

TOKYO MOTOR SHOW INVESTORS CONFERENCE

**Mazda Motor Corporation
October 23, 2007**

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PRESENTATION OUTLINE

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

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Mazda Advancement Plan

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FY2010 TARGETS

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

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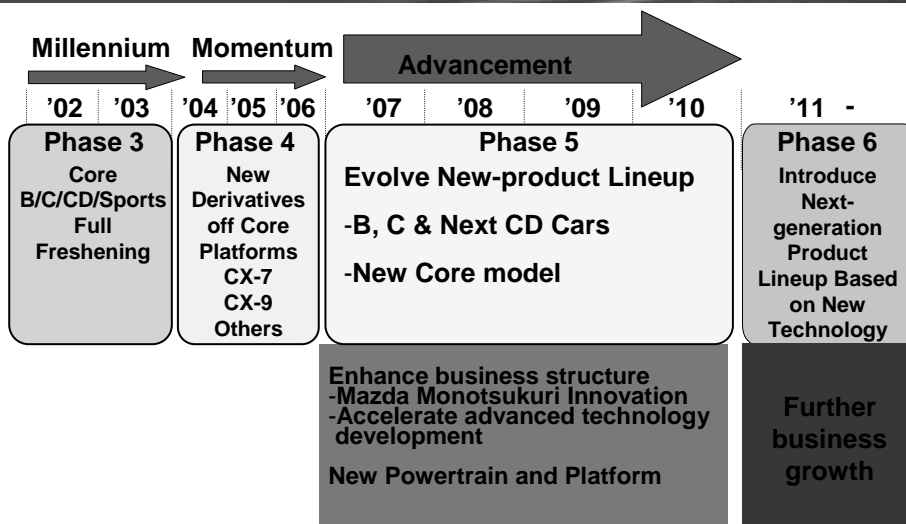
MAZDA ADVANCEMENT PLAN FOCUS

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

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BUILD BRAND VALUE



Continue Growth Through Product Evolution

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BUILD BRAND VALUE



Launched the New Demio in July

Announced the New Atenza at Tokyo Motor Show

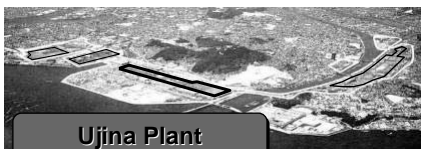


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ENHANCE BUSINESS EFFICIENCY – JAPAN CAPACITY

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



**Hofu Plant
(Expand No. 2 Plant)**

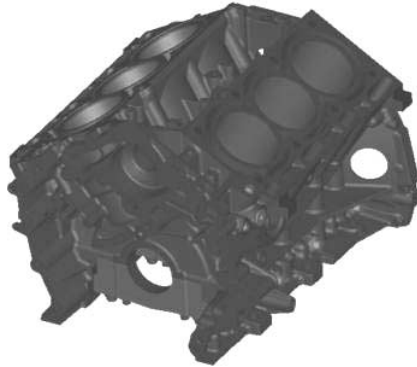
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ENHANCE BUSINESS EFFICIENCY – JAPAN POWERTRAIN

**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**



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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**



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DEEPEN SYNERGIES WITH FORD – AAT NEW PASSENGER CAR PLANT

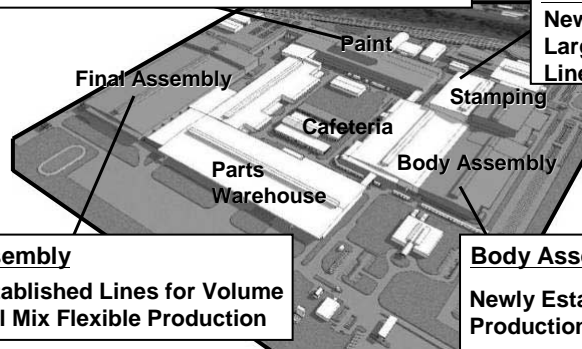
Announced to Construct a New Passenger Car Plant at AAT, Joint Venture Plant with Ford, Adding Capacity of 100,000 units.

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



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NEW PREMACY / MAZDA5



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NEW ATENZA / MAZDA6



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NEW ATENZA / MAZDA6

Concept: “Zoom-Zoom Evolution”

Three Key Value

- Emotional and Sporty
- Exclusive Experience



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NEW ATENZA / MAZDA6



Class-top Aero Dynamics
 $C_d=0.27$

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NEW ATENZA / MAZDA6



Rear vehicle monitoring system



CF-Net (Cross Functional Network)

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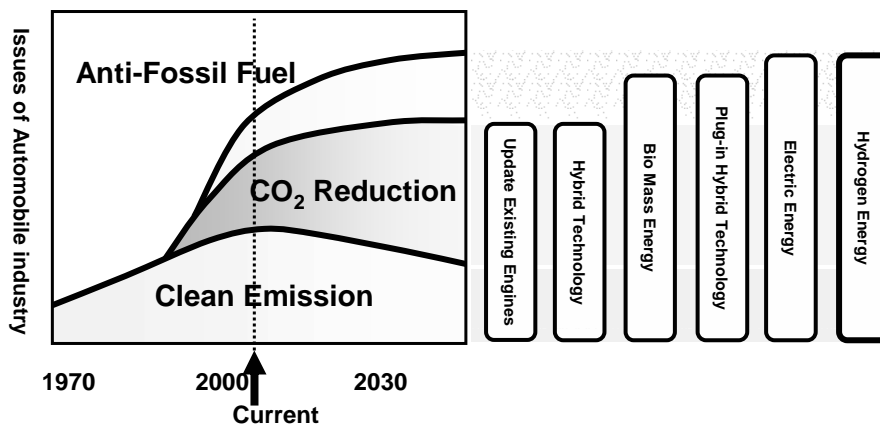
Long-term Vision for Technology Development “Sustainable Zoom-Zoom”

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FOR A SUSTAINABLE FUTURE OF THE GLOBAL ENVIRONMENT

Multi-solutions are required in the automobile industry.

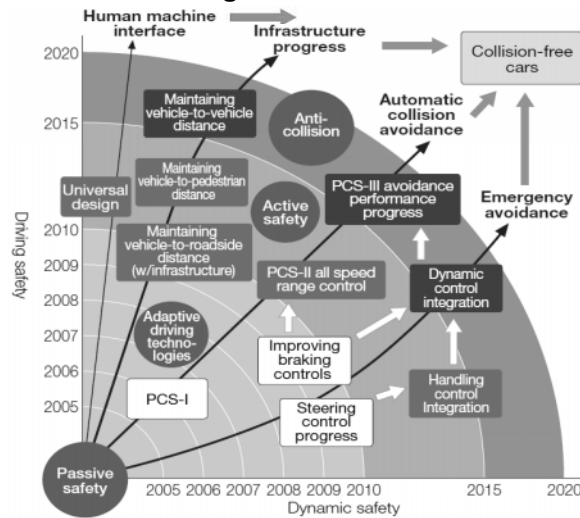


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FOR A SUSTAINABLE FUTURE OF THE GLOBAL ENVIRONMENT

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

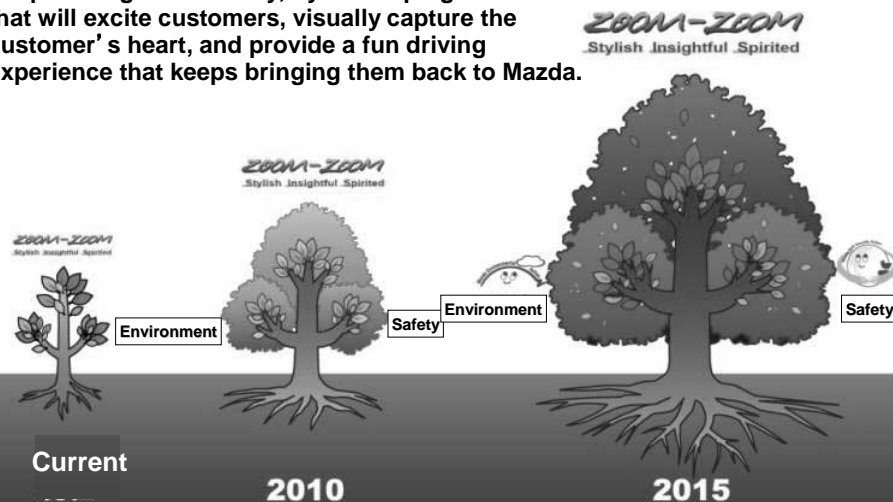


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SUSTAINABLE ZOOM-ZOOM ANNOUNCEMENT

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.



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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

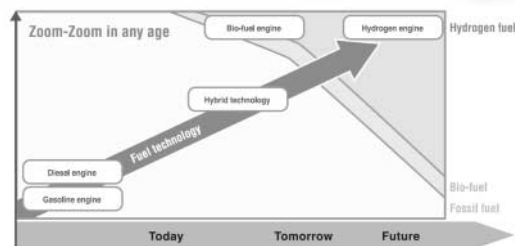
Policy

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



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SISS

Target

Fuel Economy:
Improve 10%
Fast Restart
Low Noise



Technology

Direct Injection

Piston Stop Position Control

Combustion Restart Technology

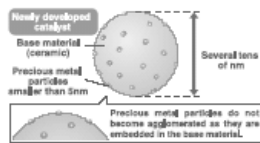
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NEXT GENERATION GASOLINE ENGINE

Target

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



Technology

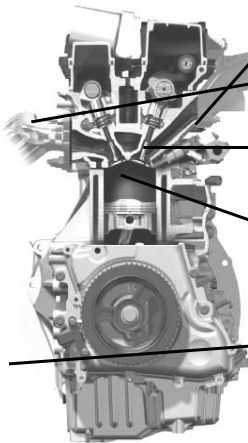
Direct Injection

Low Resistance
Intake & Exhaust

Variable Valve

Combustion Control

Catalyst Technology



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NEXT GENERATION DIESEL ENGINE

Target

Fuel Economy:
Improve 10%
Light Response
Super Clean

Technology

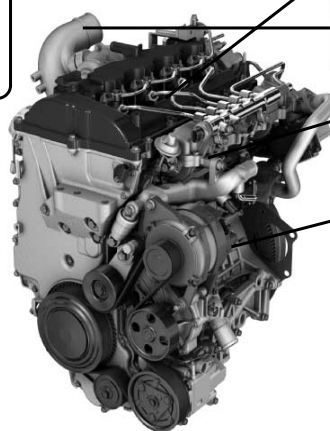
Direct Injection

Turbocharging
System

Wide-range
Heavy EGR

Weight Reduction

Catalyst Technology



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NEXT GENERATION ROTARY ENGINE

Target

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

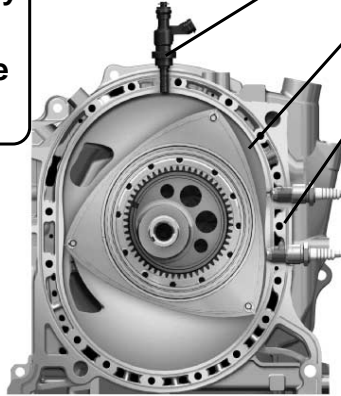
Technology

Direct Injection

Dimension Change

Aluminum Side
Housing

Catalyst Technology



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HYDROGEN ROTARY ENGINE



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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	R HYDROGEN RE ★ easing	
Fuel Cell		FC Golf cart			Demio FCEV	Demio FCEV	Premacy FC-EV ★ Japan-first public road testing		Premacy HYDROGEN RE HYBRID	

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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

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HYDROGEN ROTARY ENGINE



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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



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MAZDA TAIKI

Nagere



Ryuga



Hakaze



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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

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VEHICLE TECHNOLOGY - ENVIRONMENT



Bumper-to-Bumper Recycling Technology

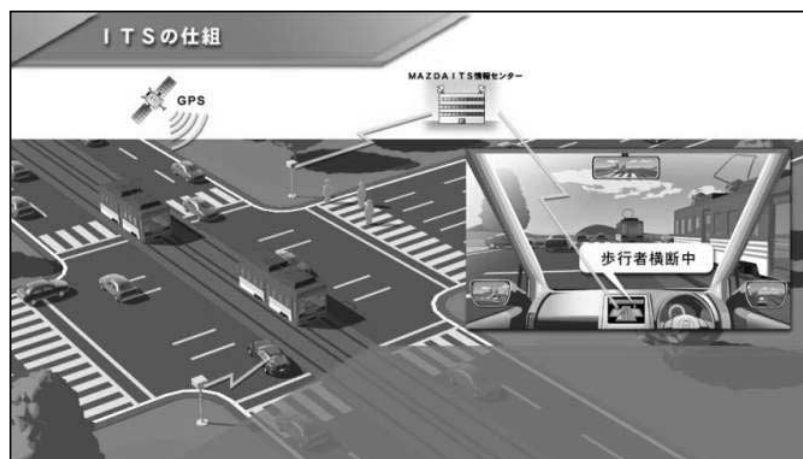


Three Layer Wet Paint system

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VEHICLE TECHNOLOGY - SAFETY



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In Summary

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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**

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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.

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