

TOKYO MOTOR SHOW INVESTORS CONFERENCE

Mazda Motor Corporation

October 23, 2007

PRESENTATION OUTLINE

- **Mazda Advancement Plan**
- **New Product Introduction**
- **Long Term Vision For Technology Development “Sustainable Zoom-Zoom”**
- **In Summary**

Mazda Advancement Plan

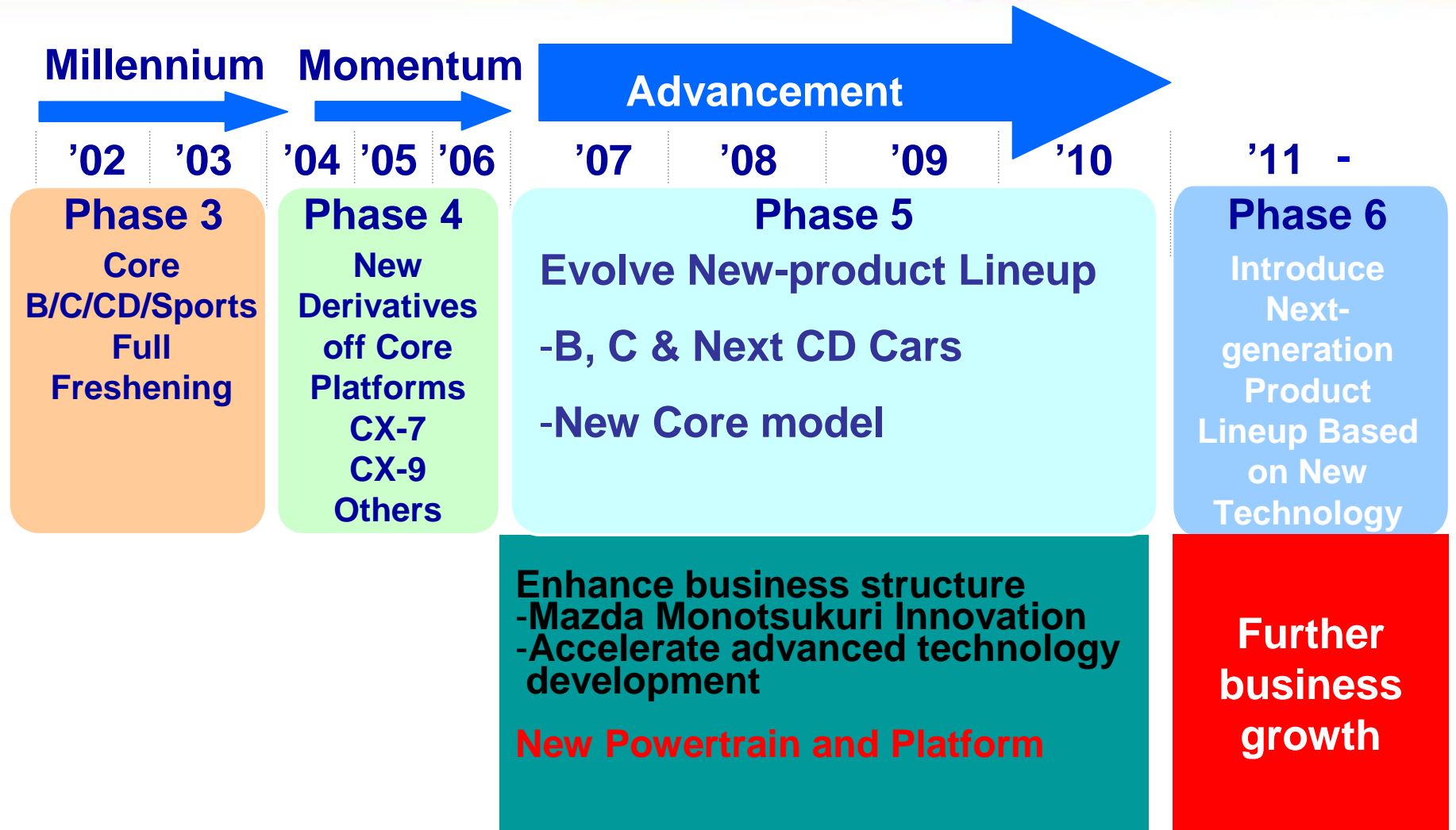
FY2010 TARGETS

Global Retail Volume	1.6+ Million Units
Operating Income	200+ Billion Yen
Operating ROS	6 %
Payout Ratio	Improve Steadily

MAZDA ADVANCEMENT PLAN FOCUS

- **Build Brand Value**
- **Enhance Business Efficiency**
- **Pursue Synergies with Ford**

BUILD BRAND VALUE



Continue Growth Through Product Evolution

BUILD BRAND VALUE



Launched the New Demio in July

Announced the New Atenza at Tokyo Motor Show



Main Construction Completed By September, and Production Started Partially Full-scale Production to Start in November



Ujina Plant
(Expand No.1 Plant)

Straight Time Capacity

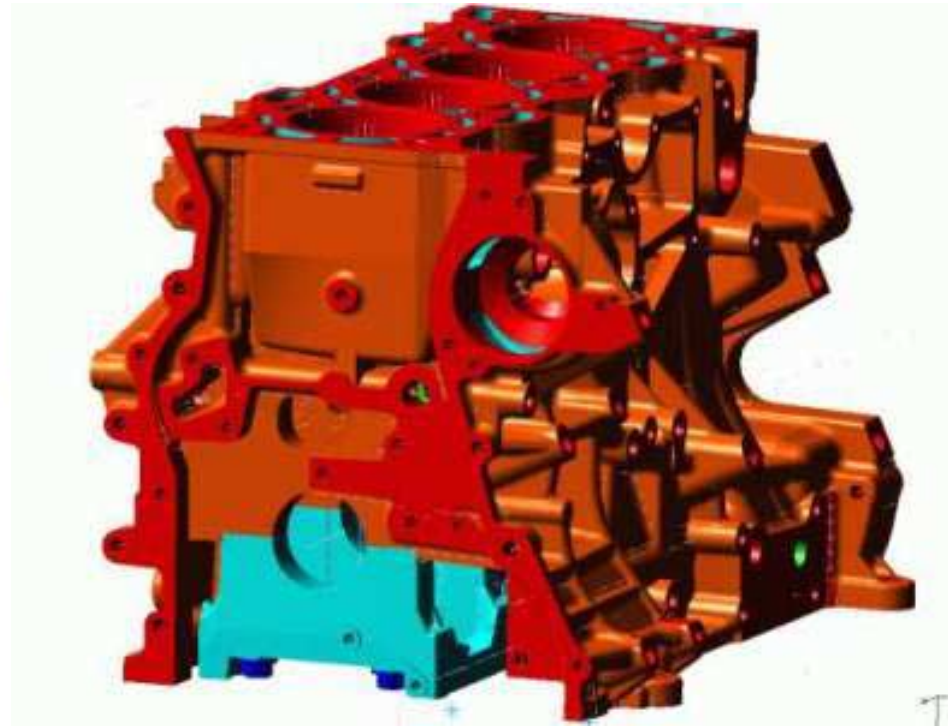
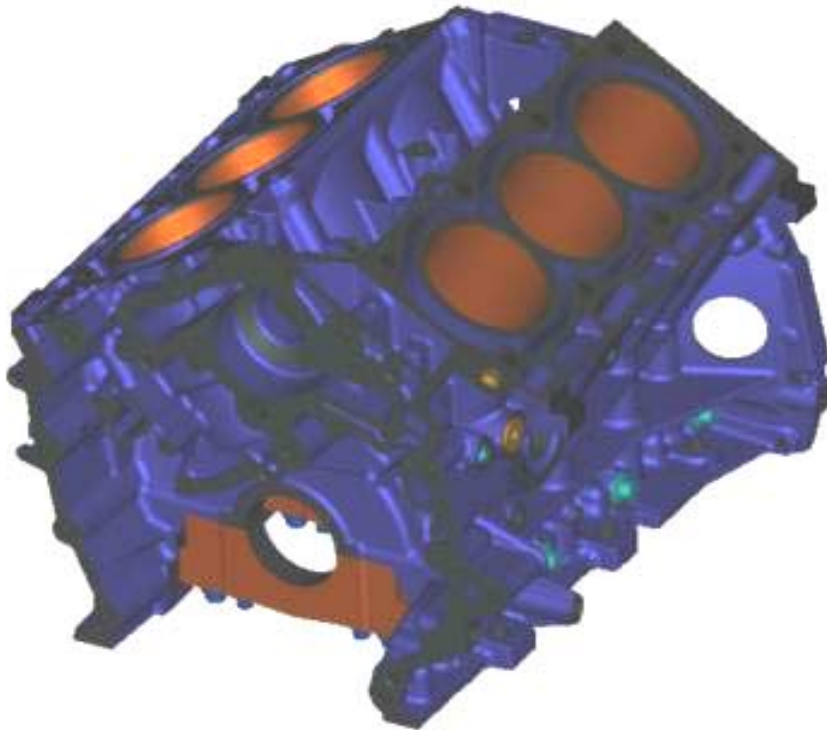
(000)	After		Diff
	FY2006	Expansion	
Hiroshima	484	515	31
Hofu	414	481	67
Total	898	996	98



Hofu Plant
(Expand No. 2 Plant)

**Resumed Production of V6 Engine in Japan,
Adding Annual Output of 105,000 units**

**At the same time, Realized Mixed Production
of V6 and I4 Engines**



DEEPEN SYNERGIES WITH FORD – NANJING, CHINA

**Joint Venture Engine Plant With Ford Started Operation in April,
Construction of Joint Venture Vehicle Plant Completed on September 24, Adding Capacity of**



DEEPEN SYNERGIES WITH FORD – AAT NEW PASSENGER CAR PLANT

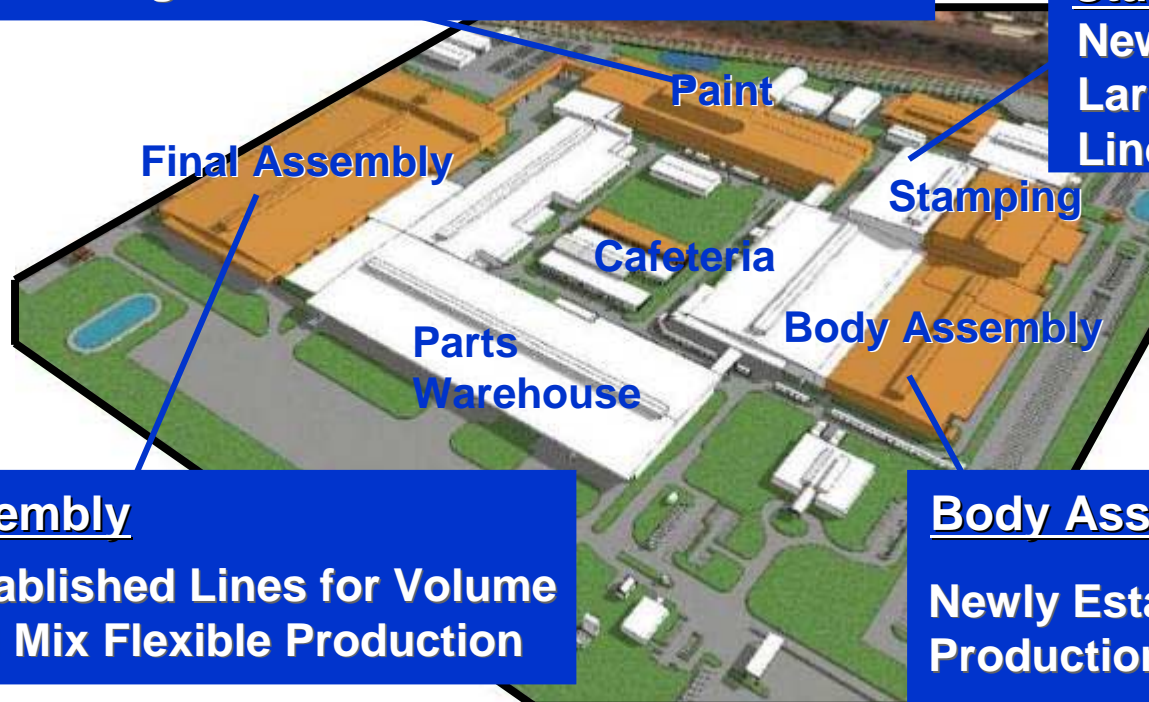
Announced to Construct a New Passenger Car Plant at AAT, Joint Venture Plant with Ford, Adding Capacity of 100,000 units.

Paint

Newly Established a Line Adopting “Three Wet On Paint System”
Updated Existing Line

Stamping

Newly Established Large-size Stamping Line



Final Assembly

Newly Established Lines for Volume and Model Mix Flexible Production

Body Assembly

Newly Established Flexible Production Lines

Introduction of New Product

NEW DEMIO / MAZDA2



NEW PREMACY / MAZDA5



NEW ATENZA / MAZDA6



Concept: “Zoom-Zoom Evolution”

Three Key Value

- Emotional and Sporty
- Exclusive Experience

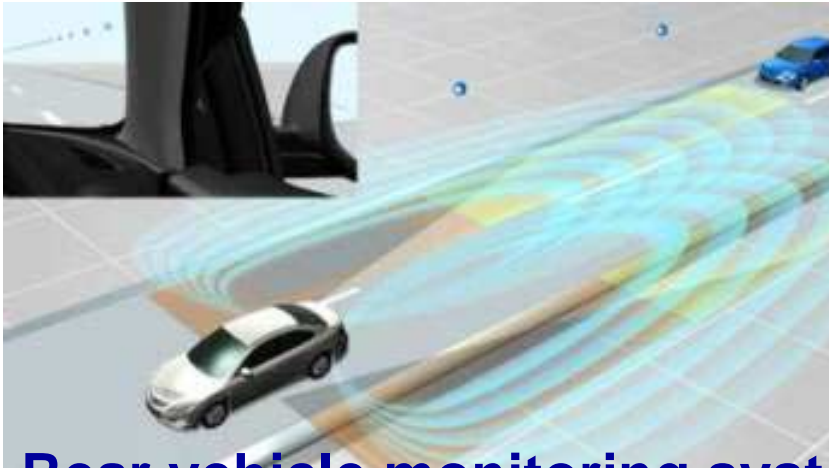




Class-top Aero Dynamics

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NEW ATENZA / MAZDA6



Rear vehicle monitoring system



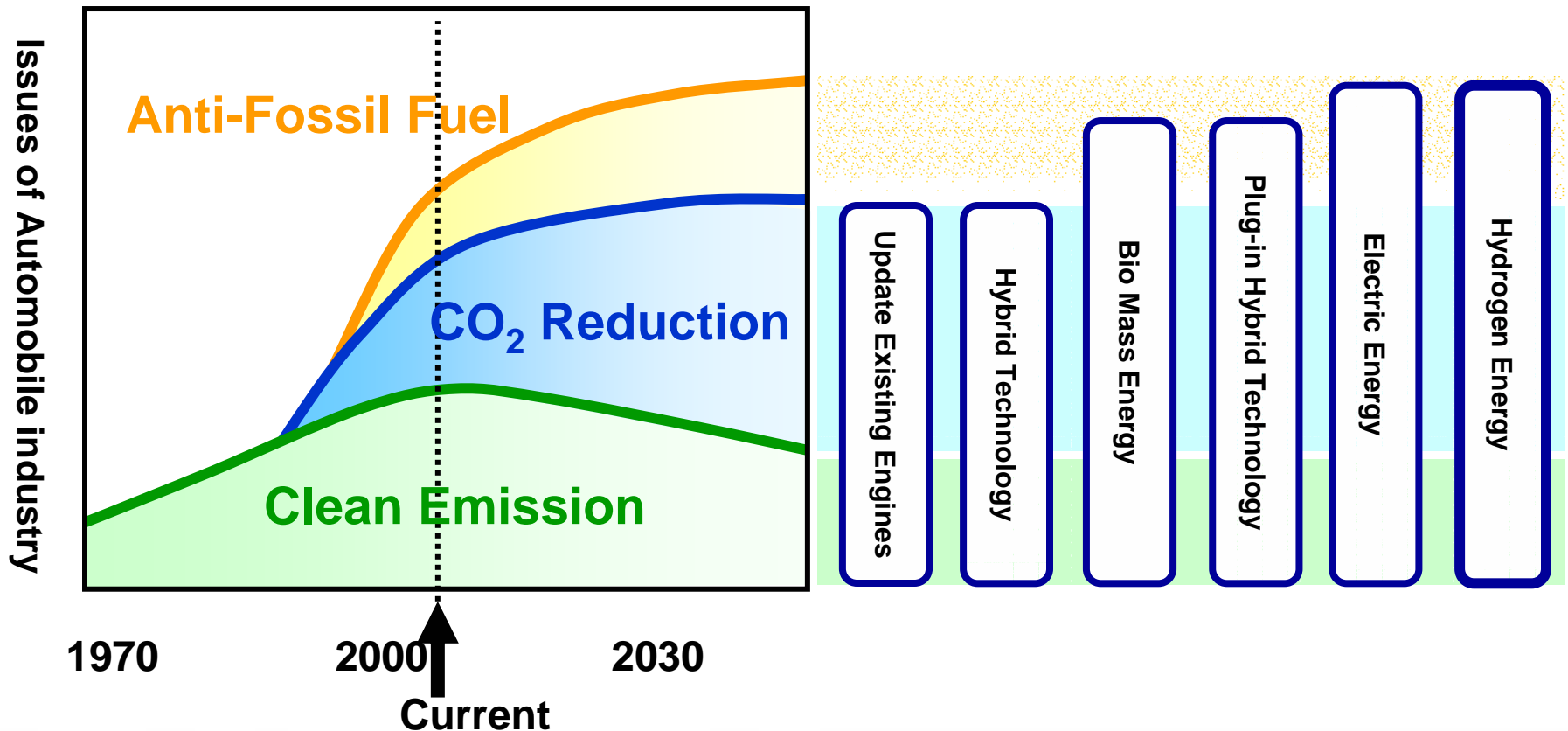
CF-Net (Cross Functional-Network)

Long-term Vision for Technology Development

“Sustainable Zoom-Zoom”

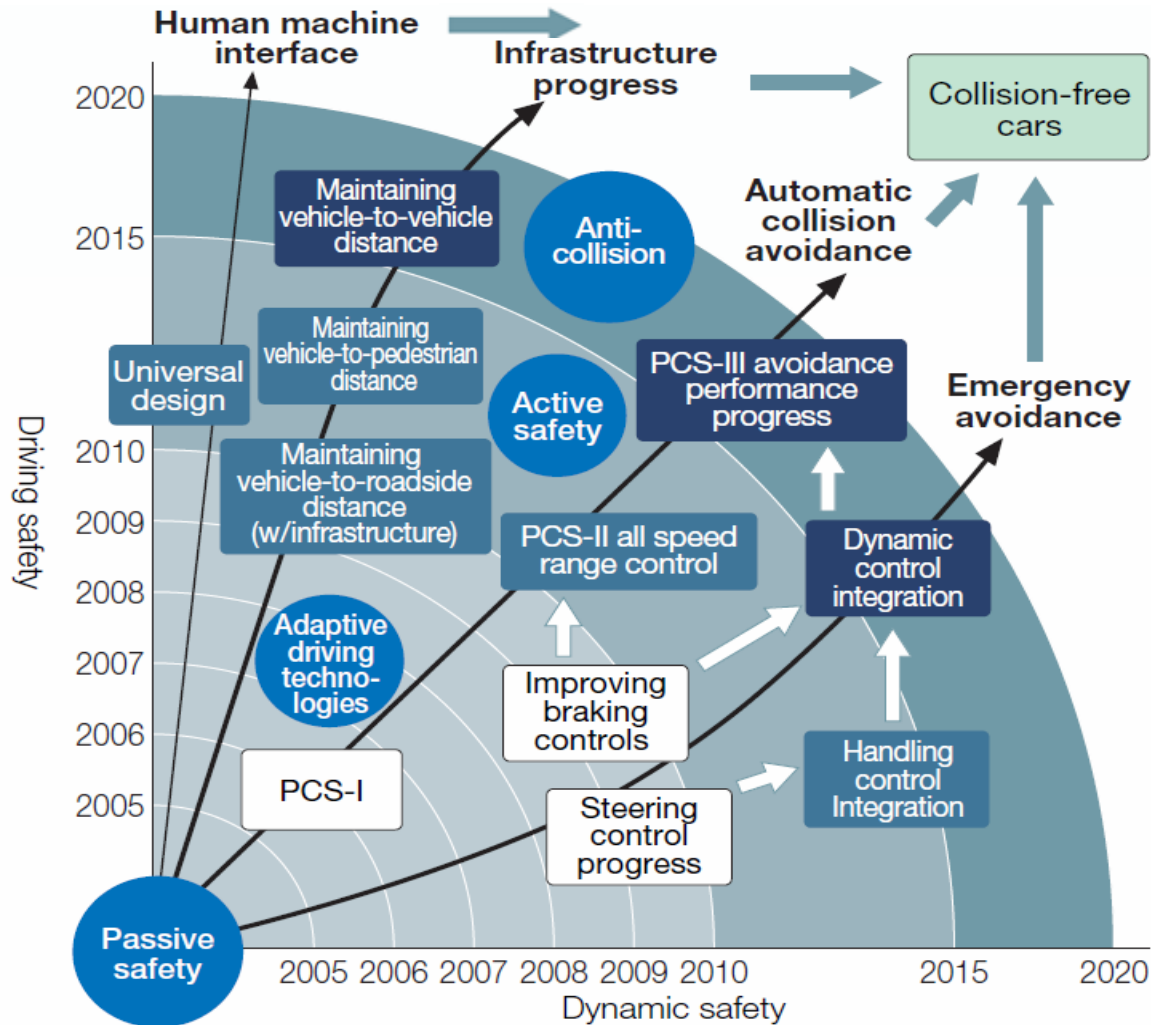
FOR A SUSTAINABLE FUTURE OF THE GLOBAL ENVIRONMENT

Multi-solutions are required in the automobile industry.



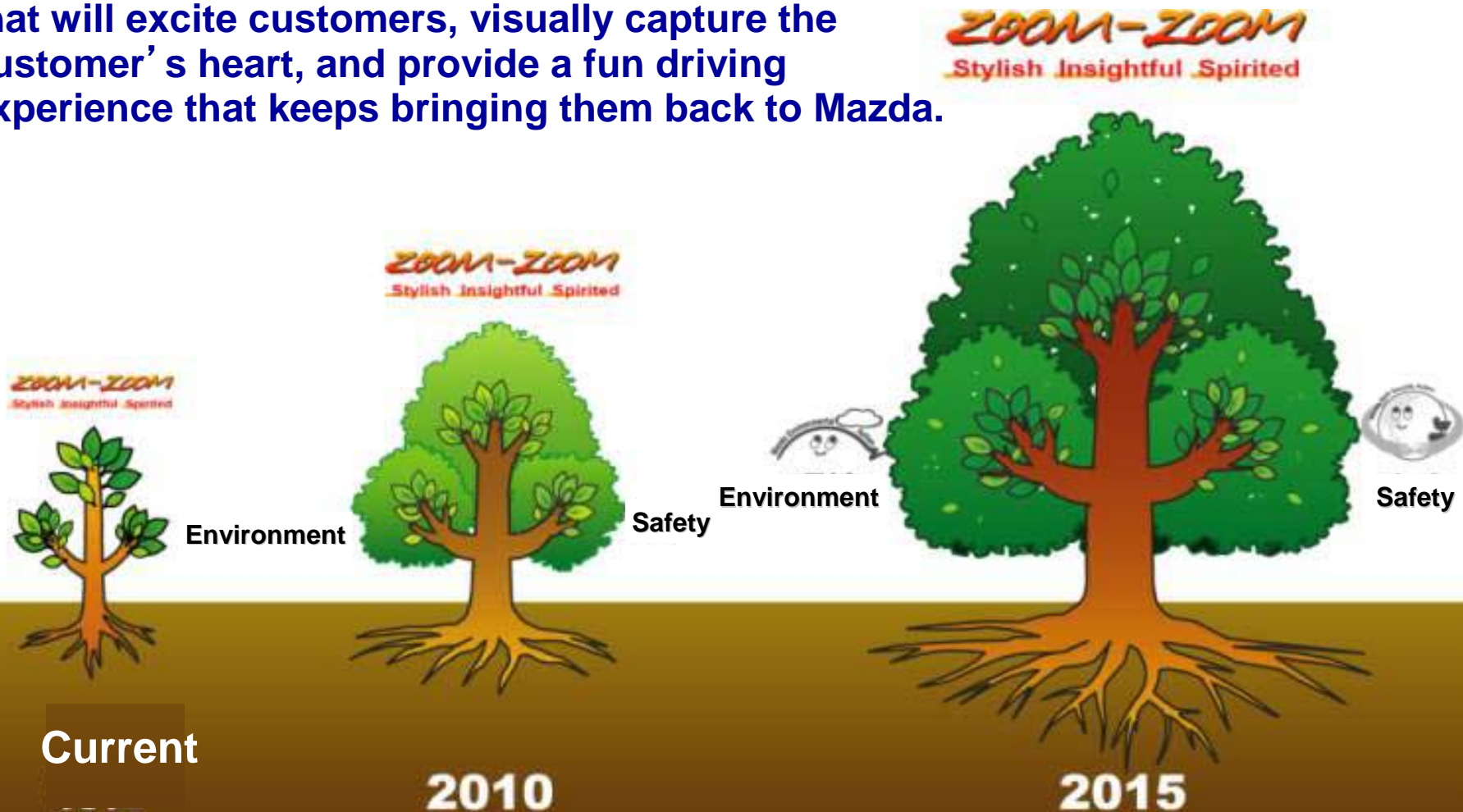
FOR A SUSTAINABLE FUTURE OF THE GLOBAL ENVIRONMENT

The automotive industry has been developing anti-collision vehicles through various technologies.



SUSTAINABLE ZOOM-ZOOM ANNOUNCEMENT

Mazda is working towards a sustainable future that brings continued happiness and excitement to people in a global society, by developing vehicles that will excite customers, visually capture the customer's heart, and provide a fun driving experience that keeps bringing them back to Mazda.



POWERTRAIN VISION

Vision

Pursue powertrain technologies that will excite customers, make our cars fun to drive, and will make them want to drive them again

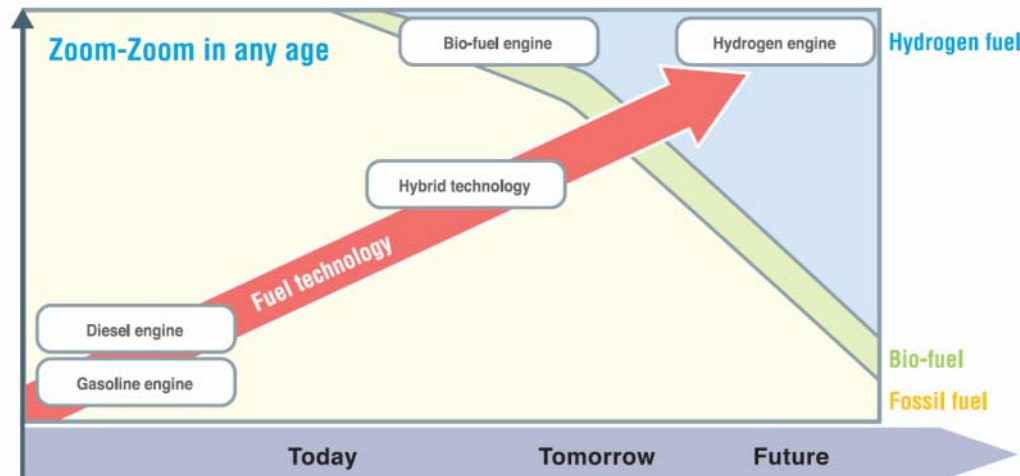
Policy

Medium to Long Term/ Future

Combine strong, dynamic performance with the environmental friendliness that customers demand

Continue to advance internal combustion technology and pursue hydrogen combustion technology; and

In the course of our progress, introduce technologies as they become practical, paving our way to the future



Target

**Fuel Economy:
Improve 10%
Fast Restart
Low Noise**

Technology

Direct Injection

**Piston Stop Position
Control**

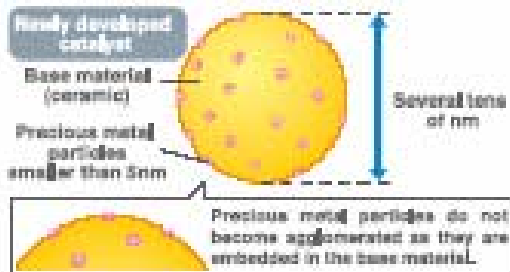
**Combustion Restart
Technology**



NEXT GENERATION GASOLINE ENGINE

Target

Fuel Economy:
Improve 20%
**Improve Torque at
Practical Range**
Super Clean



Technology

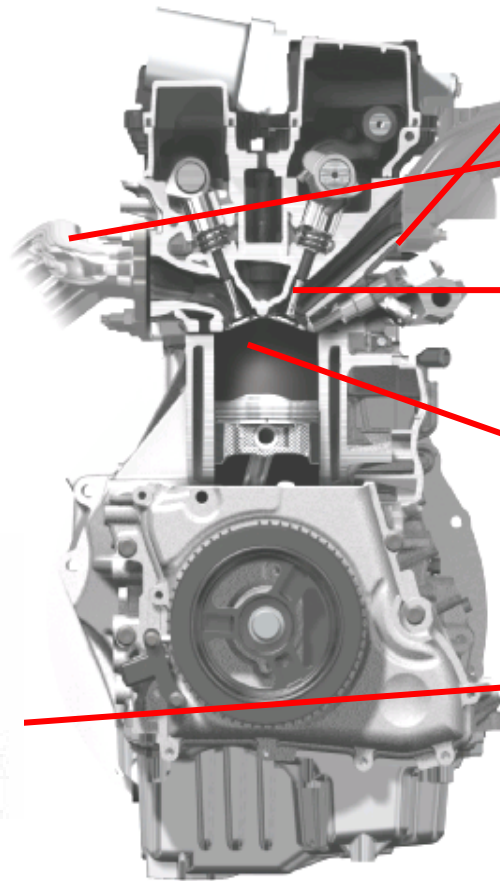
Direct Injection

**Low Resistance
Intake & Exhaust**

Variable Valve

Combustion Control

Catalyst Technology



NEXT GENERATION DIESEL ENGINE

Target

**Fuel Economy:
Improve 10%
Light Response
Super Clean**

Technology

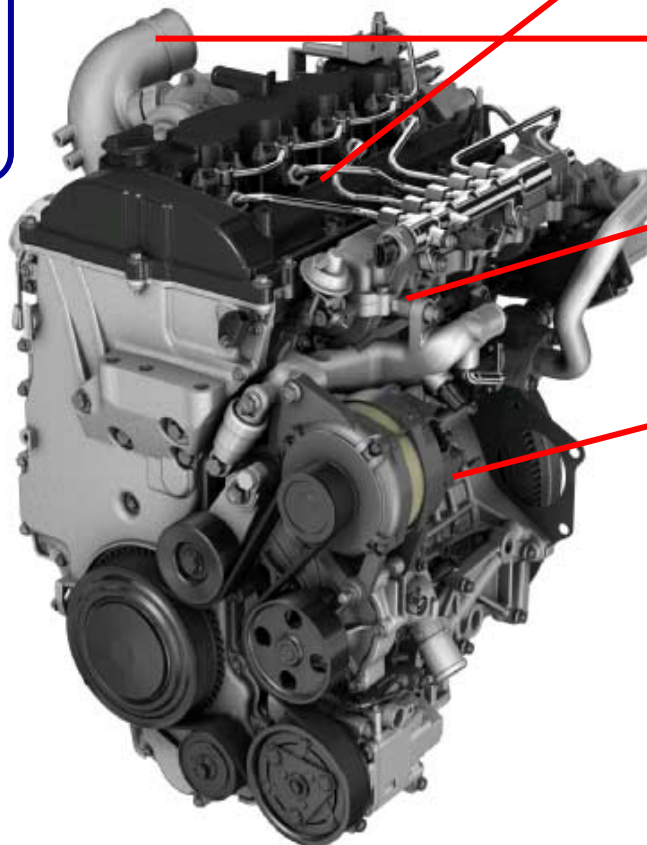
Direct Injection

**Turbocharging
System**

**Wide-range
Heavy EGR**

Weight Reduction

Catalyst Technology



NEXT GENERATION ROTARY ENGINE

Target

Fuel Economy:
Improve Sharply
Improve Torque at
Practical Range
Super Clean

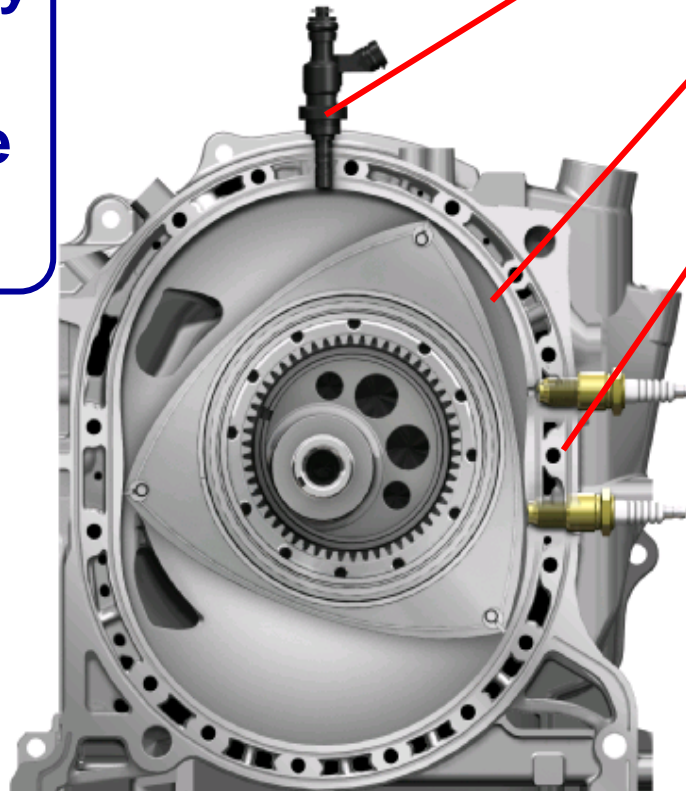
Technology

Direct Injection

Dimension Change

**Aluminum Side
Housing**












Catalyst Technology



HYDROGEN ROTARY ENGINE



HYDROGEN ROTARY ENGINE

	1991	1992	1993	1995	1997	1999	2001	2003	2005	2006
Hydrogen Engine	 HR-X		 HR-X2	 MX-5HV	 Capella cargo HV ★ Japan-first public road testing			 RX-8 HYDROGEN RE	 Premacy HYDROGEN RE HYBRID	 R1 HYDROGEN RE ★ easing
Fuel Cell		 FC Golf cart		 Demio FCEV	 Demio FCEV		 Premacy FC-EV ★ Japan-first public road testing			

HYDROGEN ROTARY ENGINE

Potential of Rotary Engine

Internal combustion suited for Hydrogen combustion.

Practical hydrogen vehicle using existing technologies.



A Bridge Toward Hydrogen Society

Dual Fuel System which can use both hydrogen and gasoline

Best flexibility during transition period.

Fun driving that only internal combustion engines can provide

Sensual thrill

Zoom-Zoom

HYDROGEN ROTARY ENGINE



DESIGN VISION

Vision

Pursue design that will always excite customers and let them know at a glance that they are looking at a Mazda

Policies

Establish family taste that is recognized as a Mazda at once

Propose new design cues

Innovate proportions



MAZDA TAIKI

Nagere



Ryuga



Hakaze



VEHICLE TECHNOLOGY VISION

Vision

Pursue platform technologies that will excite customers, make our cars fun to drive, and will make them want to drive them again

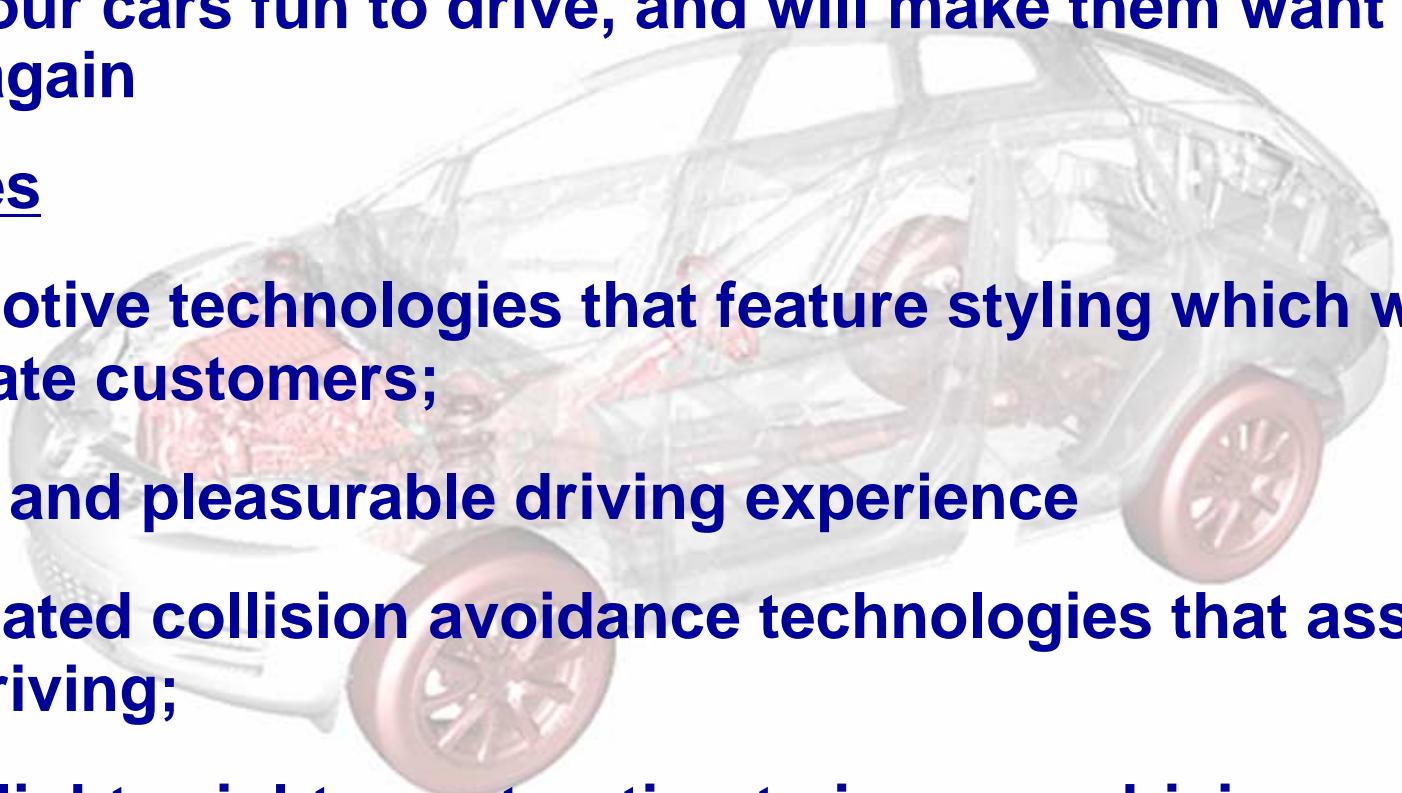
Policies

Automotive technologies that feature styling which will captivate customers;

A safe and pleasurable driving experience

Automated collision avoidance technologies that assist in safe driving;

Using lightweight construction to improve driving performance and reduce CO₂ emission



VEHICLE TECHNOLOGY - ENVIRONMENT



 **Biotechmaterial**



Bumper-to-Bumper Recycling Technology



Three Layer Wet Paint system

VEHICLE TECHNOLOGY - SAFETY



In Summary

IN SUMMARY

- **Implement Mazda Advancement Plan**
- **Sustainable Zoom-Zoom**
- **Achieve Targets While Increasing Investment For The Future**
- **Realize Growth in Long-term Vision, by Focusing on:**
 - **Pursuit of Synergy with Ford**
 - **Improvement of Brand Value**
 - **Improvements of Business Efficiency**



mazda

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.