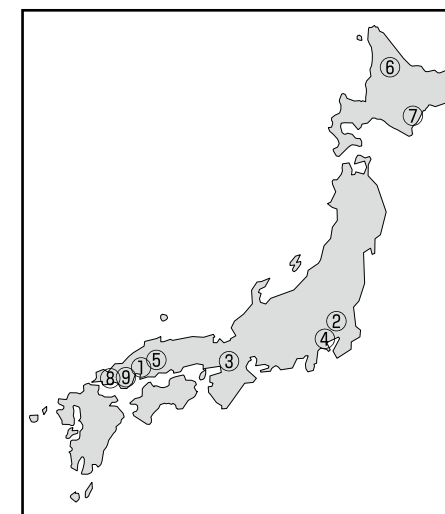


### 3. Main Facilities

(1) Japan (as of March 31, 2007)

Function	Facility Name	Location & Address	Start-up Date	Primary Business, Products, etc.
Head Office	① Hiroshima	3-1 Shinchi, Fuchu-cho, Aki-gun, Hiroshima 730-8670	January 1920	
Head Office	② Tokyo	1-1-7 Uchisaiwai-cho Chiyoda-ku, Tokyo 100-0011		
Branch	③ Osaka	Umeda Sky Bld. Tower East, 1-1-88-800 Oyodonaka Kita-ku, Osaka 531-6008		
R&D	① Hiroshima	3-1 Shinchi, Fuchu-cho, Aki-gun Hiroshima 730-8670		Product and engineering planning, Design development, Product development, Advanced research for significant new technology
	④ Mazda R&D Center Yokohama	2-5 Moriya-cho Kanagawa-ku, Yokohama-shi, Kanagawa 221-0022	June 1987	Advanced product engineering planning, Advanced design survey research and development, Advanced research for significant new technology
	⑤ Miyoshi Proving Ground	551-1 Higashisakaya-cho, Miyoshi-shi, Hiroshima 728-0023	June 1965	Vehicle development (testing)
	⑥ Kenbuchi Proving Ground	4-25 Nishihara-machi, Kenbuchi-cho, Kamikawa-gun, Hokkaido 098-0339	January 1990	Technology development and functional tests of systems on hazardous frozen/snow conditions
	⑦ Nakasatsunai Proving Ground	61 Nishisatsunai, Nakasatsunai-mura, Kasai-gun, Hokkaido 089-1356	January 2002	Technology development and functional tests of systems on hazardous frozen/snow conditions
	⑧ Mine Proving Ground	1173-1 Nagao, Nishiatsu-cho, Mine-shi, Yamaguchi 759-2152	May 2006	Vehicle development (testing)
	① Hiroshima Plant Plant Complex in Head Office District	3-1 Shinchi, Fuchu-cho, Aki-gun, Hiroshima 730-8670	March 1931	Reciprocating engines, manual transmissions, Hiroshima Plant land area: approx. 2,235,000m <sup>2</sup>
	Plant Complex in Ujina District Ujina Plant No.1 Ujina Plant No.2		December 1964 November 1966 December 1972	Reciprocating, diesel, rotary engines Passenger cars, commercial vehicles Passenger cars
⑨ Hofu Plant Nishinoura District Hofu Plant No.1 Hofu Plant No.2 Nakanoseki District	888-1 Nishinoura, Hofu-shi, Yamaguchi 747-0835  415-8 Hamakata, Hofu-shi, Yamaguchi 747-0833	September 1982 February 1992 December 1981	Hofu Plant land area: approx. 1,329,000m <sup>2</sup>  Passenger cars Passenger cars Manual transmissions	
⑤ Miyoshi Plant	551-1 Higashisakaya-cho, Miyoshi-shi, Hiroshima 728-0023	May 1974	Reciprocating, diesel engines	
Malox Co., Ltd.	3-19 Kusuna-cho, Minami-ku, Hiroshima 734-0032	May 1922	Car transport by sea and land, car storage, administration at harbors, warehouses and car packing	
	Distribution Center	9 sites all over Japan		
Others	Mazda Call Center	See page 25.	February 1984	Customer call center for inquiries regarding Mazda products and services
	Etre College of Business Arts Osaka	Umeda Sky Bld. Tower East, 1-1-88-800 Oyodonaka Kita-ku, Osaka 531-6008	May 1991	From executive sales managers to new employees and sales staff of dealerships in Japan, practical hands-on and goal-oriented education, tailored to match their knowledge and experience.
	Etre College of Business Arts Hiroshima	2F Mazda Education Center, 2-12-2 Nihoshinmachi, Minami-ku, Hiroshima 734-0024	May 1991	
	Mazda Training Center Taibi	2-6-7 Taibi, Saka-machi, Aki-gun, Hiroshima 731-4325	October 1972	Technical service training, business training Land area: 22,000m <sup>2</sup> , building area: 7,500m <sup>2</sup>
	Mazda Training Center Yokohama	2-5 Moriya-cho Kanagawa-ku, Yokohama-shi, Kanagawa 221-0022	November 2002	Technical service training, business training in Mazda R&D Center Yokohama
	Mazda Hospital	2-15 Aosakiminami, Fuchu-cho, Aki-gun, Hiroshima 735-8585	July 1961	Medical services for employees and their family, and for the general public in the local community
	Technical Service Training Center	See page 23.		



Sales Channels in Japan (As of March 31, 2007)

Sales Channels	Dealer-ships	Outlets	Exclusive models	Cross-channel models
Mazda	39	804	(Registration passenger cars) Atenza Sports, Atenza Sportwagon, Atenza Sedan, RX-8, Roadster	(Registration passenger cars) Demio, Verisa, Axela Sport, Axela, Premacy, MPV, CX-7
Mazda Anfini	18	79	(Registration commercial vehicles) Bongo Brawny van, Titan, Titan Dash, Familia van	(Registration commercial vehicles) Bongo van, Bongo truck
Mazda Autozam	241	265		(Micro-mini passenger cars) Carol, AZ-Wagon, AZ-Offroad, Spiano, Scrum wagon (Micro-mini commercial vehicles) Scrum van, Scrum truck
Total	298	1,148		

Note: Passenger cars and commercial vehicles are classified according to segments set by Japan Automobile Dealers

(2) Overseas

North America

(as of March 31, 2007)

Countries/ Regions	Facility Name	Function	Location & Address	Management	Start-up Date	Number of Employees	Notes (Primary Business, Products, etc.)	Investment Ratio
U. S. A.	① Mazda Motor of America, Inc. (Mazda North American Operations) *1	Sales R&D	7755 Irvine Center Drive Irvine, CA 92618-2922, U. S. A.	President and CEO James J. O'Sullivan	February 1971	858	Importer and distributor of Mazda vehicles, parts and accessories in the U.S. and Canada. Technical trend surveys and research, Design development, Evaluation testing and vehicle certification for the North American market.	Mazda 92.6% Sumitomo Corporation 4.28% ITOCHU Corporation 3.12%
	②		27100 International Drive, Flat Rock, MI 48134, U. S. A.					
	② AutoAlliance International, Inc.	Production	1 International Drive, Flat Rock, MI 48134 U. S. A.	President and CEO Gary A. Roe	Start-up date: September 1987*2	3,787 (Dec. 2006)	Products: Mazda6, Ford Mustang Production Capacity: 240,000 units/year with two shifts (regular working hours) Production of Mazda vehicles: 71,534 units in 2006 Land area: 1.6 million m <sup>2</sup> (approx. 400 acre)	\$760 million Mazda 50% Ford 50%
Canada	③ Mazda Canada Inc. *1	Sales	55 Vogell Road, Richmond Hill, Ontario, Canada, L4B 3K5	President Don Romano	July 1968	127	Importer and distributor of automobiles and repair parts	C\$13 million Mazda 60% ITOCHU Corporation 40%
Mexico	④ Mazda Motor de Mexico, S. de R.L. de C.V.*1	Sales	Guillermo Gonzalez Camarena No. 1500 Col. Centro de la Ciudad Santa Fe, 01210 Mexico, DF	Managing Director Leopoldo Orellana	December 6, 2004	17	Importer and distributor of automobiles and repair parts	Mazda 99% Mazda Motor International 1%



\*1 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.

\*2 Established as Mazda Motor Manufacturing (USA) Corporation (MMUC). In June 1992, MMUC was renamed AAI, which is the current name.

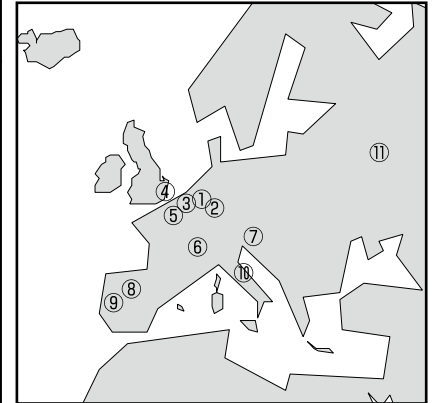
Ford Plants producing Mazda vehicles

Countries/ Regions	Facility Name	Function	Location & Address	Management	Start-up Date	Number of Employees	Notes (Primary Business, Products, etc.)	Investment Ratio
U. S. A.	⑤ Ford Motor Kansas City Assembly Plant	Production	Kansas City, Missouri, U.S.A.	Director of Manufacturing Ken Macfarlane	1951	4,683	Manufactures: Mazda Tribute Land area: approx. 3,959,000m <sup>2</sup> Annual production volume of Mazda vehicles: 25,125 units	Ford 100%
	⑥ Ford Motor Twin Cities Assembly Plant	Production	St. Paul, Minnesota, U.S.A.	Director of Manufacturing Ken Macfarlane	1925	1,060	Manufactures: Mazda B- Series Land area: approx. 1,793,000m <sup>2</sup> Annual production volume of Mazda vehicles: 7,536 units	Ford 100%

Europe

(as of March 31, 2007)

Countries/ Regions		Facility Name	Function	Location & Address	Management	Start-up Date	Number of Employees	Notes (Primary Business, Products, etc.)	Investment Ratio
Germany	①	Mazda Motor Europe G.m.b.H.	Office Sales	Hitdorfer Strasse 73 51371 Leverkusen, Germany	President and CEO James M. Muir	March 1998	221	Management planning, sales, PR, marketing, customer services	Mazda Motor Logistics Europe N.V. 100%
	②	(European R&D Centre)	R&D	Hiroshimastrasse 1 61440 Oberursel/Ts., Germany	Vice President Norihiro Tomita	December 1987	86	Product planning, advanced product development, design and modeling, research, trend and engineering studies, accessory development, evaluation testing and tuning, vehicle certification procedures Land area: 76,000 m <sup>2</sup>	
	①	Mazda Motors (Deutschland) G.m.b.H.	Sales	Hitdorfer Strasse 73 51371 Leverkusen, Germany	President and CEO Michael A. Bergmann	November 1972	164	Importer and distributor of automobiles and repair parts	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Belgium	③	Mazda Motor Logistics Europe N.V. (Vehicles and Parts Distribution Center)	Office Logistics Sales	Blaasveldstraat 162 2830 Willebroek, Belgium	Managing Director Jorgen Olesen	August 1998	478	Dealers and Distributors of automobiles, parts and accessories in Europe	Mazda 100%
U. K.	④	Mazda Motors UK Ltd.	Sales	Riverbridge House, Anchor Boulevard, Dartford, Kent, UK. DA2 6QH	Managing Director Robert Lindley	May 2001	104	Importer and distributor of automobiles and repair parts	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
France	⑤	Mazda Automobiles France S.A.S	Sales	34 rue de la Croix de Fer F-78122 Saint Germain en Laye Cedex, France	President Thierry Guillemont	February 2001	47	Importer and distributor of automobiles and repair parts	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Switzerland	⑥	Mazda (Suisse) S.A.	Sales	12, av. des Morgines CH-1213 Petit-Lancy, Switzerland	Managing Director Jerome de Haan	November 2001 *1	36	Importer and distributor of automobiles and repair parts	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Austria	⑦	Mazda Austria G.m.b.H.	Sales	Ernst Diez Strasse 3, 9020 Klagenfurt, Austria	Managing Director Günther Kerle	July 1981 (September 2003 *1)	95	Importer and distributor of automobiles and repair parts	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Spain	⑧	Mazda Automoviles Espana, S.A.	Sales	c/Sor Angela de la Cruz, No.6-12, 28020 Madrid, Spain	President Ignacio Beamud*2	February 2000	43	Importer and distributor of automobiles and repair parts	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Portugal	⑨	Mazda Motor de Portugal Lda.	Sales	NOVA MORADA Rua Rosa Araujo, n. 2-1. 1250- 195 Lisboa, Portugal	General Manager Nuno P. Guerreiro	February 1995	21	Importer and distributor of automobiles and repair parts	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Italy	⑩	Mazda Motor Italia S.p.A.	Sales	Viale A. Marchetti 105 I-00148 Roma, Italy	Managing Director Giovanni Barbieri	December 1999	60	Importer and distributor of automobiles and repair parts	Mazda 75% Mazda Motor Logistics Europe N.V. 25%
Russia	⑪	Mazda Motor Rus, OOO	Sales	Ul. Smolnaya Street, 24/D, 5th floor, 125445 Moscow, Russian Federation	General Director Joerg Schreiber	December 2005	36	Importer and distributor of automobiles and repair parts	Mazda 100%



\*1 The dates are when Mazda took control of these sales companies.

\*2 Effective from July 1, 2007

East Asia

(as of March 31, 2007)

Countries/ Regions	Facility Name	Function	Location & Address	Management	Start-up Date	Vehicle Production	Number of Employees	Notes (Primary Business, Products, etc.)	Investment Ratio
China	① Mazda Motor Corporation Beijing Representative Office	Office	Suite 1605, 16F NCI Tower, A12 Jianguomenwai Avenue, Chaoyang District, Beijing, China 100022	Chief Representative Kazuhiro Kawaguchi* <sup>1</sup>	March 23, 1985	—	8	—	—
	② FAW Car Co. Ltd. (FCC)	Production	No.4888 Weishan Road, Changchun high-technology Industries Development Zone, Jilin Province, China 130012	General Manager Zhang Pijie	March 2003	51,915	7,108	Mazda6 Production capacity: 70,000 units/year	Local 100%
	③ Mazda Motor (China) Co., Ltd. (MCO)	Management company	07-12, 20F, Shanghai Information Tower, 211 Century Avenue, Pudong New District, Shanghai, China 200120	President & CEO Satoshi Tachikake	January 4, 2005	—	33	Provides various types of services to affiliated companies in China as consigned from Mazda Motor Corporation	US\$ 9.5 million Mazda 100%
	Mazda Motor (China) Co., Ltd. China Engineering Support Center (MCO-CESC)	Branch Office / Workshop	No.3358 ShenXia Road, Jia Bang, JiaDing District, Shanghai, China 201818	Vice President Akira Tanioka	August 4, 2005	—	66	Market reasearch and technology studies for the Chinese market, as well as technical support in areas such as R&D, Purchasing, Quality, and Services, covering Nanjing, Changchun and Hainan	—
	② FAW Mazda Motor Sales Co., Ltd. (FMSC)	Sales	No.4936, Dongfeng Street, Luyuan District, Changchun, Jilin Province, China 130011	President Hiroshi Yoshida* <sup>2</sup>	March 1, 2005	—	234	Wholesales of Mazda brand vehicles and repair parts in China	100 million yuan FAW Car 70%, Mazda 25%, FAW Group 5%
	④ Changan Ford Mazda Automobile Co., Ltd. (CFMA)	Production/ Sales	No.1, Chang Fu West Road, Yuan Yang Town, New Northern Zone, Chongqing, China 401122	President Jeffery Shen	March 2006* <sup>4</sup>	—	approx. 5,600	Mazda3 and Ford brand vehicle production/sales and Mazda2 sales	Approx. 2290 million yuan Changan Automobile 50%, Ford 35%, Mazda 15%
	⑤ Changan Ford Mazda Automobile Co., Ltd. (Nanjing) (CFMA)	Production	No.66, Su Yuan Road, Jiangning Economic and Technological Development Zone, Nanjing, China 211100	—	Operations scheduled to start in 2007	—	700* <sup>3</sup>	Mazda2 and Ford brand vehicle production	—
⑤ Changan Ford Mazda Engine Co., Ltd. (CFME)	Engine Production/ Sales	No.1299 JiYin Avenue, Jiangning Economic and Technological Development Zone, Nanjing, China 211100	President Motohide Tatsukawa	Established in Sep. 2005 Operations scheduled to start in 2007	—	600* <sup>3</sup>	Engine production and sales	Approx. 1,115 million yuan Changan Automobile 50%, Mazda 25%, Ford 25%	
Taiwan	⑥ Ford Lio Ho Motor Co., Ltd.	Production	705 Chung Hwa Rd, Sec.1 Chung Li, Taiwan R.O.C	CEO Jeffery Nemeth	March 1987* <sup>5</sup>	18,721	2,332	Mazda3, Mazda 323, Mazda Premacy, Mazda Tribute, Ford brand vehicles Production capacity: approx. 130,000 units/year	Ford 70% Local 30%
	⑥ Ford Distribution Taiwan Ltd.	Sales	705 Chung Hwa Rd, Sec.1 Chung Li, Taiwan R.O.C	CEO Jason Liu	October 1998	—	22	Wholesales of Mazda brand and Ford brand vehicles and parts	Ford 100%



\*1 Effective from May 1, 2007.

\*2 Effective from April 1, 2007.

\*3 Number of employees as of the end of March 2007. Recruiting is continuing as of this writing.

\*4 Changan Ford Automobile Co., Ltd. was established on April 25, 2001. Mazda invested capital to become a joint venture partner in March 2006.

\*5 Started production of Mazda brand vehicles.

**Southeast Asia**

(as of March 31, 2007)

Countries/ Regions		Facility Name	Function	Location & Address	Management	Start-up Date	Vehicle Production	Number of Employees	Notes (Primary Business, Products, etc.)	Investment Ratio
Thailand	①	AutoAlliance (Thailand) Company Limited	Production	Eastern Seaboard Industrial Estate 49 Moo.4 Tambol Pluakdang, Rayong 21140, Thailand	President Masamichi Kogai	November 28, 1995 (Established) May 29, 1998 (Start of operations)	43,566	3,480 (Dec. 2006)	Mazda BT-50, Ford Ranger, Courier, Ford Everest Production capacity: 173,000 units/year with two shifts (regular working hours) Land area: approx. 846,000m <sup>2</sup>	5 billion Thai baht Mazda 45% Ford 50% Mazda Sales (Thailand) 5%
	②	Mazda South East Asia, Limited	Regional Management	18th Floor, 193/38 Lake Rajada Office Complex, Ratchadapisek Road, Klongtoey, Bangkok 10110, Thailand	Managing Director Yuji Nakamine* <sup>1</sup>	August 2005	—	10	Overseeing marketing, sales and distribution in the ASEAN region	—
	②	Mazda Sales (Thailand) Co., Ltd.	Sales	18th Floor, 193/74-76 Lake Rajada Office Complex, Ratchadapisek Road, Klongtoey, Bangkok 10110, Thailand	Managing Director John Ray	June 1990	—	43	Mazda3, Mazda BT-50, Mazda Premacy, Mazda RX-8	Mazda 96.1% KKS 3.9%
Indonesia	③	PT. Mazda Motor Indonesia	Sales	Wisma Indomobil, 9th Floor Jl M.T. Haryono Kav.8 Jakarta 13330, Indonesia	President Director Yoshinori Nishihara	February 7, 2006 (Established) June 2006 (Start of operations)	—	13	Mazda RX-8, Mazda3, Mazda Premacy, Mazda6, Mazda Tribute, Mazda BT-50, Mazda CX-7	Mazda 99.9% Other 0.1%
Malaysia	④	Associated Motors Industries	Production	1 Jalan Sesiku 15/2, 40000 Shah Alam, Selangor Darul Ehsan, Malaysia	Managing Director Timothy D Tucker* <sup>2</sup>	September 1968	402	575 (Apr. 2007)	Mazda B-Series, Ford Ranger, Ford Everest, Ford Escape, Others	Ford Malaysia 100% (Ford 49%, Local 51%)
	④	Cycle & Carriage Bintang Bhd.	Sales	Lot 9, Jalan 219, Federal Highway, 41600 Petaling Jaya, Selangor Darul Ehsan, Malaysia	Managing Director Steven G. Foster	1967	—	663 (Apr. 2007)	Mazda3, Mazda6	Corporation in Singapore 59.1% Others 40.9%
Philippines	⑤	Ford Motor Company Philippines, Inc.	Production	FGP Bldg., #1 American Road, Greenfield Automotive Park-SEZ, Santa Rosa, Laguna, 4026, Philippines	CEO Richard Baker	February 2004* <sup>3</sup>	5,320 (End of 2006)	622 (Jun. 2007)	Mazda3, Mazda Tribute, Ford Focus, Ford Escape	Ford 100%
	⑤	Ford Group Philippines Inc.	Sales	FGP Bldg., #1 American Road, Greenfield Automotive Park-SEZ, Santa Rosa, Laguna, 4026, Philippines	CEO Richard Baker	February 2004* <sup>3</sup>	—	97 (Jun. 2007)	Mazda3, Mazda6, Mazda Tribute	Ford 100%



\*1 Effective from April 1, 2007.

\*2 Effective from July 1, 2007.

\*3 The date are when it started production/sales of Mazda vehicles.

**Central and South America**

(as of March 31, 2007)

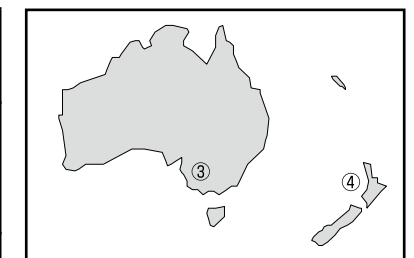
Countries/ Regions	Facility Name	Function	Location & Address	Management	Start-up Date	Vehicle Production	Number of Employees	Notes (Primary Business, Products, etc.)	Investment Ratio
Colombia ①	Compania Colombiana Automotriz S. A.	Production/ Sales	Calle 13 No. 38-54 (Apdo Aereo 80342) Bogota, Colombia	Executive President Fabio Sanchez Forero	October 1973 *1	19,824	1,189	Mazda 323, Mazda3, Mazda6, Mazda B-Series, Mazda2 Production capacity: 34,000 units/year	Mazda 95% Mazda Motor International 5%
Ecuador ②	Manufacturas, Armaduras y Repuestos Equatorianos S. A. (M.A.R.E.S.A.)	Production/ Sales	Av. Manuel Cordova Galarza Km.12 1/2, Quito, Ecuador	Chief Executive Officer Francisco J. Restrepo	November 1986	6,316	300	Mazda 323, Mazda B-Series Production capacity: 8,500 units/year	Local 100%



\*1 Started production/assembly of Mazda vehicles in April 1983.

**Oceania**

Countries/ Regions	Facility Name	Function	Location & Address	Management	Start-up Date	Vehicle Production	Number of Employees	Notes (Primary Business, Products, etc.)	Investment Ratio
Australia ③	Mazda Australia Pty Ltd.	Sales	385 Ferntree Gully Road, Notting Hill, Victoria 3149, Australia	Managing Director Doug Dickson	April 1967	—	134	Mazda2, Mazda3, Mazda6, CX-7, Premacy, RX-8, Tribute, BT-50, Mazda E-series (truck, van)	Mazda 100%
New Zealand ④	Mazda Motors of New Zealand Ltd.	Sales	70 Plunket Avenue, Wiri, Manukau City, Auckland 1730, New Zealand	Managing Director Andrew Clearwater	June 1972	—	23 (Apr. 2007)	Mazda2, Mazda3, Mazda6, CX-7, RX-8, MX-5, BT-50, Mazda E-series, Mazda B-series	Mazda 100%



**Middle East**

Countries/ Regions	Facility Name	Function	Location & Address	Management	Start-up Date	Vehicle Production	Number of Employees	Notes (Primary Business, Products, etc.)	Investment Ratio
UAE ⑤	Mazda Representative Office (Middle East)	Office (service)	P.O.Box 31827, Dubai, UAE	Customer Service General Manager Hiroshi Shimura*2	March 1982	—	5		—
Iran ⑥	Bahman Motor Center	Production	16 KM, Karadj Old Road, Tehran, Iran	Managing Director S. M. Safavi	1959	13,536	1,280	Mazda 323*3 units/year	Local 100%

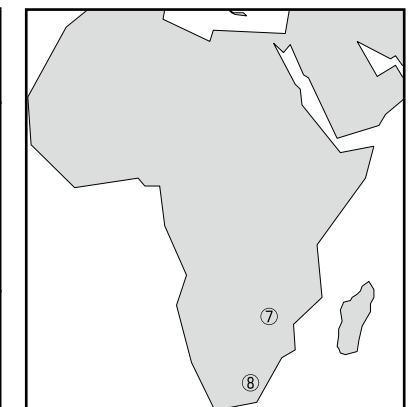


\*2 Effective from July 1, 2007

\*3 As of April 1, 2007

**Africa**

Countries/ Regions	Facility Name	Function	Location & Address	Management	Start-up Date	Vehicle Production	Number of Employees	Notes (Primary Business, Products, etc.)	Investment Ratio
Zimbabwe ⑦	Willowvale Mazda Motor Industries (PVT) Ltd.	Production	Dagenham Road, Willowvale, Harare (P.O.Box ST 520 Southerton, Harare), Zimbabwe	Managing Director Dawson Z. Mareya	July 1980	1,740	268	Mazda 323, Mazda3, Mazda B-Series, BT-50, Mazda T-Series Production capacity: 2,400 units/year Land area: 38,486m <sup>2</sup>	MOTEC 58%, Mazda 25%, Workers Trust 9%, ITOCHU Corporation 8%
South Africa ⑧	Ford Motor Company of Southern Africa (Pty) Ltd.	Production	Simon Vermooten Road, Silverton, Pretoria, Gauteng (P.O.Box 411, Pretoria 0001), South Africa	President and Chief Executive Officer Hal Feder	June 1963*4	11,768	4,359	Mazda3, Mazda B-Series, BT-50 Production capacity: approx.17,600 units/year	Ford 100%



\*4 Production and assembly of Mazda vehicles started in June 1963 under a licensing agreement with a partner company prior to the formation of FSA in 1998.