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

<table>
<thead>
<tr>
<th>Metric</th>
<th>Target</th>
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</thead>
<tbody>
<tr>
<td>Global Retail Volume</td>
<td>1.6+ Million Units</td>
</tr>
<tr>
<td>Operating Income</td>
<td>200+ Billion Yen</td>
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<tr>
<td>Operating ROS</td>
<td>6 %</td>
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<tr>
<td>Payout Ratio</td>
<td>Improve Steadily</td>
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MAZDA ADVANCEMENT PLAN FOCUS

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

BUILD BRAND VALUE

<table>
<thead>
<tr>
<th>Millennium</th>
<th>Momentum</th>
<th>Advancement</th>
<th>Phase 6</th>
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<tbody>
<tr>
<td>'02 '03</td>
<td>'04 '05 '06</td>
<td>'07 '08 '09 '10</td>
<td>Introduce Next-generation Product Lineup Based on New Technology</td>
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</table>

- Millennium
  - Phase 3: Core B/C/CD/Sports Full Freshening
- Momentum
  - Phase 4: New Derivatives off Core Platforms
    - CX-7
    - CX-9
    - Others
- Advancement
  - Phase 5: Evolve New-product Lineup
    - B, C & Next CD Cars
    - New Core model
  - Enhance business structure
    - Mazda Monotsukuri Innovation
    - Accelerate advanced technology development
    - New Powertrain and Platform
  - Further business growth

Continue Growth Through Product Evolution
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

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<tr>
<th>Plant</th>
<th>Straight Time Capacity (000)</th>
<th>After Expansion</th>
<th>Diff</th>
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<tbody>
<tr>
<td>Hiroshima</td>
<td>484</td>
<td>515</td>
<td>31</td>
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<tr>
<td>Hofu</td>
<td>414</td>
<td>481</td>
<td>67</td>
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<tr>
<td>Total</td>
<td>898</td>
<td>996</td>
<td>98</td>
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</table>
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
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

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**Introduction of New Product**
NEW ATENZA / MAZDA6

Concept: “Zoom-Zoom Evolution”

Three Key Value
- Emotional and Sporty
- Exclusive Experience
NEW ATENZA / MAZDA6

Class-top Aero Dynamics
Cd=0.27

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

FOR A SUSTAINABLE FUTURE OF THE GLOBAL ENVIRONMENT

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

SISS

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**

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<td>Hydrogen Engine</td>
<td>HR-X</td>
<td>HR-X</td>
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<td>Fuel Cell</td>
<td>FC Golf cart</td>
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<td>MX-5HV</td>
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<td>Capella cargo HV</td>
<td>Demio FCEV</td>
<td>Demio FCEV</td>
<td>Premacy FC-EV</td>
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<td></td>
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<td>Japan-first public road testing</td>
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**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
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

Bumper-to-Bumper Recycling Technology

Three Layer Wet Paint system

VEHICLE TECHNOLOGY - SAFETY

[Diagram related to safety technology]
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
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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