

Company Profile (As of November 13, 2009)

Company name	Mazda Motor Corporation
Founded	January 30, 1920
Headquarters	3-1 Shinchi, Fuchu-cho, Aki-gun, Hiroshima 730-8670 Japan
Representative	Takashi Yamanouchi, Representative Director; President and CEO
Main business lines	Manufacture and sale of passenger cars and commercial vehicles
Stock Information	Authorized: 3,000,000,000 shares Issued: 1,780,377,399 shares (As of November 13, 2009) Number of shareholders: 66,134
Capital	¥ 186,499,736,762 (As of November 13, 2009)
Employees	22,298 (unconsolidated) (includes 1,103 employees dispatched to other locations)
Research and development sites	Head Office, Mazda R&D Center (Yokohama), Mazda Motor of America(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: United States, China, Taiwan, Thailand, Philippines, Zimbabwe, South Africa, Ecuador, Colombia
Logistics bases	9 in Japan
Sales companies	Japan: 277 Overseas: 121 (As of December 31, 2008)
Principal products	Four-wheeled vehicles, gasoline reciprocating engines, diesel engines, rotary engines automatic and manual transmissions for vehicles

Global Production (As of December 31, 2008)

		(Units)		
		2006	2007	2008
Global		1,311,027	1,291,744	1,349,274
	Japan	966,547	995,511	1,078,690
	Overseas	344,480	296,233	270,584

Global Sales (As of December 31, 2008)

		(Units)		
		2006	2007	2008
Global		1,286,169	1,335,147	1,351,494
	Japan	269,220	254,137	244,623
	North America	363,835	404,009	374,644
	Europe	306,698	311,247	339,969
	China	126,063	101,900	127,846
	Other regions	220,353	263,854	264,412

Financial Summary (Consolidated)

(¥ in billions, except per share amounts)	FY2004 ('04.4~'05.3)	FY2005 ('05.4~'06.3)	FY2006 ('06.4~'07.3)	FY2007 ('07.4~'08.3)	FY2008 ('08.4~'09.3)
Japan	845.6	887.7	887.3	880.1	620.3
Overseas	1,850.0	2,032.1	2,360.2	2,595.7	1,915.60
Net sales	2,695.6	2,919.8	3,247.5	3,475.8	2,535.90
Operating income	82.9	123.4	158.5	162.1	-28.4
Ordinary income	73.1	101.5	127.8	148.5	-18.7
Income before taxes	73.8	117.5	118.5	143.1	-51.3
Net income	45.8	66.7	73.7	91.8	-71.5
Net income per share	¥37.63	¥51.53	¥52.59	¥65.21	¥-52.13
Capital investment	67.9	72.1	79.6	75.5	81.8
Depreciation and amortization	40.0	45.8	47.0	66.5	75.2
Research and Development cost	90.8	95.7	107.6	114.4	96
Total assets	1,767.8	1,788.7	1,907.8	1,985.6	1,801.0
Equity	267.8	398.0	479.9	554.2	414.7
Financial debts	528.1	455.4	474.7	505.0	753.4
Net financial debts	313.5	246.8	232.2	281.1	532.6
Cash flow	35.9	33.6	21.0	10.2	-129.2
(Thousands of units)					
Japan	294	290	264	257	219
Overseas	810	859	913	983	1,042
Sales volume	1,104	1,149	1,177	1,240	1,261
Number of employees	35,680	36,626	38,004	39,364	39,852

Note: Fiscal years begin in April and end in March.

Cash flow represent net cash flow from operating activities and from investing activities.

The number of employees excludes dispatchees to affiliated companies.

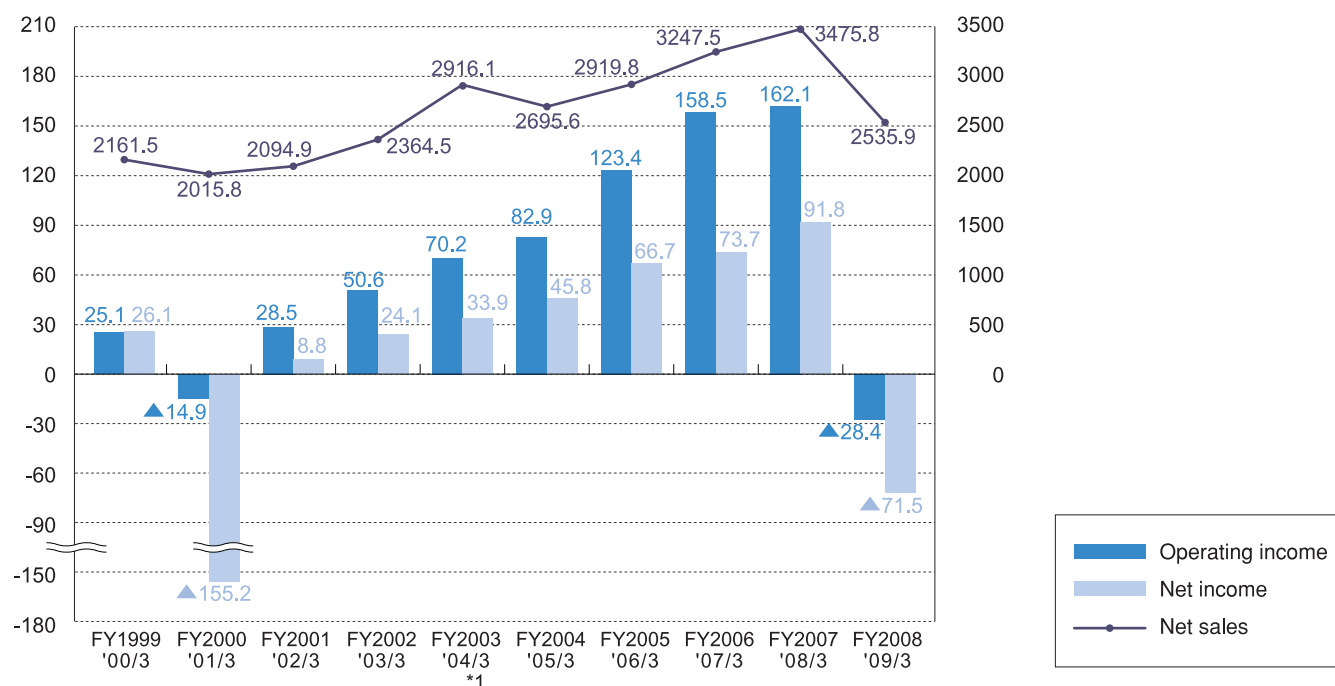
FY2004 sales volume is based on shipments and from FY2005, it is based on retail volume.

Operating Results

Operating income

Net income
(Billions of yen)

Net sales
(Billions of yen)



*1 FY2003 results reflect a 15-month fiscal term for main foreign subsidiary companies that changed their fiscal term.

This adjustment results in an increase of 149,000 units sales volume and 341.4 billion yen in net sales on an consolidated basis as compared to the current figures.