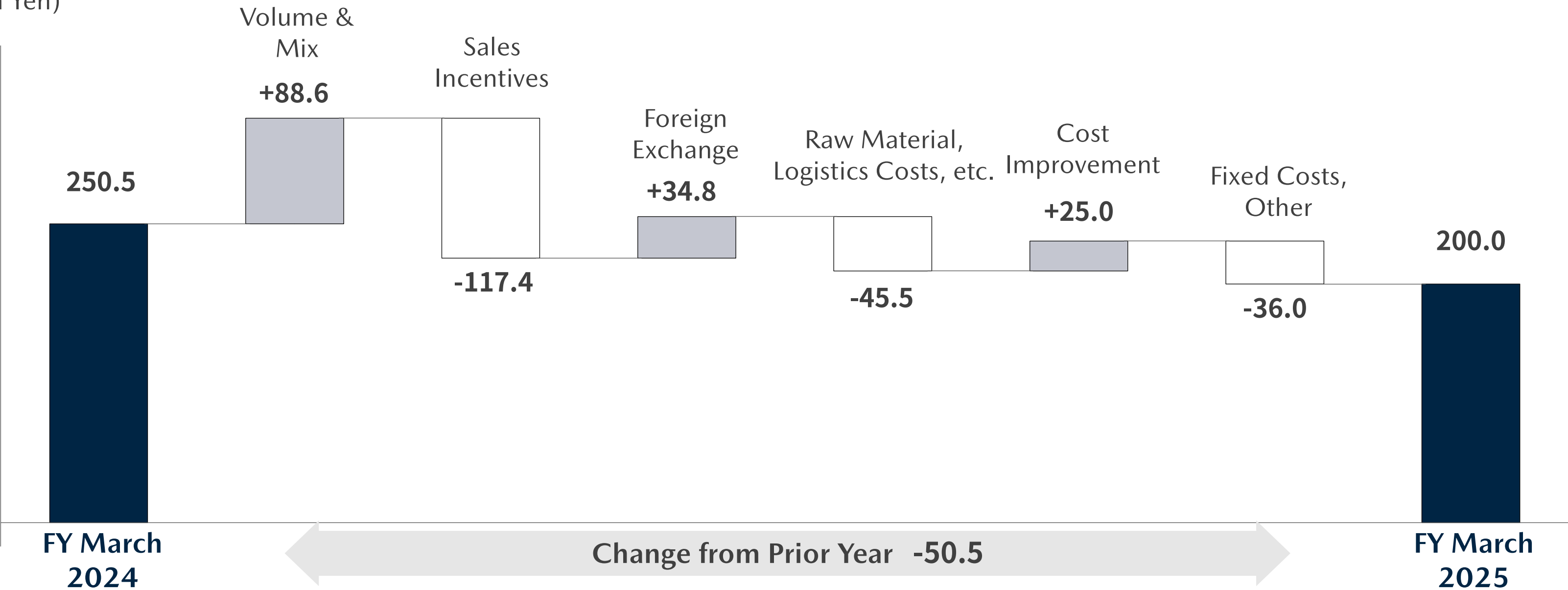
DIFFERENCE IN FY MARCH 2025 OPERATING INCOME (vs. AUGUST FORECAST)

(Billion Yen)



DIFFERENCE IN FY MARCH 2025 OPERATING INCOME (vs. FY MARCH 2024)

(Billion Yen)

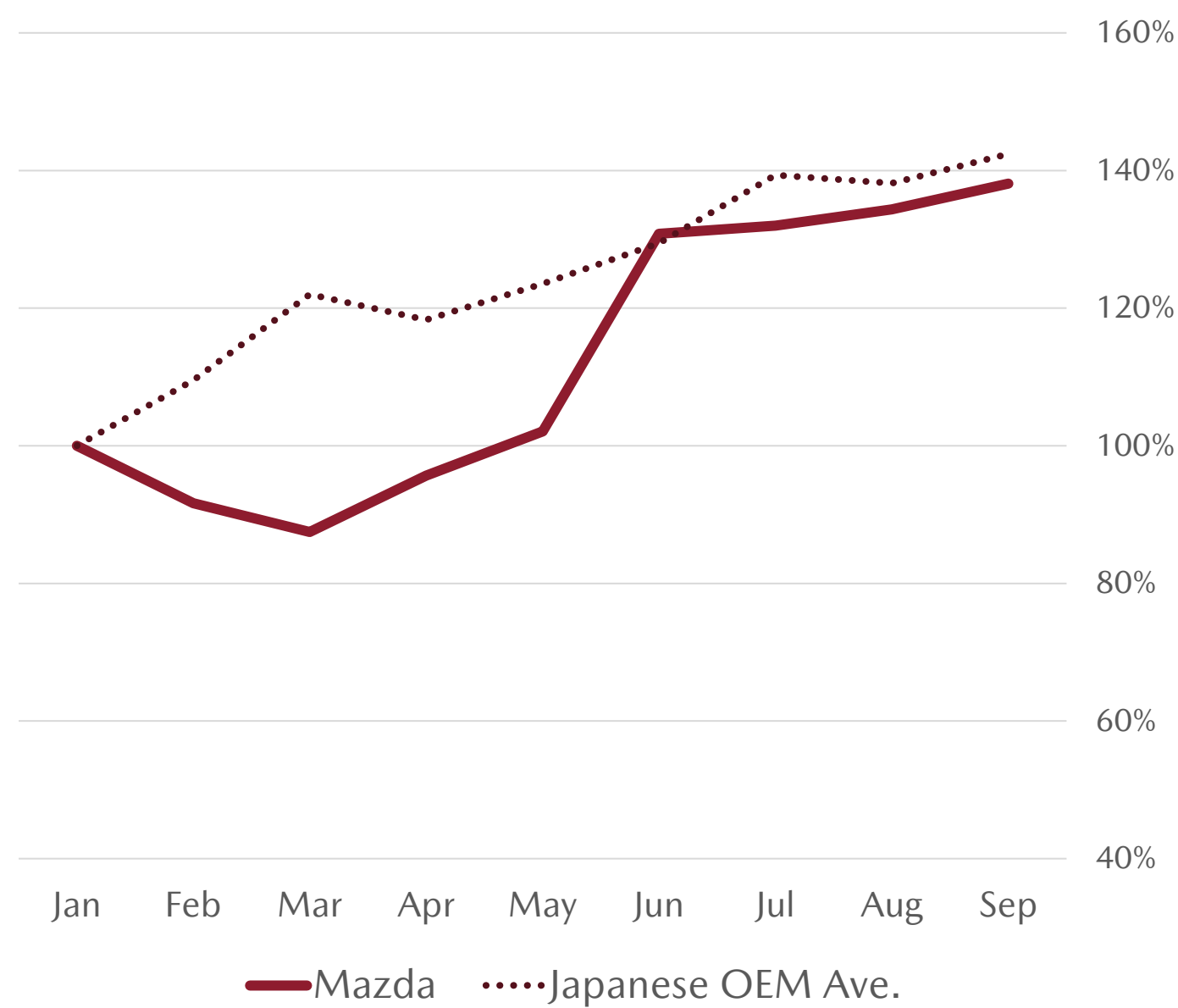


Volume & Mix	+88.6	Foreign Exchange	+34.8	Raw Material, Logistics Costs, etc.	-45.5	Fixed Costs, Other	-36.0
Volume & Mix, Price	+69.2	USD	+9.6	Raw Material Costs	-44.4	R&D Costs	-13.7
Other	+19.4	EUR	+13.5	Logistics Costs	-1.1	Depreciation Costs	-1.7
		AUD	+9.2			Quality-related Costs	+6.6
		THB	-9.3			Advertising Costs	-4.8
		MXN	+0.3			Other	-22.4
		Other	+11.5				

US SALES INCENTIVE INVESTMENT

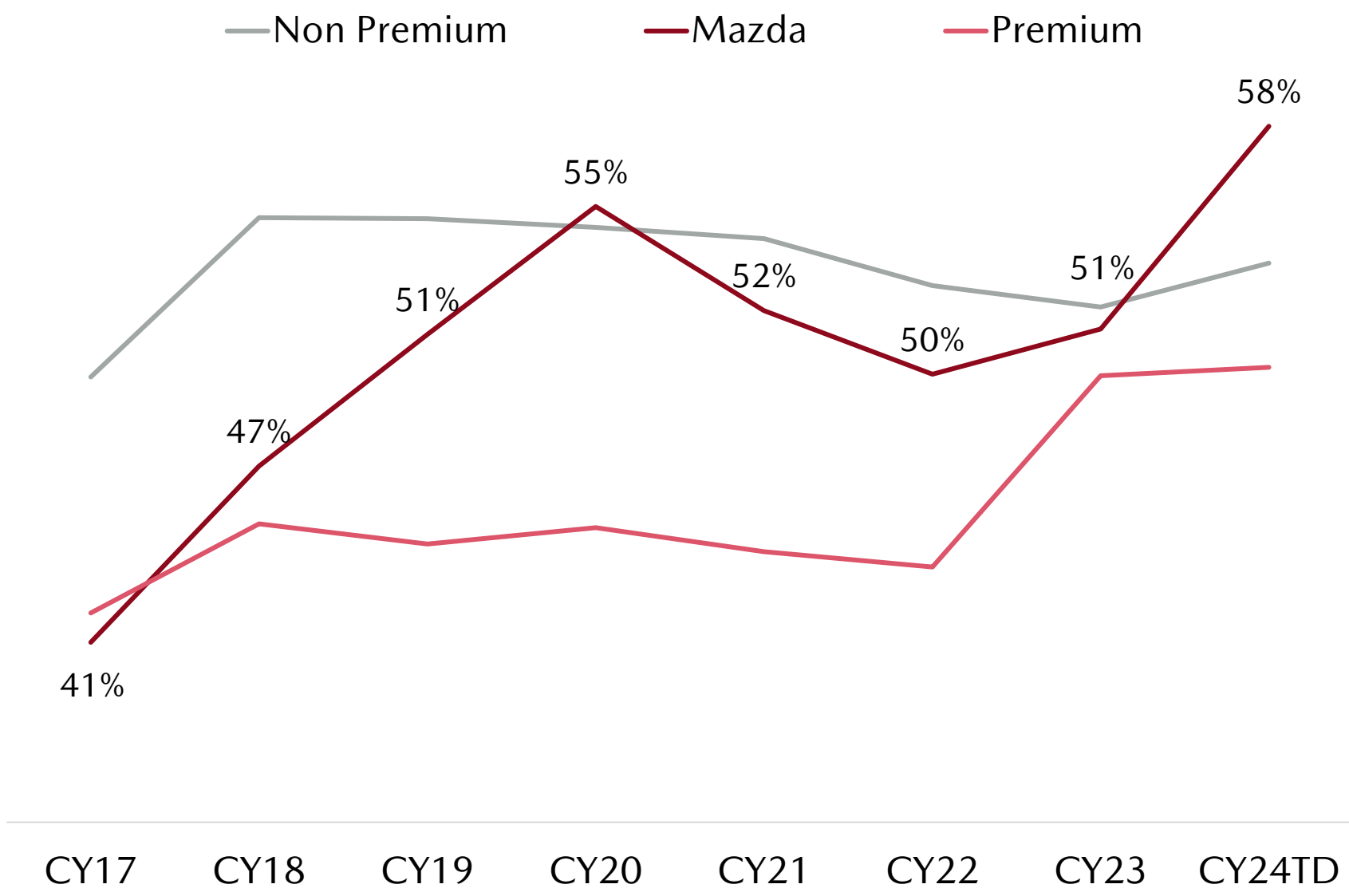
Through 2024, Mazda’s incentive trend is in line with that of Japanese peers. Repurchase loyalty, which is improving due to sales network reforms, is at a record high level with the support of heavy deployment of marketing investment in captive finance.

US Incentive Trend



Source: Motor Intelligence

Repurchase rate in the US



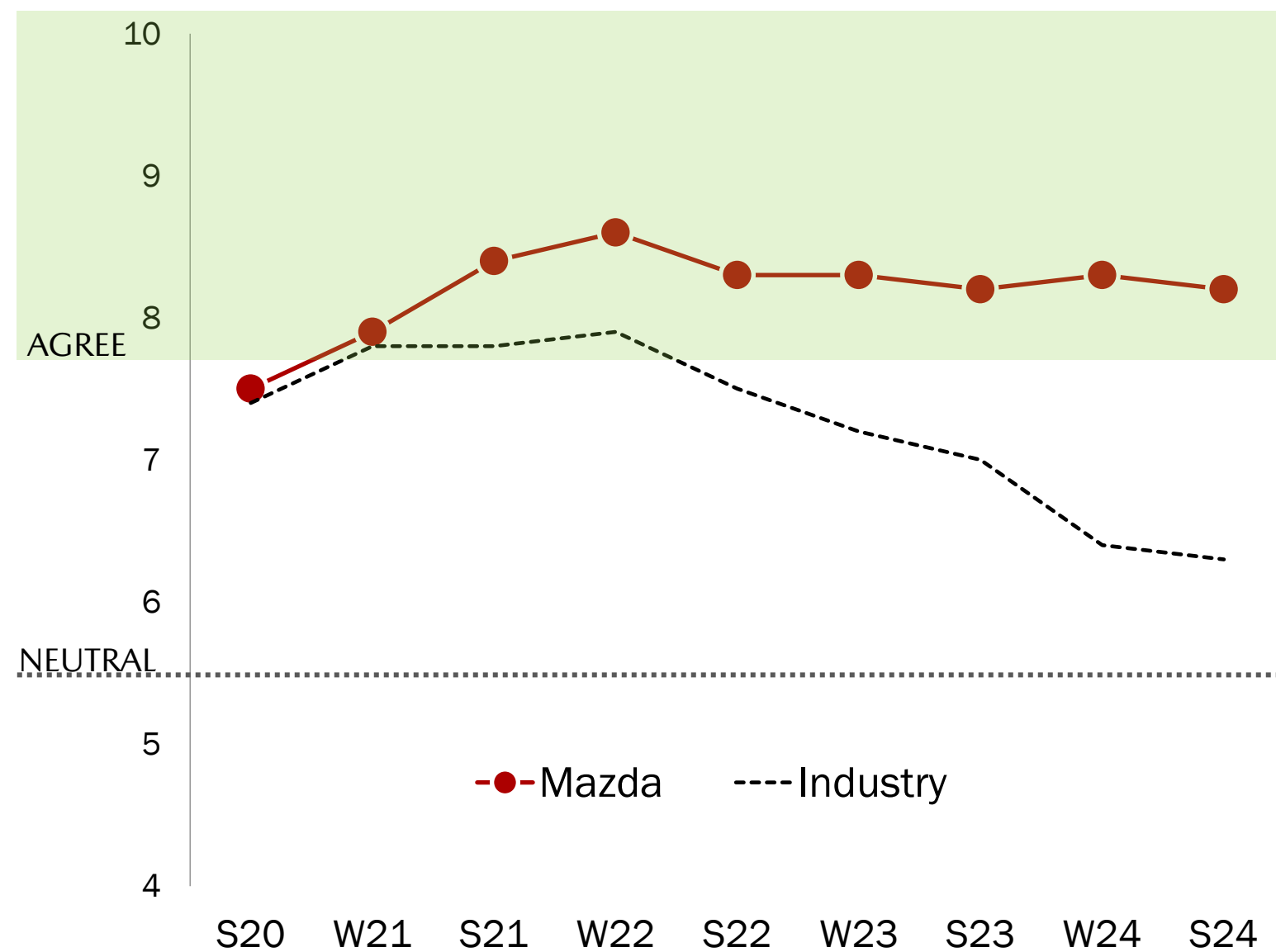
Source: InMoment NVCS (Oct 15' – May 24') Filter: Gas fuel type only

SALES GROWTH IN THE UNITED STATES

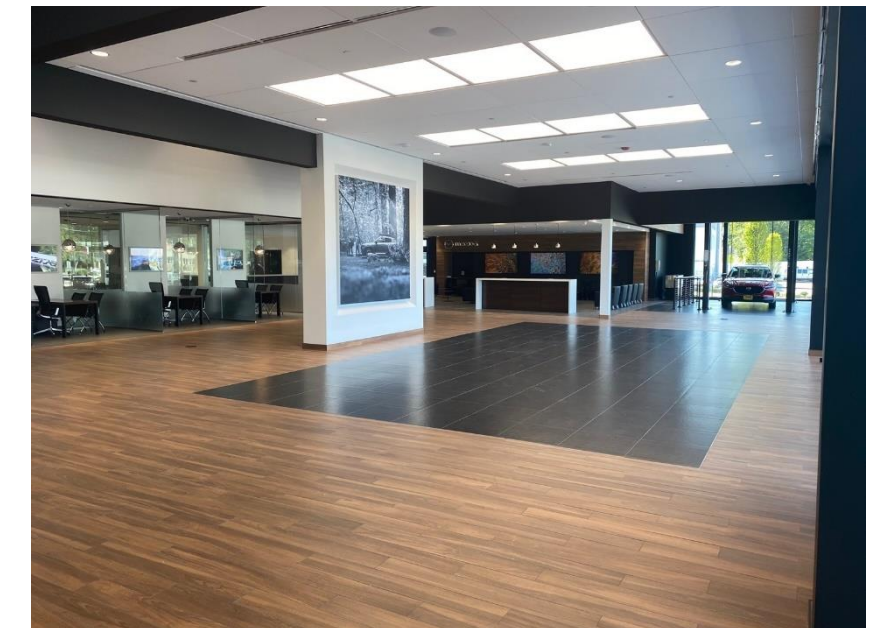
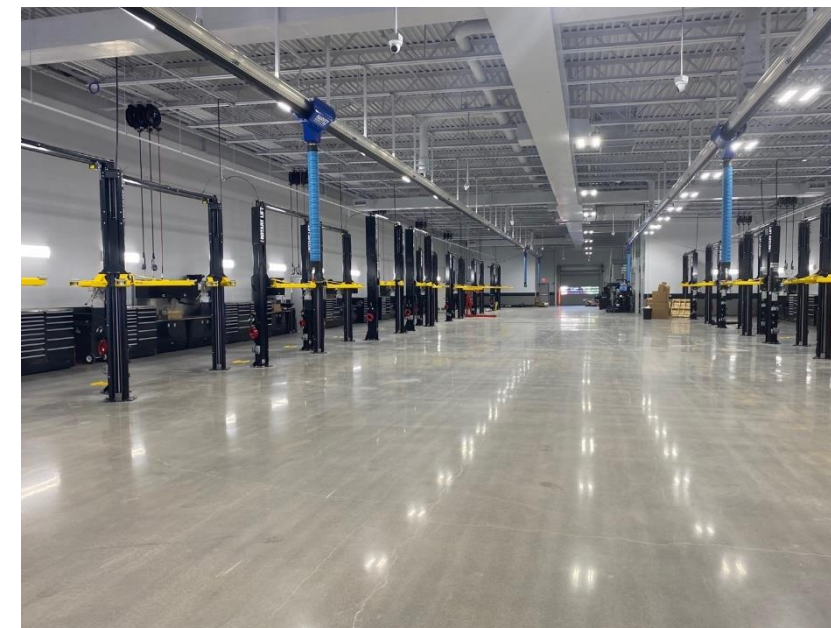
Mazda dealers in the US continue to be among the most optimistic in the industry, investing heavily in providing a customer experience comparable to premium brands, driving sales growth and profitability

US dealer survey:

"Mazda franchise value will increase over the next 12 months"



Source: NADA Dealer Attitude Survey Summer 2024



(Wayne Mazda, Greater New York)

PROGRESS OF MANAGEMENT POLICY UP TO 2030

PROGRESS OF MANAGEMENT POLICY UP TO 2030

PHASE 1

2022-2024

Prepare for electrification/CN
Earn profits to fund growth

- ① Achieve Top-line growth using technology/ product assets like Large products and North America unique models
- ② Realize cost reductions in the whole supply chain and value chain
- ③ Prepare electrification technologies and batteries

ENHANCE TECHNOLOGY
DEVELOPMENT FOR THE
AGE OF ELECTRIFICATION

PHASE 2
2025-2027

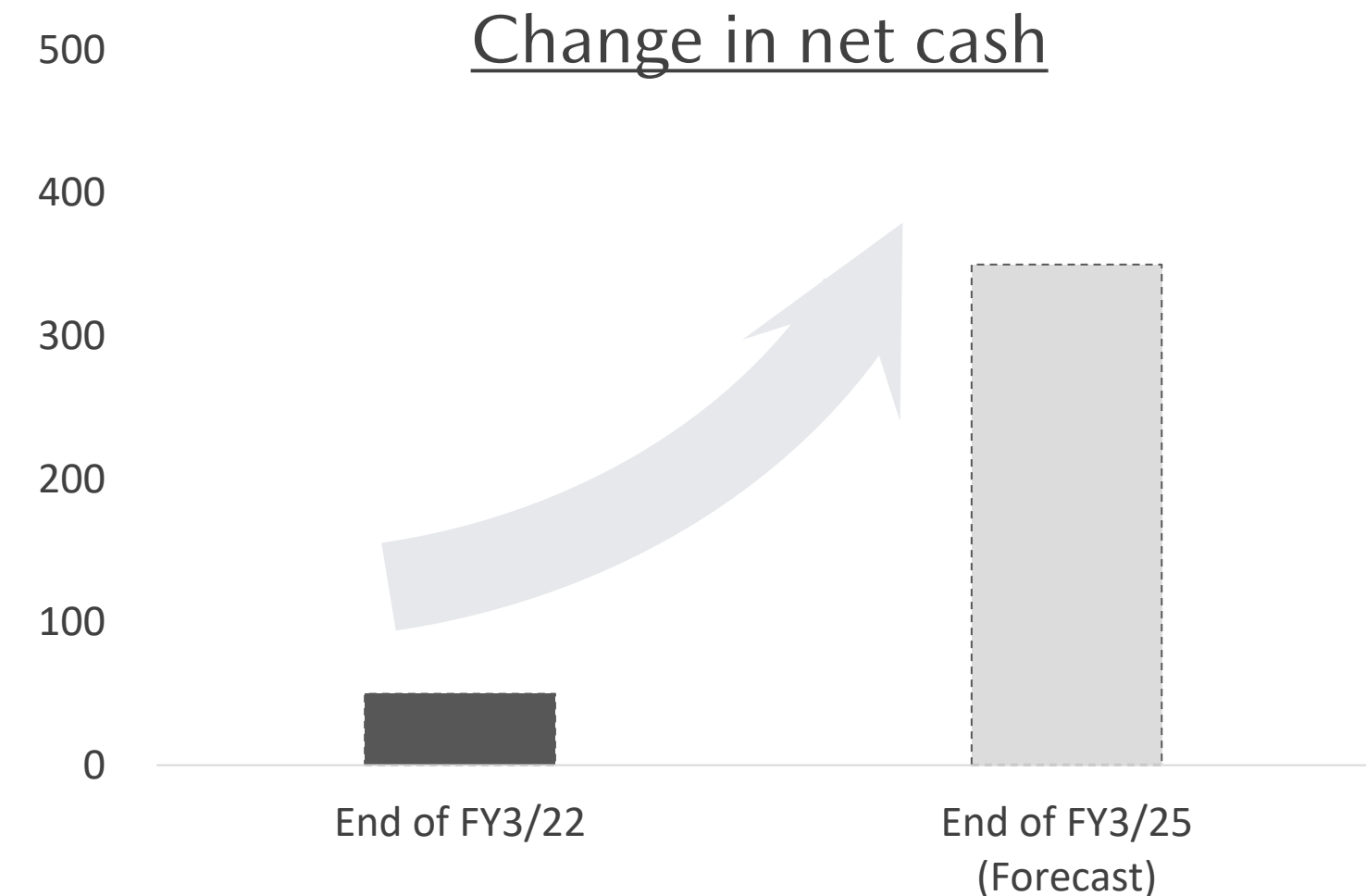
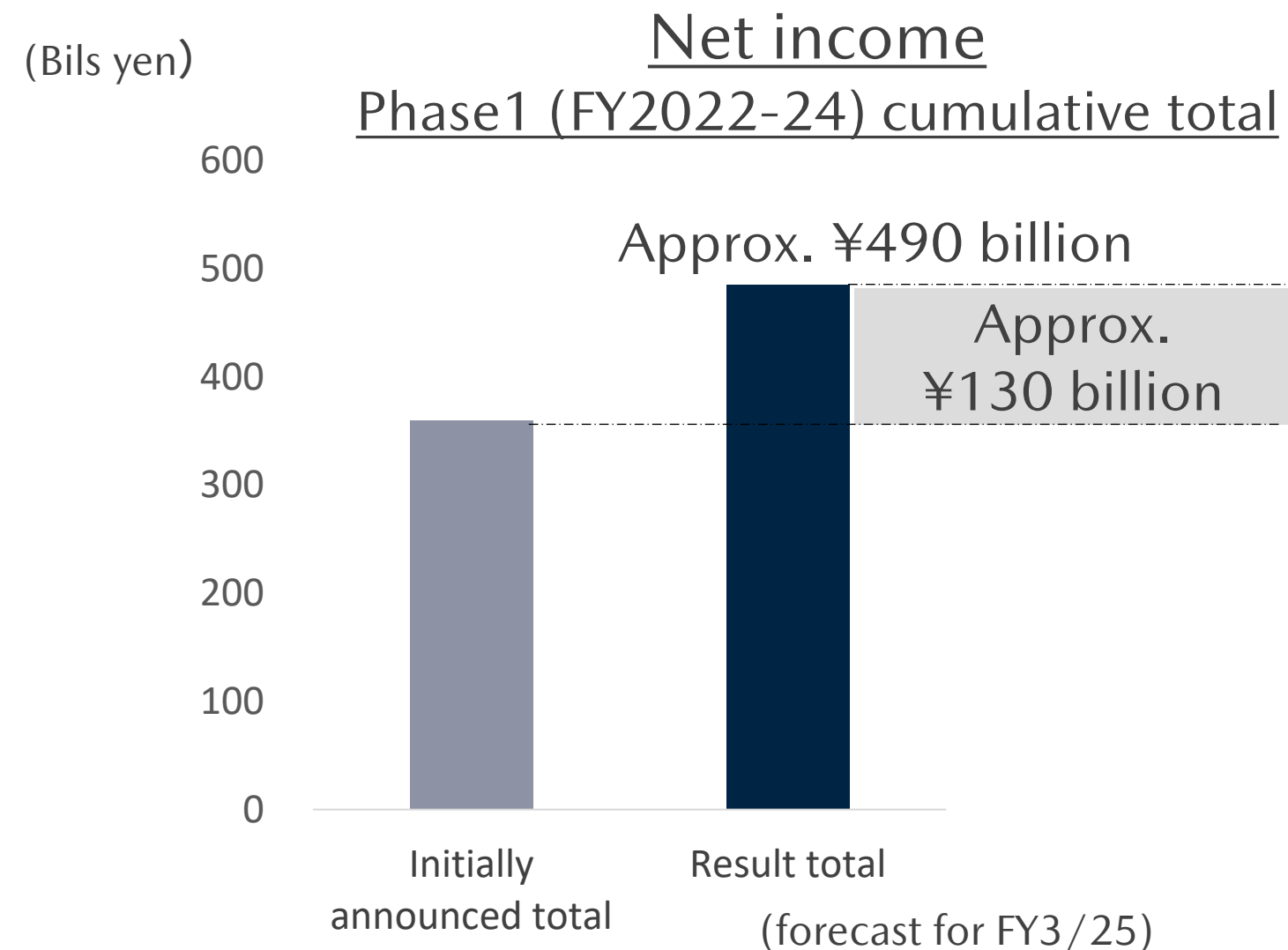
TRANSITION TO
ELECTRIFICATION

PHASE 3
2028-2030

FULL-SCALE
LAUNCH
OF BEVS

① ACHIEVE TOP-LINE GROWTH TO EARN FUNDS FOR FUTURE INVESTMENT

- Wholesale volumes, per-unit profit and ROS improved in Phase 1 (FY2022-24)
- Our projection for 3-year cumulative net income is ¥490 billion, an improvement of ¥130 billion in total from initial forecasts announced each year during Phase 1
- Cash flow generation is improving

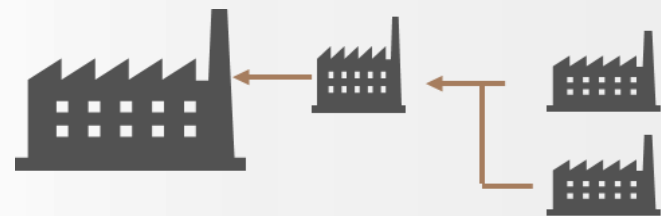


② REALIZE COST REDUCTION ACTIVITIES



Optimize complexity

- Accelerate speed across the entire supply chain and reduce fixed costs
- Aim to reduce the complexity of the next generation CX-5 by approximately 60% compared to the current model



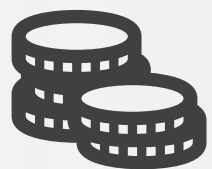
Transform procurement structure

- Flatten the hierarchy of the supply chain to eliminate cost waste between layers
- Reduce transportation costs and inventory by localizing the assembly locations of components
- In existing purchasing parts, aim for a 6% cost efficiency with the next generation CX-5 compared to the current model



Innovate processes

- Change processes to simultaneously undertake cost planning and performance development from the planning stage with our business partners
- Promote development activities regularly as a co-creation partner with specialized expertise
- Eliminate inefficiency, inconsistency, and waste , and control fixed costs by utilizing existing assets



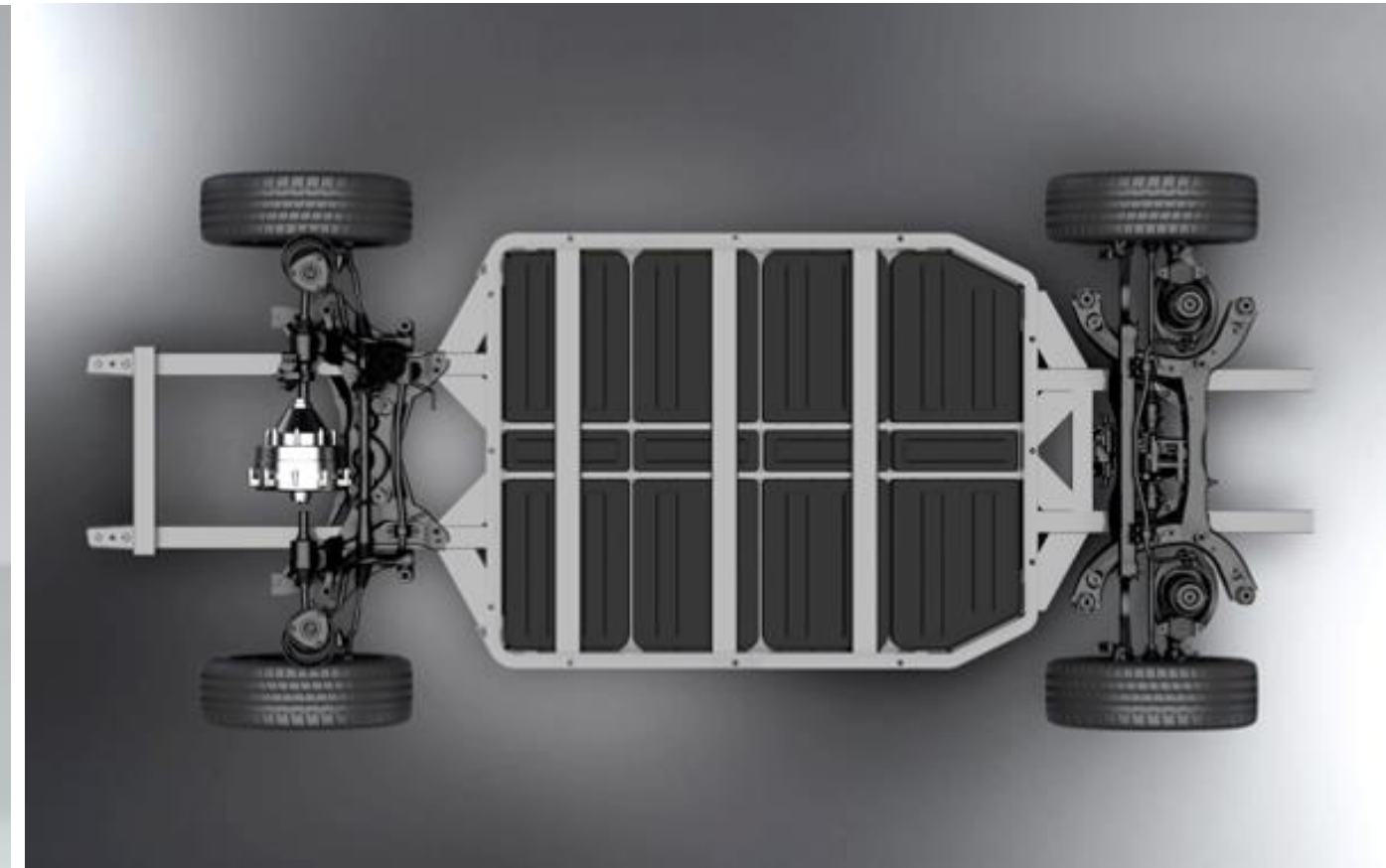
Innovate cost structures

- Launch a task force team as a dedicated resource to cut costs
- Aim for cost reductions of approximately 3%, equivalent to around ¥100 billion, by the fiscal year ending March 2027

③ PREPARE ELECTRIFICATION TECHNOLOGIES AND BATTERIES

- Reached an agreement on battery supply with Panasonic Energy Co., Panasonic Automotive Systems Co., and AESC Japan Co. with the aim of securing capacity for 2030
- Decided to build a module-pack plant in Yamaguchi Prefecture for batteries purchased from Panasonic Energy Co., Ltd.
- Currently promoting the in-house development of next-generation battery technology as a GI Fund* project. Established a test lab on the Mazda campus

* Green Innovation Fund by the New Energy and Industrial Technology Development Organization (NEDO).



③ PREPARE ELECTRIFICATION TECHNOLOGIES AND BATTERIES

- Enhancing our multi-solutions line-up based on consumer acceptance of EVs

PHASE 1
2022-2024

PHASE 2
2025-2027

PHASE 3
2028-2030

Toyota
Hybrid System



Install onto CX-50

Mazda
Hybrid System



Install onto next
generation CX-5

Application of technical elements
to Large Products under study

BEV-dedicated
Platform



BEV

PHEV Derivative
under study

Alliance BEV

Joint venture with Changan Automobile



MAZDA EZ-6 (BEV & REEV)



2nd Cross-over SUV

③ PREPARE ELECTRIFICATION TECHNOLOGIES AND BATTERIES



Internal combustion engines in the age of electrification

- Making smooth progress in the development of rotary engine emission compliance
- Currently developing the Skyactiv-Z engine, which will achieve more ideal combustion and enhance environmental and driving performance. Aiming for a market launch during 2027
- Plans to consolidate and streamline overall engine complexity



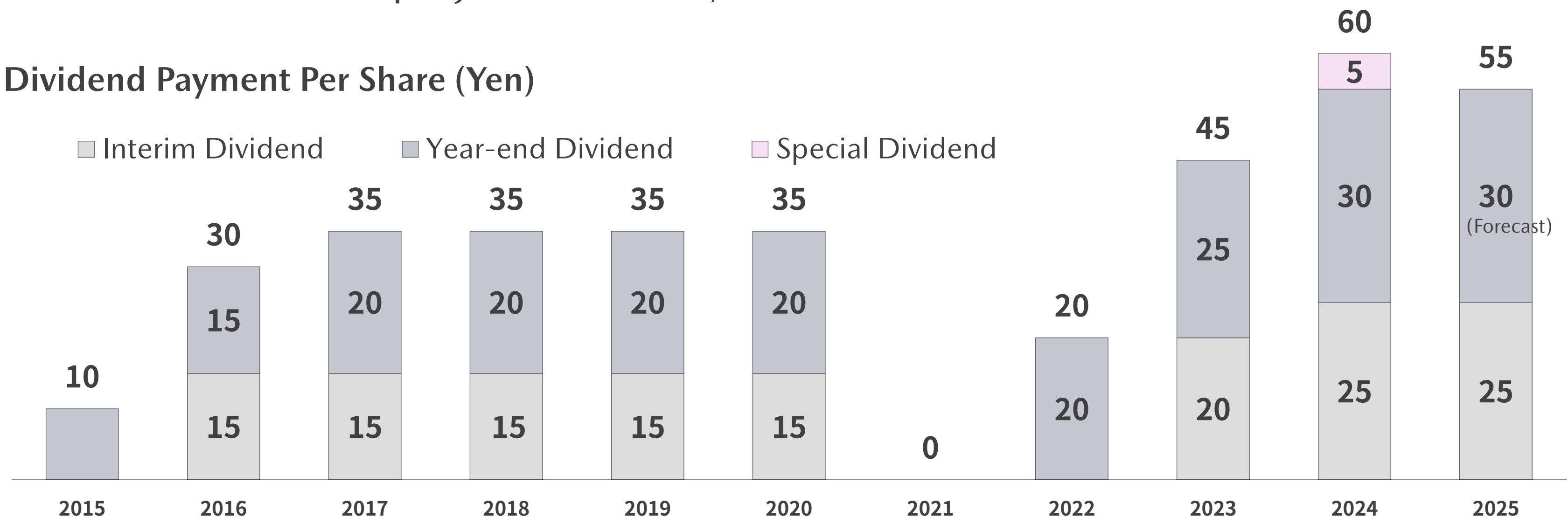
Enhancing the internal structure to accelerate electrification

- Electrification Business Div (called e-Mazda) has now over 300 members. Through its establishment, we are creating a one-stop shop for business strategy, technology development, and product development, and flatten the organization
- Reinstated RE (Rotary Engine) Development Group in this February.
- Plans to move R&D software engineering team and HR recruiting team to Tokyo to strengthen software engineer recruitment

SUMMARY

- Despite downward revision of profit forecast this year due to changes in the business environment, Phase 1 initiatives remain on track
- Make stable dividend payments in accordance with the dividend policy
 - Interim dividend is ¥25/share
 - Annual dividend projection is ¥55/share

Dividend Payment Per Share (Yen)

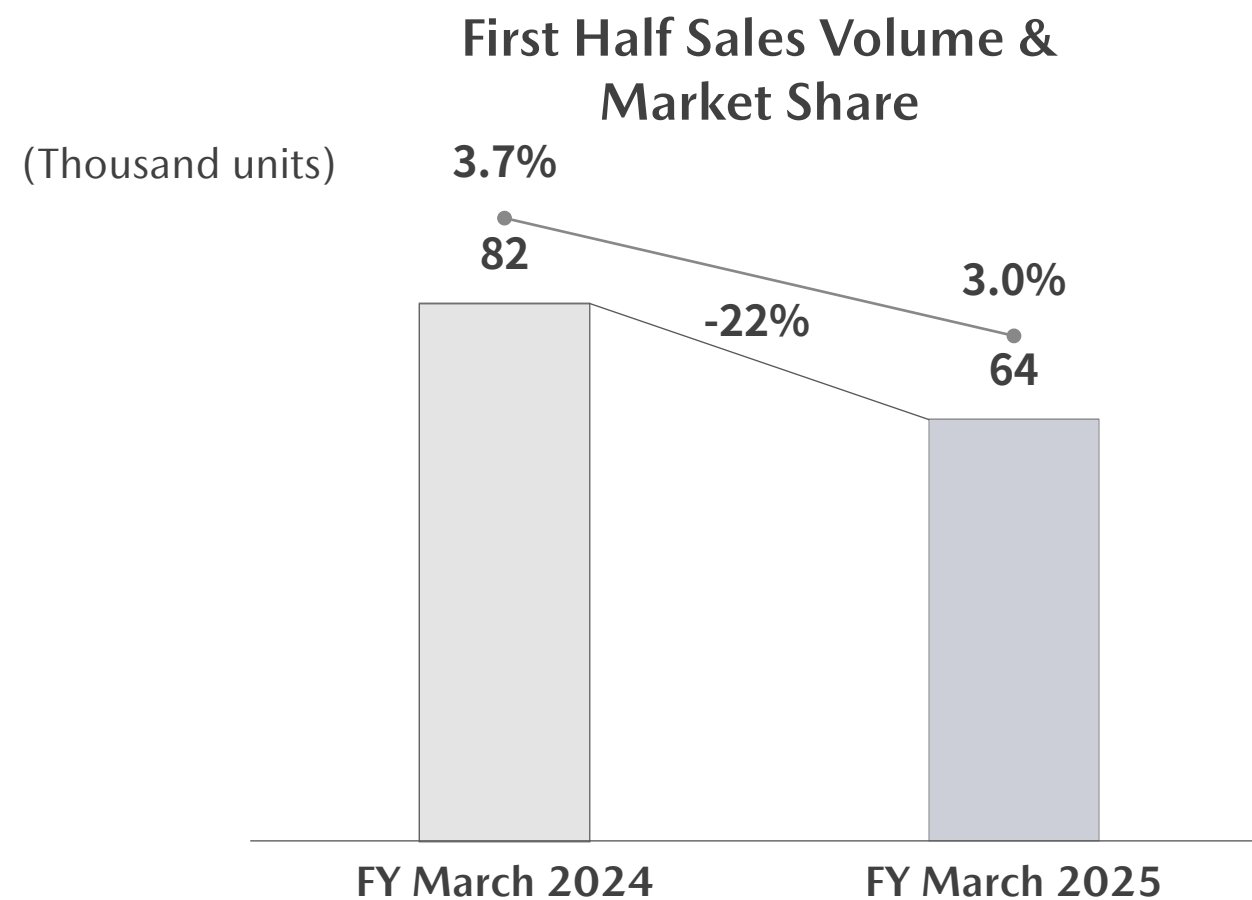




APPENDIX



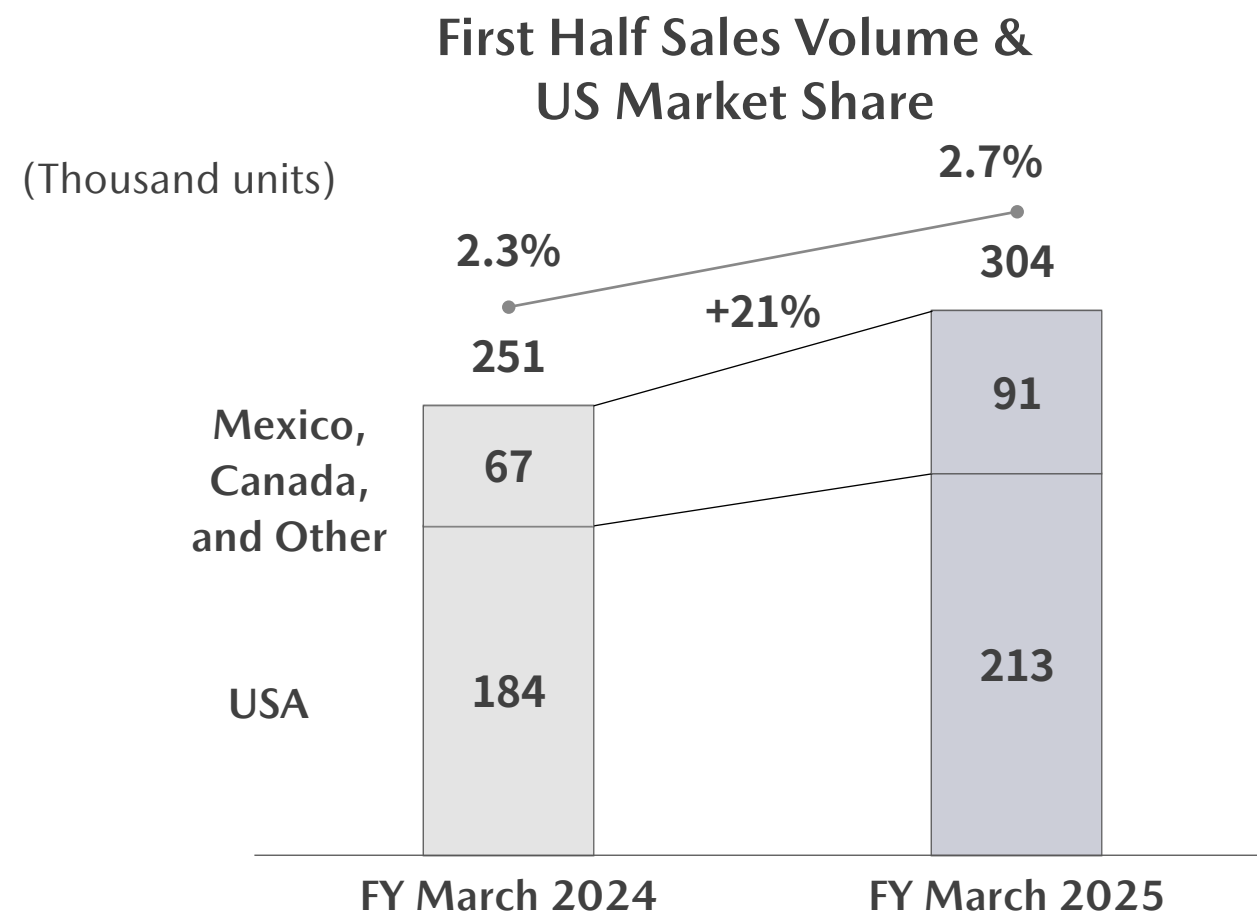
- 64,000 units sold, down 22% year on year
- Sales declined due to the discontinuation of CX-8 production. Mazda CX-80 was introduced in October 2024 as fourth Large model
- Extensively upgraded Roadster saw strong sales
- Market share declined by 0.7 points year on year to 3.0%, and registered vehicle market share dropped by 1.2 points to 3.3%
- Full year sales forecast is 150,000 units, down 6% year on year



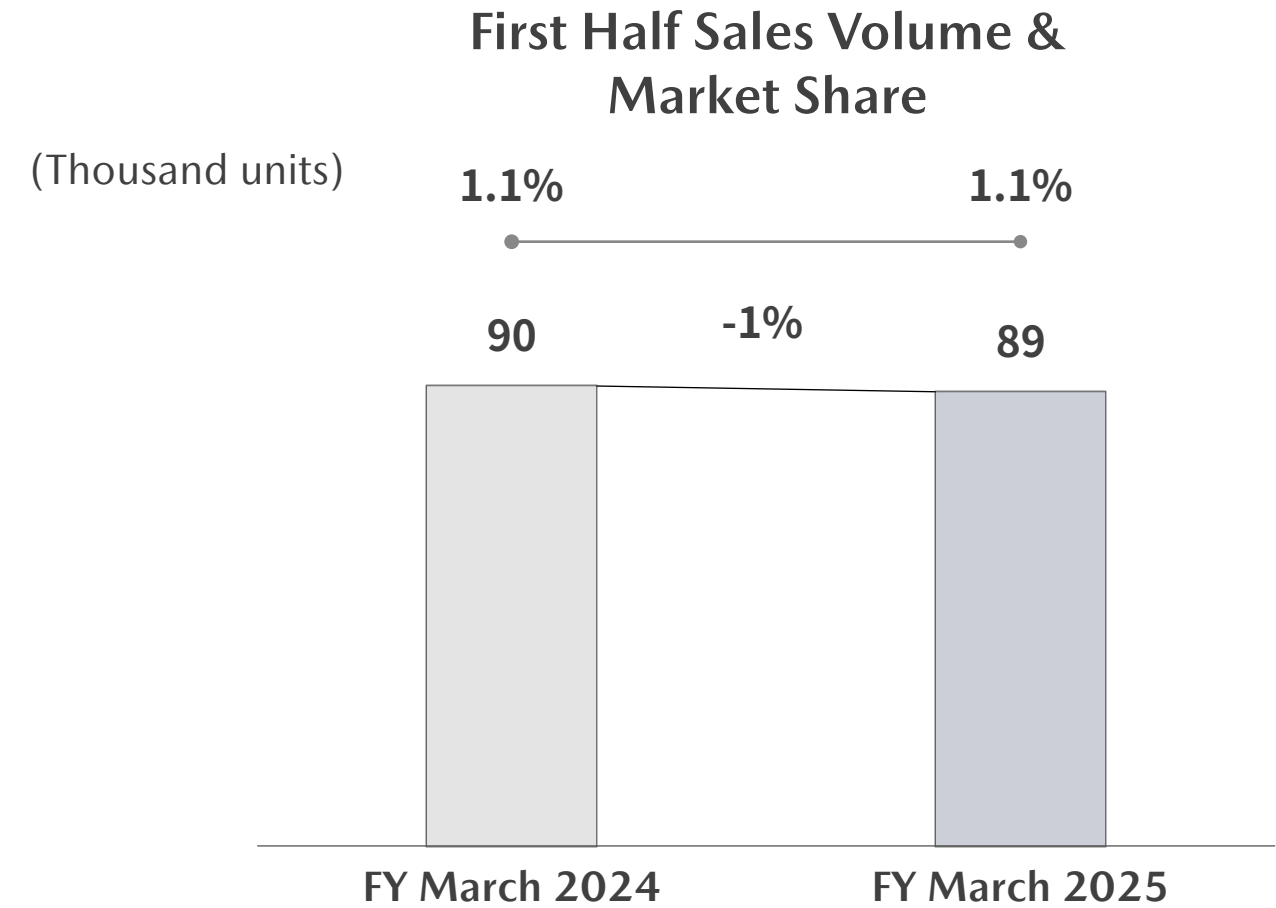
NORTH AMERICA



- 304,000 units sold, up 21% year on year
- USA:
 - 213,000 units sold, up 16% year on year.
Market share was 2.7%, up 0.4 points year on year
 - Record-high sales volume for the second quarter and record-high cumulative total achieved for the first half
 - The addition of a second shift at the Alabama Plant contributed to increased production and sales volume of the CX-50. The Large product CX-90 continued to drive sales growth
- Mexico:
 - 49,000 units sold, up 44% year on year
- Canada:
 - 42,000 units sold, up 28% year on year
- Full year sales forecast is 605,000 units, up 18% year on year



EUROPE



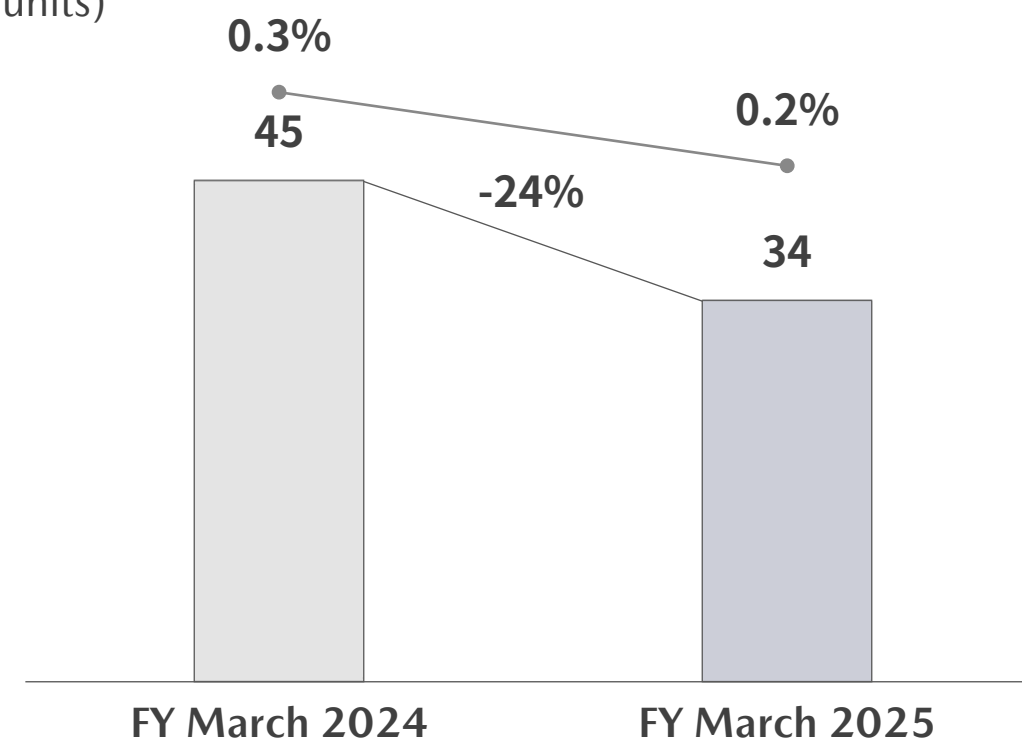
- 89,000 units sold, down 1% year on year
- Market share was 1.1% on par with the prior year
- Sales in key countries
 - Germany: 22,000 units, down 3% year on year
 - UK: 15,000 units, down 5% year on year
- Mazda CX-80, a new three-row crossover SUV, was introduced in October 2024
- Full year sales forecast is 183,000 units, up 2% year on year

CHINA



First Half Sales Volume & Market Share

(Thousand units)

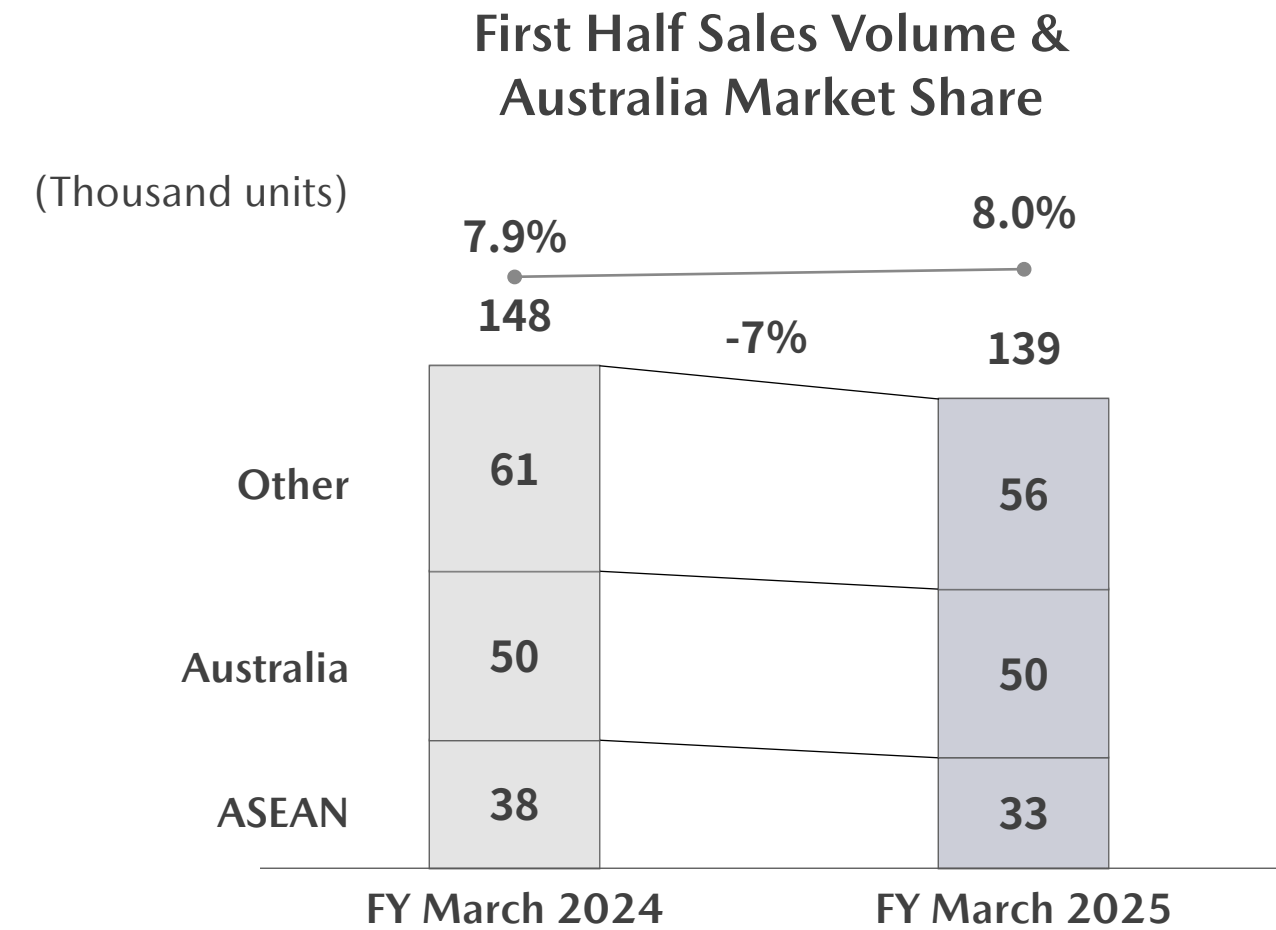


- 34,000 units sold, down 24% year on year
- Market share declined by 0.1 points year on year to 0.2%
- The share among internal combustion engine vehicles was maintained, but overall sales volume and market share declined as demand for new energy vehicles increased
- Mazda EZ-6, a dedicated electrified model, went on sale in October 2024
- Full year sales forecast is 98,000 units, up 1% year on year

OTHER MARKETS



- 139,000 units sold, down 7% year on year
- Australia:
 - 50,000 units sold, maintaining the same level as the previous year
 - CX-5, CX-3 and CX-60, in particular, saw year-on-year sales growth, offsetting the fall in sales due to the discontinued production of CX-9 and CX-8
 - Market share was 8.0%, up 0.1 points year on year
- ASEAN:
 - 33,000 units sold, down 14% year on year
 - Thailand: 5,000 units sold, down 49% year on year
 - Vietnam: 16,000 units sold, up 15% year on year
 - Malaysia: 7,000 units sold, down 24% year on year
- Full year sales forecast is 314,000 units, up 9% year on year



CASH FLOW AND NET CASH

(Billion Yen)	FY March 2024	FY March 2025	Change from
	Full Year	1st Half	Prior FY End
Cash Flow from Operating Activities	418.9	50.7	-
Cash Flow from Investing Activities	-179.9	-38.1	-
Free Cash Flow	239.0	12.6	-
Cash and Cash Equivalents	919.3	1,003.8	+84.5
Interest-bearing Debt	567.8	689.1	+121.3
Net Cash	351.5	314.7	-36.8
Total Assets	3,791.8	3,857.4	+65.6
Equity	1,737.6	1,711.9	-25.7
Equity Ratio	46 %	44 %	-1 pts

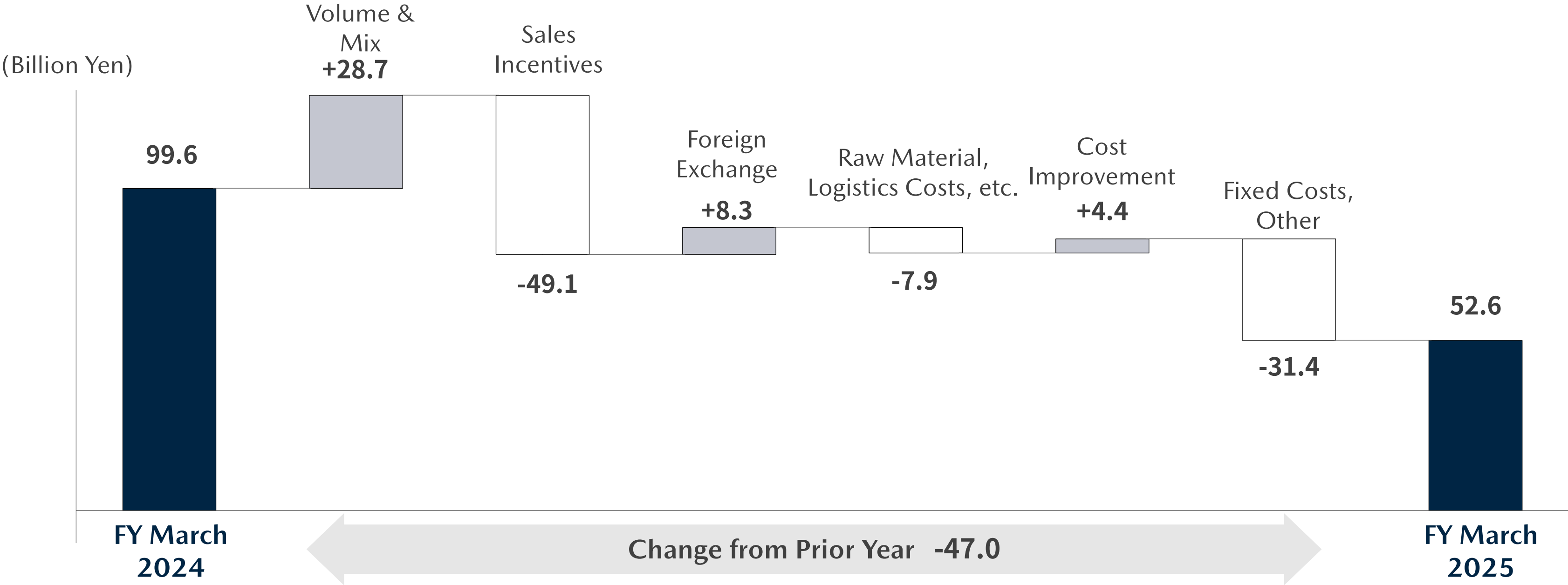
FY MARCH 2025 SECOND QUARTER VOLUME RESULTS

(Thousand Units)	FY March 2024	FY March 2025	Change from Prior Year	
	2nd Quarter	2nd Quarter	2nd Quarter	
Production Volume*	309	302	-7	-2%
Global Sales Volume				
Japan	39	35	-4	-11%
North America	123	158	+35	+28%
Europe	46	39	-6	-14%
China	26	16	-9	-36%
Other Markets	74	72	-2	-3%
Total	308	321	+13	+4%
USA	89	111	+22	+25%
Australia	25	25	0	+1%

FY MARCH 2025 SECOND QUARTER FINANCIAL METRICS

(Billion Yen)	FY March 2024	FY March 2025	Change from Prior Year	
	2nd Quarter	2nd Quarter	2nd Quarter	
Consolidated Wholesales (Thousand Units)	302	299	-3	-1%
Net Sales	1,226.3	1,188.3	-38.0	-3%
Operating Income	99.6	52.6	-47.0	-47%
Ordinary Income	115.3	3.2 *	-112.1	-97%
Net Income	70.9	-14.5 *	-85.4	-
Operating Return on Sales	8.1 %	4.4 %	-3.7 pts	
EPS (Yen)	112.5	-23.0	-135.5	
Exchange Rate (Yen)				
US Dollar	145	150	+5	
Euro	157	164	+7	
Thai Baht	4.12	4.29	+0.18	
Mexico Peso	8.48	7.93	-0.55	

DIFFERENCE IN FY MARCH 2025 SECOND QUARTER OPERATING INCOME (vs. FY MARCH 2024 SECOND QUARTER)



Volume & Mix	+28.7	Foreign Exchange	+8.3	Raw Material, Logistics Costs, etc.	-7.9	Fixed Costs, Other	-31.4
Volume & Mix, Price	+12.9	USD	+2.5	Raw Material Costs	-4.8	R&D Costs	-4.2
Other	+15.8	EUR	+3.6	Logistics Costs	-3.1	Depreciation Costs	-0.9
		AUD	+3.4			Quality-related Costs	-19.9
		THB	-3.1			Advertising Costs	-6.2
		MXN	-0.4			Other	-0.2
		Other	+2.3				

EXCHANGE RATES (AVERAGE FOR THE TERM)

(Yen)	FY March 2025			Change from Prior Year			Change from August Forecast
	1st Half	2nd Half	Full Year	1st Half	2nd Half	Full Year	Full Year
US Dollar	153	145	149	+12	-3	+4	-1
Euro	166	160	163	+13	0	+6	+1
Canadian Dollar	112	106	109	+7	-3	+2	0
Australian Dollar	101	97	99	+8	0	+4	0
British Pound	196	189	192	+18	+3	+11	+2
Thai Baht	4.27	4.24	4.26	+0.22	+0.08	+0.15	+0.14
Mexico Peso	8.49	7.55	8.01	+0.36	-1.03	-0.34	-0.30

DISCLAIMER

The projections and future strategies shown in this presentation are based on various uncertainties including but not limited to conditions of the world economy in the future, trends in the automotive industry, and the risk of exchange rate fluctuations. Consequently, Mazda's actual performance may differ substantially from these projections.

If you are interested in investing in Mazda, you are requested to take the foregoing into consideration and make a final investment decision at your own discretion.

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