



Jan. 30, 2026

Organizational and Personnel Changes

Mazda Motor Corporation has announced the following organizational and personnel changes, effective April 1, 2026.

1. Organizational Changes

(1) Corporate Strategy Domain

Aim

- Since the establishment of the Business Innovation Office in September 2024, the importance of diversifying future revenue sources has grown significantly. To further enhance the business contribution of new businesses, the Office will be integrated into the Corporate Strategy Division, which is responsible for company's overall management strategy. This integration positions new business innovation as a key component of our medium- to long-term growth strategy, contributing to both revenue growth and corporate value enhancement. By leveraging the internal and external networks of the Corporate Strategy Division, we aim to strengthen our abilities in identifying business opportunities and improving execution.

Description of changes

- The Business Innovation Office will be integrated to the Corporate Strategy Division and renamed the Business Innovation Department.

(2) Corporate Planning & Development Domain

Aim

- In addition to the company-wide ongoing cost-reduction initiatives, we will establish a structure that enables the planning and promotion of cost-reduction activities from a longer-term perspective, with the aim of strengthening our cost-planning capabilities to achieve both customer value and cost competitiveness.

Description of changes

- Reclassify the Cost Planning Innovation Office from a department-level organization to a division-level organization.

(3) R&D Domain

Aim

- As the competitive landscape continues to evolve at an unprecedented pace and uncertainty increases across the automotive industry, it is essential for Mazda to accelerate research and product development in ways that can adapt quickly to change. We will establish a structure that

enables timely, flexible, and cross-functional collaboration within R&D, and optimize efforts across the organization to enhance customer value, with an aim to become a brand that customers continue to choose in this new era.

- Within the Electrification Business Division (e-MAZDA), we have been implementing a new organizational management style that flattens the hierarchy and removes barriers between departments, enabling the necessary members to collaborate quickly and effectively to solve issues. We will expand these successes across the entire R&D domain and evolve into an organization capable of operating with even greater agility.
- We will integrate the R&D divisions in a holistic manner and further incorporate e-MAZDA in an expanded and more advanced form. As a result, the R&D organization will shift from the current structure of eight divisions and thirty-three departments to a structure of four divisions and thirty-three departments.

Description of changes

1) R&D Innovation Div.

- R&D Strategic Planning Div. will be renamed R&D Innovation Div.
- Certain functions of e-Mazda and R&D Administration Dept. of R&D Strategic Planning Div. will be transferred and reorganized into R&D Innovation Div.
- Certain functions of Vehicle Development Div. will be integrated into Development Strategy Planning Dept. and the department will be renamed Development Resources Strategy Planning Dept.
- R&D Administration Dept. will be renamed R&D Vitality Creation Dept.

2) KURUMA Development Div.

- We will establish a new division that consistently oversees the entire process from advanced product planning to mass-production development. To embody our 2030 VISION — “TO BE A CAR-LOVING COMPANY THAT CREATES MOVING EXPERIENCES THROUGH THE JOY OF DRIVING”—we will name this organization the KURUMA Development Div., reflecting our aspiration to be an organization dedicated to creating “KURUMA.” (“KURUMA” is the Japanese word for “Car”.)
- Within the new division, we will establish Customer Value Creation domain, Product Management domain, Function Management / Model-Based Innovation / AI Innovation domain, Vehicle Development domain, Integrated Control Systems Development domain, Powertrain Development domain, and Electrification Development domain as a structure that is not bound by traditional organizational frameworks.
- Certain functions of the R&D Strategic Planning Div., along with the functions of Architecture Design Dept., e-MAZDA, Product Development Div., Vehicle Development Div., Integrated Control System Development Div., and Powertrain Development Div. will be integrated and reorganized into the KURUMA Development Division. In principle, the departments that belonged to each of the existing divisions will be incorporated into the KURUMA Development Division on a department-by-department basis. This integration will also involve the following renaming, newly established departments, and abolitions.

- Certain functions of e-Mazda will be integrated into Product Development Planning Dept. and the department will be renamed Product Program Planning Promotion Dept.
- Certain functions of Vehicle Development Div. and Vehicle Development Promotion Dept. will be integrated into the newly established Engineering System Development Dept.
- Certain functions of Electronic Platform Development Dept. will be integrated into PT Control System Development Dept. and the department will be renamed Vehicle Dynamics Control System Development Dept.
- Certain functions of e-Mazda and Electric Drive System Development Dept. will be consolidated and integrated into Battery System Development Dept.
- e-Mazda, Product Development Div., Vehicle Development Div., and its Vehicle Development Promotion Dept., Integrated Control System Development Div., Powertrain Development Div. and its Powertrain Planning Dept. will be abolished.

(4) Value Chain Domain

Aim

- To establish a new organization that will oversee the entire value chain (VC) business. This organization will continuously support customers throughout their ownership experience after purchasing new Mazda vehicles and will consistently drive planning, development, and execution of the value chain business. Through this organization, Mazda will create customer experiences suited to the new era, maximize its connection with customers, and accelerate the realization of brand value management and enhancement of corporate value.

Description of changes

- Newly establish the Value Chain Acceleration Office (as a division.)

2. Personnel Changes

(1) Executive Officers and Fellows

- We will reform our executive structure by clearly separating the roles of “corporate management” and “execution,” thereby enabling swift and flexible decision-making that optimizes the organization as a whole.
- The execution framework will be reorganized into the following two-tier structure:

Corporate Leadership Executive Officer

As a member of a management team that supports the president, formulates, and promotes company-wide strategies across all departments, this role is responsible for implementing management decisions into workplaces and addressing company-wide and cross-functional issues for optimal solutions. In principle, the role serves as the chief executive officer (CXO) for each functional domain.

Executive Officer

In accordance with the company's management policies, this role oversees the execution of

operations across multiple key business domains. While maintaining a management-level perspective, Executive Officers operate closer to the frontline, demonstrating strong execution capability and responsiveness as leaders of operational teams.

When an Executive Officer is assigned responsibility for broader areas, the title “Senior Executive Officer” is to be used.

- Based on the above, the personnel changes effective April 1, 2026 are as follows.

| Post and assignment as of April 1 | Current post and assignment | Name |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Representative Director, EVP and Corporate Leadership Executive Officer, CFO Assistant to President; Oversight of Corporate Planning & Development, Operations in the Americas and Europe | Representative Director, Senior Managing Executive Officer and CFO Assistant to President; Oversight of Corporate Planning & Development, Operations in North America and Europe, and Cost Innovation | Jeffrey H. Guyton |
| Director, EVP and Corporate Leadership Executive Officer Assistant to President; Oversight of Monozukuri and Quality | Director, Senior Managing Executive Officer and CSCO Oversight of Monozukuri Innovation, Supply Chain Innovation and Carbon Neutrality Promotion | Takeshi Mukai |
| Director, Corporate Leadership Executive Officer, CCO Oversight of Cost Innovation; Assistant to the Officer overseeing Monozukuri | Director, Senior Managing Executive Officer Oversight of Cost Reduction | Yasuhiro Aoyama |
| Director, Corporate Leadership Executive Officer, CSO Oversight of Strategies | Director, Senior Managing Executive Officer and CSO Assistant to the Officer overseeing Carbon Neutrality Promotion | Takeji Kojima |
| Director, Corporate Leadership Executive Officer, CTO Oversight of R&D; Assistant to the Officer overseeing Monozukuri | Director, Senior Managing Executive Officer and CTO Oversight of R&D; Assistant to the Officer overseeing Monozukuri Innovation | Ryuichi Umeshita |
| Corporate Leadership Executive Officer, CTAO Assistant to the CFO; Oversight of Financial Services domain; Assistant to the Officer overseeing Cost Innovation | Senior Managing Executive Officer Assistant to the CFO; Oversight of Financial Services; Assistant to the Officer overseeing Cost Reduction | Tetsuya Fujimoto |

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| Corporate Leadership Executive Officer, CRO Oversight of Compliance and Risk Management, Administrative Domain (Legal & General Affairs, Auditing and Operations in the Greater Tokyo Metropolitan Area) | Senior Managing Executive Officer Oversight of Administrative Domain (Human Resources, Legal & General Affairs, Auditing, Mazda Hospital and Operations in the Greater Tokyo Metropolitan Area), Compliance and Risk Management | Makoto Yoshihara |
| Corporate Leadership Executive Officer, CSCO Oversight of Supply Chain Innovation and Carbon Neutrality Promotion | Managing Executive Officer In charge of Purchasing, Business Logistics and Cost Innovation; General Manager, Production Control & Logistic Div. | Kazuhiko Sumi |
| Corporate Leadership Executive Officer, CIO In charge of Business Innovation, DX and AX | Managing Executive Officer and CIO In charge of Business Innovation | Akihiro Kidani |
| Corporate Leadership Executive Officer, CHRO In Charge of Human Resources, Diversity, Safety, Health & Disaster Prevention and Mazda Hospital | Executive Officer and CHRO In charge of Safety, Health & Disaster Prevention and Mazda Hospital | Tomiko Takeuchi |
| Corporate Leadership Executive Officer, CVCO In charge of Corporate Strategy, Product Strategy and Value Chain Business Innovation | Executive Officer In charge of Corporate Strategy and Product Strategy | Masashi Otsuka |
| Senior Executive Officer In charge of Cost Innovation | Managing Executive Officer In charge of Cost Reduction | Osamu Kawamura |
| Senior Executive Officer President and CEO, Mazda Motor of America, Inc. (Mazda North American Operations) | Managing Executive Officer President and CEO, Mazda Motor of America, Inc. (Mazda North American Operations) | Tom Donnelly |
| Senior Executive Officer Global Sales Coordination; In charge of Operations in China and ASEAN | Managing Executive Officer Global Sales Coordination; In charge of Operations in China and ASEAN | Toru Nakajima |
| Senior Executive Officer In charge of Production Engineering, Global Quality, Carbon Neutrality Promotion and Cost Innovation | Managing Executive Officer In charge of Production Engineering, Global Quality, Carbon Neutrality Promotion and Cost Innovation | Taketo Hironaka |
| Senior Executive Officer Assistant to the Officer overseeing Cost Innovation; In charge of Corporate Planning & Development and Financial Services | Managing Executive Officer Assistant to the Officer overseeing Cost Reduction; In charge of Corporate Planning & Development | Takakazu Ishimura |

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| Senior Executive Officer Assistant to the Officer overseeing Operations in North America; In Charge of Operations in Central and South America; Executive Vice President, Mazda Motor of America, Inc. (Mazda North American Operations) | Managing Executive Officer Assistant to the Officer overseeing Operations in North America; Executive Vice President, Mazda Motor of America, Inc. (Mazda North American Operations) | Takuji Iwashita |
| Senior Executive Officer In charge of Vehicle Development, Product Development and Cost Innovation | Managing Executive Officer In charge of Vehicle Development, Product Development, Design and Cost Innovation | Naohito Saga |
| Senior Executive Officer In charge of MBD & AI Innovation, Powertrain Development, Electrification and Technical Research Center | Executive Officer In charge of Powertrain Development and Technical Research Center | Eiji Nakai |
| Senior Executive Officer In charge of Global Production and MPS | Executive Officer In charge of Global Production and MPS | Katsunori Miyawaki |
| Senior Executive Officer President and CEO, Mazda Motor Europe GmbH | Executive Officer President and CEO, Mazda Motor Europe GmbH | Martijn ten Brink |
| Executive Officer In charge of Integrated Control System Development and R&D Innovation | Executive Officer In charge of Integrated Control System Development | Michihiro Imada |

[Executive to step down as of March 31]

| Current post and assignment | Name |
|--------------------------------|---------------|
| Executive Fellow Innovation | Mitsuo Hitomi |

(2) General managers (Divisions) and above (as of April 1)

*Personnel changes for the General Manager (Dept.) are scheduled to be announced today at 1:30 PM (JST).

| New post | Current post | Name |
|----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-----------------|
| Senior Division Manager; General Manager Corporate Strategy Div. and General Manager Corporate Planning & Development Div. | General Manager Corporate Strategy Div. | Takeshi Nishiki |

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| General Manager Cost Planning Innovation Office | Supreme Manager Cost Planning Innovation Office | Kenji Aratani |
| General Manager MDI & IT Div. | Deputy General Manager MDI & IT Div. and General Manager Connected Systems Dept. | Shougo Kouji |
| General Manager R&D Innovation Div. | General Manager R&D Strategy Planning Div. | Tomoaki Matsunobu |
| Supreme Principal Engineer KURUMA Development Div. and Supreme Principal Engineer MDI & IT Div. | Supreme Principal Engineer R&D Strategy Planning Div. and Supreme Principal Engineer MDI & IT Div. | Tomohiko Adachi |
| Domain Head KURUMA Development Div. | Center General Manager Strategy & Supervision Center Electrification Business Div. | Koji Mizuguchi |
| Domain Head KURUMA Development Div. | Center General Manager and Leader Development & Monozukuri Center Electrification Business Div. | Seiji Miyoshi |
| Domain Head KURUMA Development Div. | General Manager Product Development Div. | Tomohiro Tanimoto |
| Domain Head KURUMA Development Div. | General Manager Chassis Dynamics Development Dept. | Tatsuya Shimosaki |
| Domain Head KURUMA Development Div. | General Manager Vehicle Development Div. | Hajime Seikaku |
| Domain Head KURUMA Development Div. | General Manager Integrated Control System Development Div. | Keitaro Ezumi |
| Domain Head KURUMA Development Div. | General Manager Powertrain Development Div. | Kota Matsue |

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| General Manager Purchasing Div. | Deputy General Manager Purchasing Div. and General Manager Purchasing Administration Dept. | Shinichi Iyo |
| General Manager Production Control & Logistics Div. | Chief Manager Purchasing Div. | Kouji Teramoto |
| Senior Division Manager; General Manager Domestic Brand & Business Management Div. | General Manager Domestic Brand & Business Management Div. | Tadashi Miura |
| General Manager Value Chain Acceleration Office | Center General Manager Business Transformation Center Electrification Business Div. | Nobuyuki Higashino |
| Dispatched to Mazda North American Operations (Senior Vice President) | General Manager Corporate Planning & Development Div. | Tomoyuki Kazama |

Note: Effective April 1, 2026, the position of “Senior Division Manager” will be newly established. This is a position leading a division responsible for critical business operations, carrying responsibilities and expectations similar to those of an executive, and driving operations from a position close to executive officers.
The position of Supreme Manager will be abolished on same timing.

Note: This announcement includes job positions for which there is no mention of current or new appointees. Transfer information regarding those positions will be announced at a later date.

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