

### 3. Overseas Subsidiaries and Affiliates

Overseas subsidiaries\*<sup>1</sup>

(as of March 31, 2007)

Company	Abbrev.	Location	Established	Representative	Primary Business
Mazda Motor of America, Inc.* <sup>2</sup>	MMA	Irvine, California, U.S.A.	Feb. 1971	James J. O'Sullivan (President and CEO)	Importer and distributor of vehicles, parts and accessories in the U.S. and Canada. Product planning, advanced product development, research, evaluation testing and vehicle certification
Mazda Canada Inc. * <sup>2</sup>	MCI	Richmond Hill, Ontario, Canada	Jul. 1968	Don Romano (President)	Importer and distributor of automobiles and repair parts
Mazda Motor de Mexico, S. de R.L. de C.V.* <sup>2</sup>	MdM	Mexico City, Mexico	Dec. 2004	Leopoldo Orellana (Managing Director)	Importer and distributor of automobiles and repair parts
Mazda Motor Europe G.m.b.H.	MME	Leverkusen, Germany	Mar. 1998	James M. Muir (President and CEO)	Strategic development and daily management of Mazda's activities in Europe
Mazda Motors (Deutschland) G.m.b.H.	MMD	Leverkusen, Germany	Nov. 1972	Michael A. Bergmann (President and CEO)	Importer and distributor of automobiles and repair parts
Mazda Motor Logistics Europe N.V.	MLE	Willebroek, Belgium	Aug. 1998 (Aug. 1968)	Jorgen Olesen (Managing Director)	Dealers and Distributors of automobiles, parts and accessories in Europe
Mazda Motors UK Ltd.	MUK	Dartford, Kent, U.K.	May 2001	Robert Lindley (Managing Director)	Importer and distributor of automobiles, repair parts
Mazda Automobiles France S.A.S	MAF	Saint Germain en Laye Cedex, France	Feb. 2001	Thierry Guillemont (President)	Importer and distributor of automobiles, repair parts
Mazda Automoviles Espana, S.A.	MAE	Madrid, Spain	Feb. 2000	Ignacio Beamud* <sup>3</sup> (President)	Importer and distributor of automobiles and repair parts
Mazda Motor de Portugal Lda.	MMP	Lisboa, Portugal	Feb. 1995	Nuno P. Guerreiro (General Manager)	Importer and distributor of automobiles and repair parts
Mazda (Suisse) S.A.	MS	Petit-Lancy, Switzerland	Nov. 2001* <sup>4</sup>	Jerome de Haan (Managing Director)	Importer and distributor of automobiles, repair parts
Mazda Austria G.m.b.H.	MAG	Klagenfurt, Austria	Sep. 2003* <sup>4</sup> (Apr. 1962)	Günther Kerle (Managing Director)	Importer and distributor of automobiles and repair parts
Mazda Motor Italia S.p.A.	MMI	Roma, Italy	Dec. 1999	Giovanni Barbieri (Managing Director)	Importer and distributor of automobiles and repair parts
Mazda Motor Rus, OOO	MMR	Moscow, Russian Federation	Dec. 2005	Joerg Schreiber (General Director)	Importer and distributor of automobiles and repair parts
Mazda Sales (Thailand) Co., Ltd.	MST	Bangkok, Thailand	Jun. 1990	John Ray (Managing Director)	Distributor of automobiles and repair parts
PT. Mazda Motor Indonesia	PT.MMI	Jakarta, Indonesia	Feb. 2006	Yoshinori Nishihara (President Director)	Distributor of automobiles and repair parts
Mazda Motor (China) Co., Ltd.	MCO	Shanghai, China	Jan. 2005	Satoshi Tachikake (President and CEO)	Support of associated companies, marketing and public relations
Mazda Australia Pty Ltd.	MA	Victoria, Australia	Apr. 1967	Doug Dickson (Managing Director)	Importer and distributor of automobiles and repair parts
Mazda Motors of New Zealand Ltd.	MMNZ	Auckland, New Zealand	Jun. 1972	Andrew Clearwater (Managing Director)	Importer and distributor of automobiles and repair parts
Compania Colombiana Automotriz S.A.	CCA	Bogota, Colombia	Oct. 1973	Fabio Sanchez Forero (Executive President)	Assembler and wholesaler of automobiles

Note: Year and month in parentheses indicates establishment date of former company.

\*1 Subsidiaries indicate a company with a Mazda capital investment of more than 50%.

\*2 Mazda North American Operations (MNAO) is a generic organizational name which comprises of Mazda Motor of America, Inc., Mazda Canada Inc., Mazda Motor de Mexico S. de R. L. de C.V., and Plaza Motors Corp.

\*3 Effective from July 1, 2007

## Overseas affiliates\*4

(as of March 31, 2007)

Company	Abbrev.	Location	Established	Representative	Primary Business
AutoAlliance International, Inc.	AAI	Flat Rock, Michigan, U.S.A.	Jun. 1992*5	Gary A. Roe (President and CEO)	Manufacturer and wholesaler of automobiles
AutoAlliance (Thailand) Company Limited	AAT	Rayong, Thailand	Nov. 1995	Masamichi Kogai (President)	Manufacturer and wholesaler of automobiles, assembler and wholesaler of engines
FAW Mazda Motor Sales Co., Ltd.	FMSC	Changchun, China	Mar. 2005	Hiroshi Yoshida*6 (President)	Importer and distributor of automobiles and repair parts
Changan Ford Mazda Automobile Co.,Ltd.	CFMA	Chongqing, China	Apr. 2001*7	Jeffery Shen (President)	Manufacturer and wholesaler of automobiles
Changan Ford Mazda Engine Co.,Ltd.	CFME	Nanjing, China	Sep. 2005	Motohide Tatsukawa (President)	Manufacturer and wholesaler of automobile engine

Note: Year and month in parentheses indicates establishment date of former company.

\*4 Affiliates indicate a company with a Mazda capital investment between 20% and 50%, or an equity-method affiliate.

\*5 MMUC was incorporated as an American manufacturing company in January 1985. Operations began in September 1987. The company name was officially changed to its present form in June 1992, and joint management with Ford Motor Company was started.

\*6 Effective from April 1, 2007

\*7 In March 2006, Mazda invested in Changan Ford Automobile Co., Ltd (the prior name of the joint venture) to become a partner.