

FY2006 RESULTS AND FY2007 PROJECTIONS

MAZDA MOTOR CORPORATION

April 27, 2007

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OUTLINE

- **Overview**
- **FY2006 Results**
- **FY2007 Projections**
- **In Summary**

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OVERVIEW

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FY2006 HIGHLIGHTS

- ➔ **Operating Profit, Up 28% to ¥158.5 Billion**
- ➔ **Net Income, at ¥73.7 Billion, Up 26%
Excluding Impact of Gain from Pension
Fund Return and Asset-Impairment Losses
in the Prior Year**
- ➔ **Record High Profits at All Levels**
- ➔ **Product-led Growth with the CX-7 and CX-9**
- ➔ **Revenues Up 11%**
- ➔ **Plan to Increase Dividend by ¥1 to ¥6 a Share**

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FY2007 HIGHLIGHTS

- ➔ **Operating Profit Up 1% to ¥160 Billion, Net Income Up 15% to ¥85 Billion**
- ➔ **Launch Demio/Mazda2 in Japan, Europe and Other Markets, Launch CX-7 in Europe**
- ➔ **Global Retail Sales Up 4% to 1.35 Million Units**
- ➔ **Expand Domestic Plant Capacity**
- ➔ **Start Operation at Vehicle and Engine Plants in China**
- ➔ **Resume Interim Dividend**
- ➔ **Implement Mazda Advancement Plan**

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FY2006 RESULTS

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FY2006 FINANCIAL METRICS

(Billion yen)	Full Year		Change	
	FY2006	FY2005	Amount	Pct.
Revenues	3,247.5	2,919.8	327.7	11 %
Operating Profit	158.5	123.4	35.1	28 %
Ordinary Profit	127.8	101.5	26.3	26 %
Profit Before Tax	118.5	117.5	1.0	1 %
Net Income	73.7	66.7	7.0	11 %
Memo: Net Income *	73.7	58.4	15.3	26 %
Operating ROS	4.9 %	4.2 %	0.7 Pts	-
EPS (Yen/Share)	52.6	51.5	1.1	2 %

*Net Income without pension fund return gain and asset-impairment losses in the prior year.

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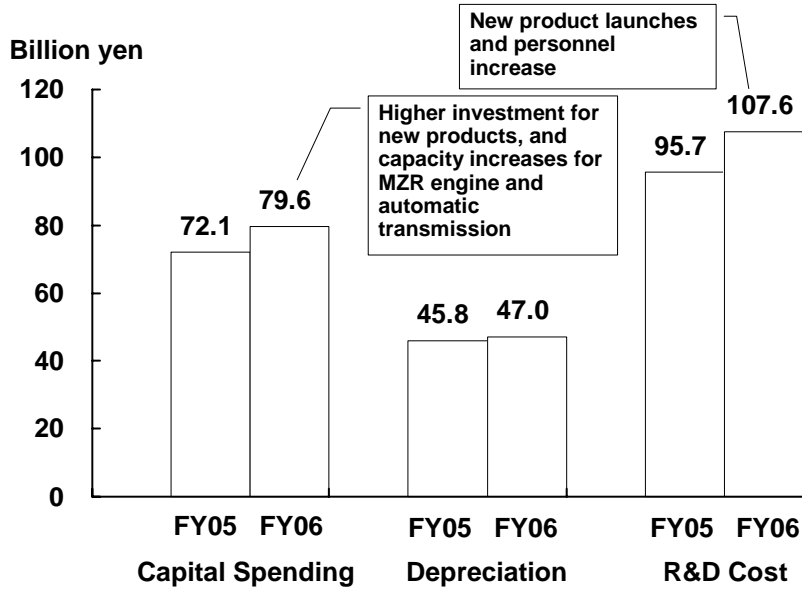
CASH FLOW & NET DEBT

(Billion yen)	FY2006	FY2005	B/(W) Prior Year End
Cash Flow			
- Operating C/F	116.4	114.6	-
- Investment C/F	(95.4)	(81.0)	-
- Free C/F	21.0	33.6	-
Net Debt	232.2	246.8	14.6
Net Debt-to-Equity	49 %	62 %	13 Pts
Dividend (Yen/Share)	6	5	1

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KEY DATA



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KEY DATA

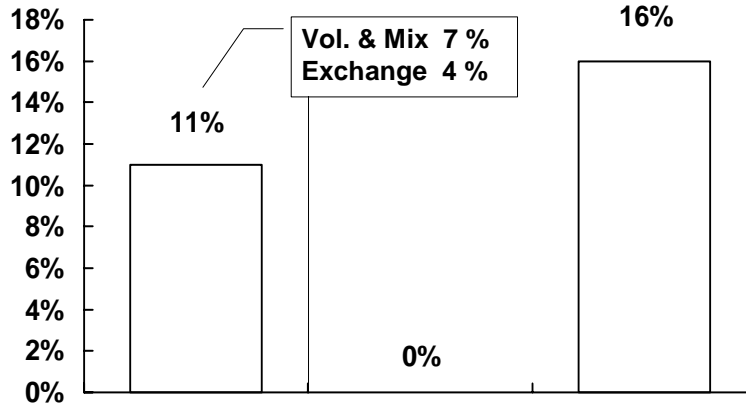
	Full Year		Change
	FY2006	FY2005	
Global Retail Volume (000)	1,302	1,276	2 %
Exchange Rates			
Yen / U.S. Dollar	117	113	¥ 4
Yen / Euro	150	138	¥ 12

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REVENUE CHANGES BY DESTINATION

FY2006 Compared With FY2005



(Billion yen)	Total	Domestic	Overseas
FY06	3,247.5	887.3	2,360.2
FY05	2,919.8	887.7	2,032.1

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JAPAN

	Full Year		Change
	FY2006	FY2005	
Retail Volume (000) *	261	285	(9) %

Low Registration Vehicle Demand



* Excluding volume sold under Ford Brand

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NORTH AMERICA

Retail Volume (000)	Full Year		Change
	FY2006	FY2005	
United States	281	262	7 %
Canada & Other *	99	90	10 %
North America Total	380	352	8 %

Introduced CX-7, CX-9 and Tribute



* Including Mexico and Puerto Rico

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EUROPE

Retail Volume (000)	Full Year		Change
	FY2006	FY2005	
	301	282	7 %

Exceeded 300,000 Units First in 15 Years



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CHINA

	Full Year		Change
	FY2006	FY2005	
Retail Volume (000)	129	130	(1) %

Resumed Sales of Mazda3



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OTHER MARKETS

	Full Year		Change
	FY2006	FY2005	
Retail Volume (000)	231	227	2 %

New Pick-Up BT-50 Contributed to Sales Growth

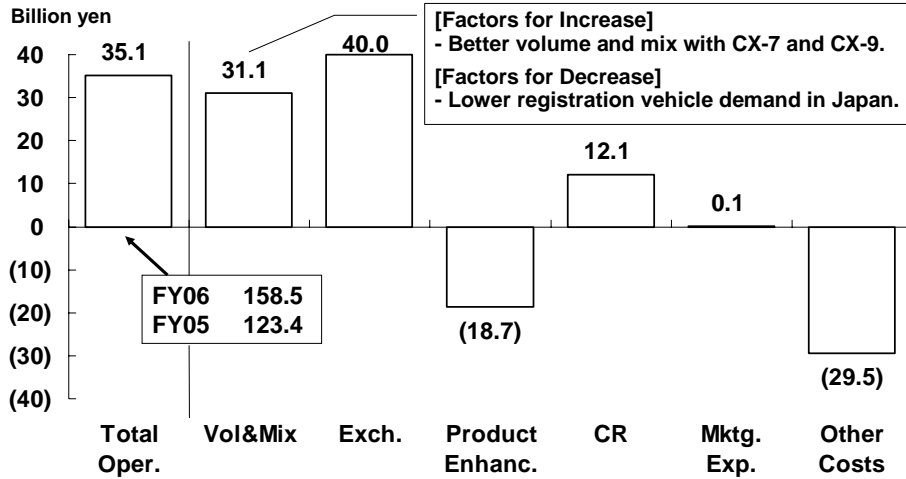


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OPERATING PROFIT CHANGES

FY2006 Compared With FY2005

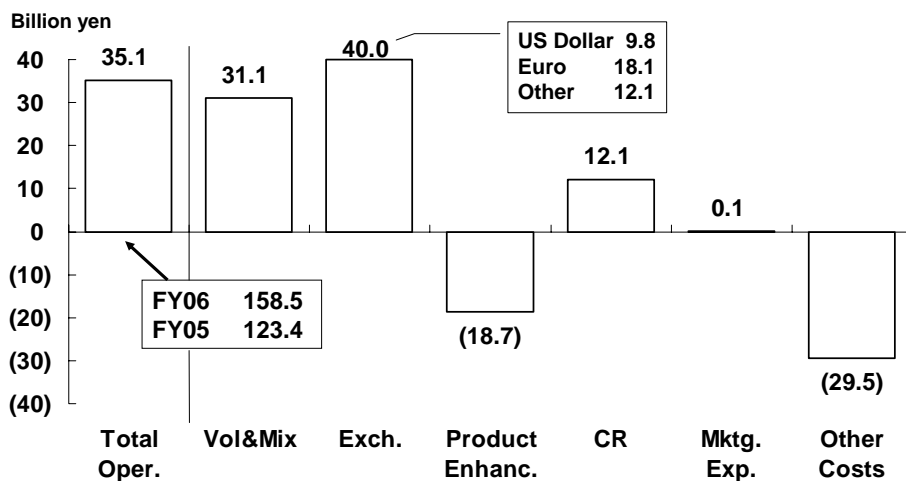


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OPERATING PROFIT CHANGES

FY2006 Compared With FY2005

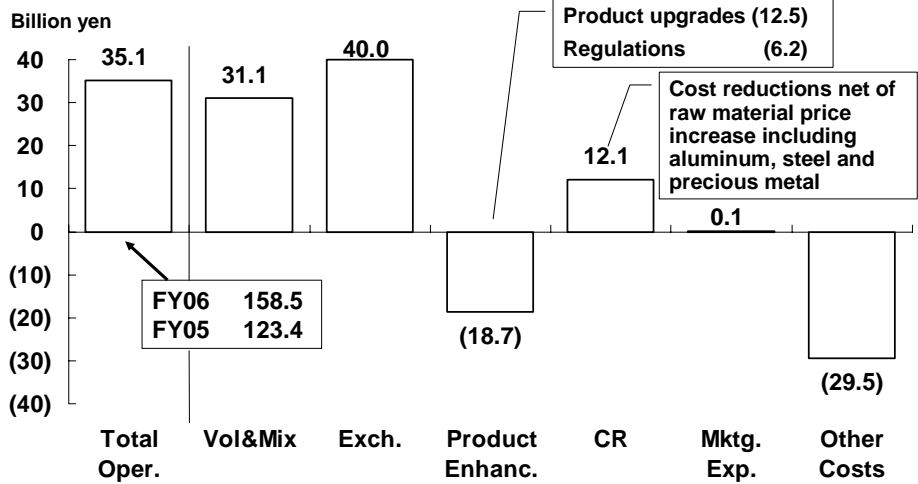


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OPERATING PROFIT CHANGES

FY2006 Compared With FY2005

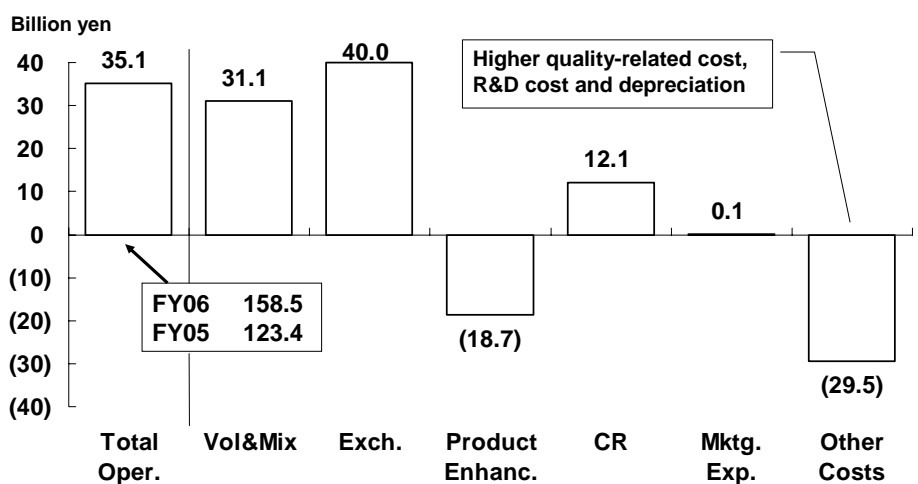


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OPERATING PROFIT CHANGES

FY2006 Compared With FY2005



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FY2007 PROJECTIONS

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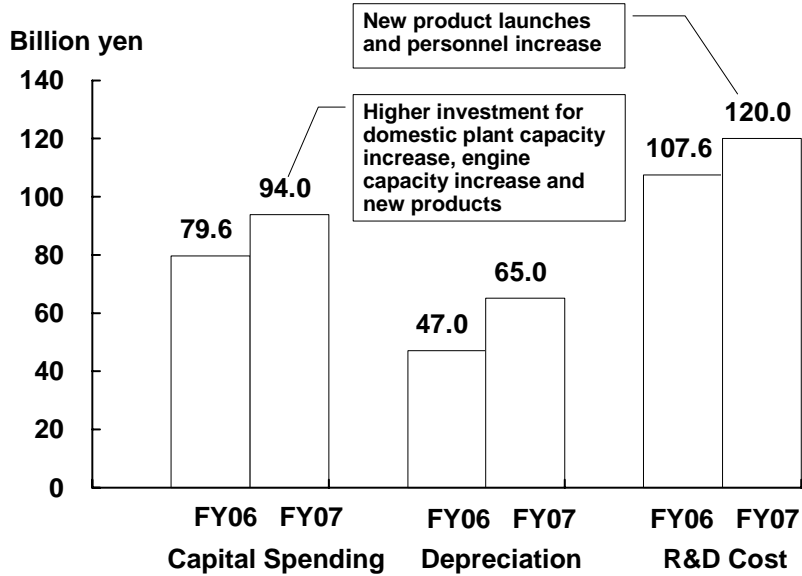
FY2007 FINANCIAL METRICS

(Billion yen)	Full Year		Change	
	FY2007	FY2006	Amount	Pct.
Revenues	3,320.0	3,247.5	72.5	2 %
Operating Profit	160.0	158.5	1.5	1 %
Ordinary Profit	140.0	127.8	12.2	10 %
Profit Before Tax	130.0	118.5	11.5	10 %
Net Income	85.0	73.7	11.3	15 %
Operating ROS	4.8 %	4.9 %	(0.1) Pts	-
EPS (Yen/Share)	60.4	52.6	7.8	15 %

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KEY DATA



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KEY DATA

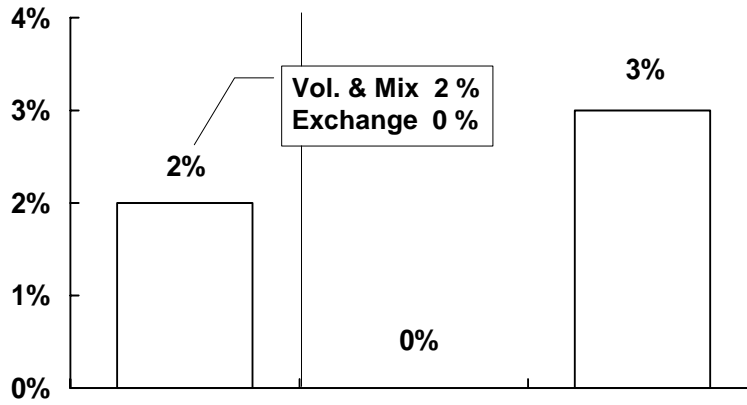
	Full Year		Change
	FY2007	FY2006	
Global Retail Volume (000)	1,350	1,302	4 %
Exchange Rates			
Yen / U.S. Dollar	115	117	¥ (2)
Yen / Euro	153	150	¥ 3

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REVENUE CHANGES BY DESTINATION

FY2007 Compared With FY2006



(Billion yen)	Total	Domestic	Overseas
FY07	3,320.0	890.0	2,430.0
FY06	3,247.5	887.3	2,360.2

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JAPAN

	Full Year		Change
	FY2007	FY2006	
Retail Volume (000)	262	261	1 %

Introduce New Demio



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NORTH AMERICA

Retail Volume (000)	Full Year		Change
	FY2007	FY2006	
United States	296	281	5 %
Canada & Other *	107	99	8 %
North America Total	403	380	6 %

Full Year Contribution of CX-7 & CX-9



* Including Mexico and Puerto Rico

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EUROPE

Retail Volume (000) *	Full Year		Change
	FY2007	FY2006	
	321	304	6 %

Introduce New Mazda2



* Including Turkey

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CHINA

	Full Year		Change
	FY2007	FY2006	
Retail Volume (000)	105	129	(19) %
Excl. Volume Produced in Hainan	105	53	98 %

Sales Growth with Mazda2 & Mazda3



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OTHER MARKETS

	Full Year		Change
	FY2007	FY2006	
Retail Volume (000) *	259	228	14 %

Introduce CX-9 in Australia



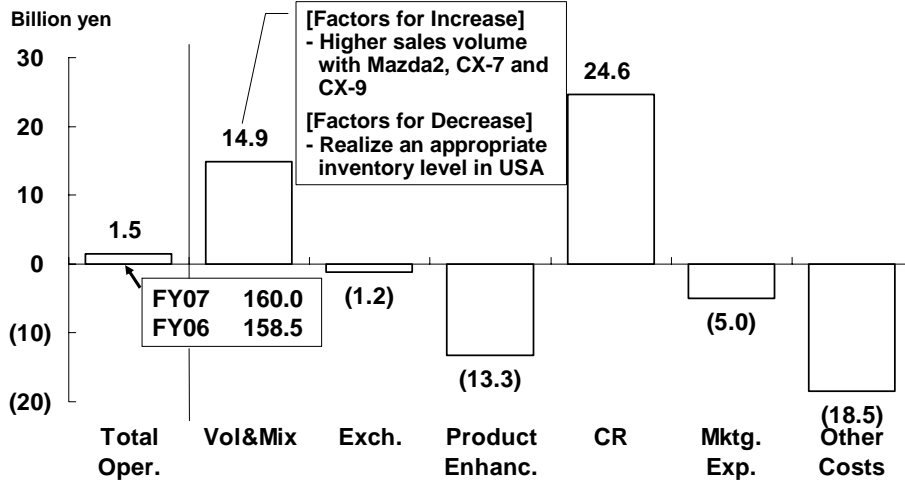
* Excluding Turkey

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OPERATING PROFIT CHANGES

FY2007 Compared With FY2006

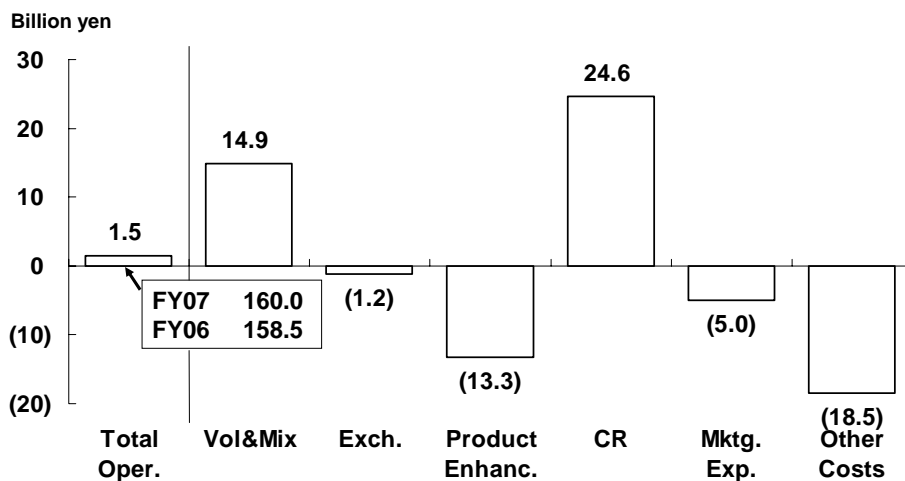


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OPERATING PROFIT CHANGES

FY2007 Compared With FY2006

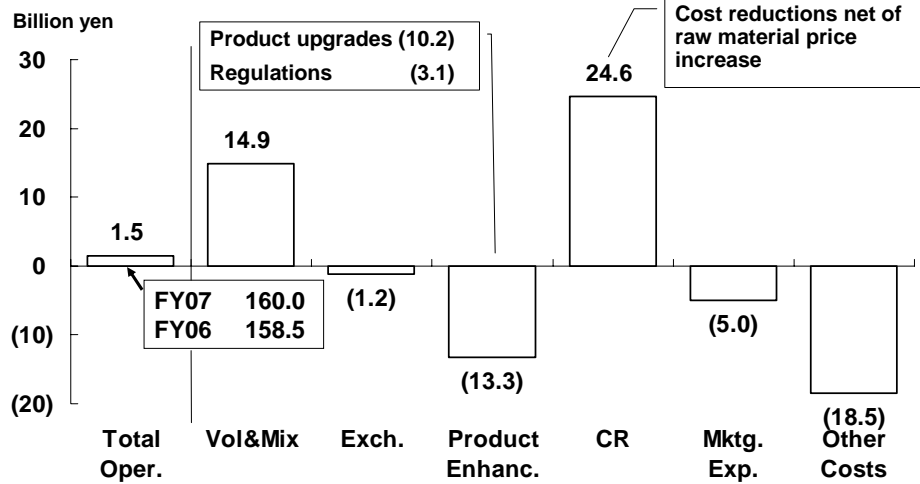


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OPERATING PROFIT CHANGES

FY2007 Compared With FY2006

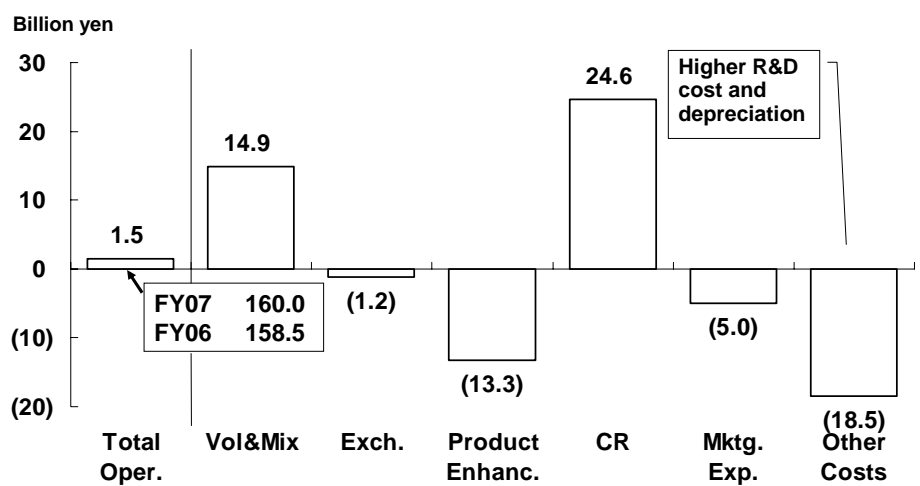


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OPERATING PROFIT CHANGES

FY2007 Compared With FY2006



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IN SUMMARY

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IN SUMMARY

- ➔ **FY06 Operating Profit Up 28% to ¥158.5 Billion, Achieved Record-High Profits at All Levels**
- ➔ **FY07 Operating Profit Up 1% to ¥160 Billion, Net Income Up 15% to ¥85 Billion**
- ➔ **Continue Product-led Growth**
- ➔ **Capacity Expansion in Japan and China**
- ➔ **Implement Mazda Advancement Plan For the Future**

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APPENDIX

KEY DATA

(Billion yen)	FY2007		
	<u>1st Half</u>	<u>2nd Half</u>	<u>Full Year</u>
Revenues	1580.0	1740.0	3320.0
Operating Profit	60.0	100.0	160.0
Ordinary Profit	50.0	90.0	140.0
Profit Before Tax	45.0	85.0	130.0
Net Income	25.0	60.0	85.0
Operating ROS	3.8 %	5.7 %	4.8 %
EPS (Yen/Share)	17.8	42.6	60.4

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KEY DATA

(000)	FY2007		
	<u>1st Half</u>	<u>2nd Half</u>	<u>Full Year</u>
Global Retail Volume			
Japan	126	136	262
North America	218	185	403
Europe *	155	166	321
China	43	62	105
Other	128	131	259
Total	670	680	1,350

* Including Turkey

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KEY DATA

	FY2007		
	<u>1st Half</u>	<u>2nd Half</u>	<u>Full Year</u>
Consol. Wholesales (000)			
Japan	128	137	265
North America *	177	202	379
Europe	132	184	316
Other	113	127	240
Total	550	650	1,200
Exchange Rates			
Yen/U.S. Dollar	115	115	115
Yen/Euro	155	150	153

* Including Puerto Rico

DISCLAIMER

The projections and future strategies shown in this presentation are based on various uncertainties including without limitation the conditions of the world economy in the future, the trend of the automotive industry and the risk of exchange-rate fluctuations.

So, please be aware that Mazda's actual performance may differ substantially from the projections.

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

Please note that neither Mazda nor any third party providing information shall be responsible for any damage you may suffer due to investment in Mazda based on the information shown in this presentation.