PRESENTATION OUTLINE

- Overview
- FY2007 Results
- FY2008 Projections
- In Summary
OVERVIEW
FY2007 HIGHLIGHTS

Business Highlights

- Introduced new Demio/Mazda2 in Japan, Europe, China and other markets, and new Atenza/Mazda6 in Japan, Europe and other markets. The models received high acclaim

- Completed capacity expansion at domestic plants

- Started production of new Mazda2 at the vehicle assembly plant in Nanjing, China

Performance Evaluation

- Achieved sales and profit growth for 7 consecutive years, higher profits at all levels and record high profits; Operating profit at ¥162.1 billion (up 2% year-over-year), Net income at ¥91.8 billion (up 25%)

- Global retail volume at 1.363 million units (up 5%, or up 11% excluding discontinued production at Hainan)
FY2008 HIGHLIGHTS

Business Environment
- Reassessed exchange rate assumptions reflecting stronger yen mainly against substantially weaker US dollar
- Further raw material price hikes
- Deterioration of sales environments in mature markets such as North America

Financial Projections
- Accelerate cost innovation initiatives and promote brand value improvement
- Introduce new Mazda6 to North America, new Mazda2 3-hatch back to Europe and new Mazda2 sedan to China; also introduce a new exclusive model in Japan
- Global retail volume projected at 1.48 million units (up 9% year-over-year)
- Financial targets include ¥115 billion operating profit (down 29%) and ¥70 billion net income (down 24%) considering deteriorations in external environment
FY2007 RESULTS
## FY2007 Financial Metrics

<table>
<thead>
<tr>
<th></th>
<th>Full Year</th>
<th>Change</th>
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<tbody>
<tr>
<td>Revenues</td>
<td>3,475.8</td>
<td>3,247.5</td>
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<tr>
<td>Operating Profit</td>
<td>162.1</td>
<td>158.5</td>
</tr>
<tr>
<td>Ordinary Profit</td>
<td>148.5</td>
<td>127.8</td>
</tr>
<tr>
<td>Profit Before Tax</td>
<td>143.1</td>
<td>118.5</td>
</tr>
<tr>
<td>Net Income</td>
<td>91.8</td>
<td>73.7</td>
</tr>
<tr>
<td>Operating ROS</td>
<td>4.7 %</td>
<td>4.9 %</td>
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<tr>
<td>EPS (Yen/Share)</td>
<td>65.2</td>
<td>52.6</td>
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### CASH FLOW & NET DEBT

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<th>FY2007</th>
<th>FY2006</th>
<th>B/(W) Prior Year End</th>
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<tbody>
<tr>
<td><strong>Cash Flow</strong></td>
<td></td>
<td></td>
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<tr>
<td>- Operating C/F</td>
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<td>116.4</td>
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<tr>
<td>- Investment C/F</td>
<td>(92.8)</td>
<td>(95.4)</td>
<td>-</td>
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<tr>
<td>- Free C/F</td>
<td>10.2</td>
<td>21.0</td>
<td>-</td>
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<td><strong>Net Debt</strong></td>
<td>281.1</td>
<td>232.2</td>
<td>(48.9)</td>
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<tr>
<td><strong>Net Debt-to-Equity</strong></td>
<td>51 %</td>
<td>49 %</td>
<td>(2) Pts</td>
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<tr>
<td><strong>Dividend (Yen/Share)</strong></td>
<td>6</td>
<td>6</td>
<td>-</td>
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</tbody>
</table>
KEY DATA

(Billion yen)

Full Year

Capital Spending
FY06: 32.4
FY07: 35.3

Depreciation
FY06: 22.3
FY07: 32.7

R&D Cost
FY06: 50.5
FY07: 57.5

New product launches and personnel increase

Investment for domestic plant capacity increase, engine capacity increase and new products
## Key Data

<table>
<thead>
<tr>
<th></th>
<th>FY2007</th>
<th>FY2006</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Global Retail Volume (000)</strong></td>
<td>1,363</td>
<td>1,302</td>
<td>5 %</td>
</tr>
<tr>
<td><strong>Excl. Volume Produced in Hainan</strong></td>
<td>1,363</td>
<td>1,226</td>
<td>11 %</td>
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</tbody>
</table>

**Exchange Rates**

<table>
<thead>
<tr>
<th></th>
<th>FY2007</th>
<th>FY2006</th>
<th>Change</th>
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</thead>
<tbody>
<tr>
<td>Yen / U.S. Dollar</td>
<td>114</td>
<td>117</td>
<td>¥ (3)</td>
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<tr>
<td>Yen / Euro</td>
<td>162</td>
<td>150</td>
<td>¥ 12</td>
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</tbody>
</table>
FY2007 Full Year Compared With FY2006 Full Year

DOMESTIC & OVERSEAS REVENUE CHANGES

(Billion yen)

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Domestic</th>
<th>Overseas</th>
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</thead>
<tbody>
<tr>
<td>FY07</td>
<td>3,475.8</td>
<td>880.1</td>
<td>2,595.7</td>
</tr>
<tr>
<td>FY06</td>
<td>3,247.5</td>
<td>887.3</td>
<td>2,360.2</td>
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</table>

Vol. & Mix 4%
Exchange 3%

7%  10%  -2%  10%
New Demio received high acclaim and added volume as planned

New Atenza off to a strong start

Share was up 0.2 percentage points

FY2006: 261,000 units
FY2007: 256,000 units (2% decrease)
Inventory adjustment completed

Mazda3 and highly-acclaimed CX-9 contributed to growth

US sales environment is becoming more challenging

* Including Mexico and Puerto Rico
Russia – No.2 volume market

New Mazda2 received high acclaim and added volume as planned

Sales in Germany down due to lower industry

New Mazda6 off to a good start
Up 91% excluding volume produced in Hainan

Sales of Mazda6, after the launch 5 years ago, continued strong

Production of new Mazda2 started at the plant in Nanjing

Improved sales network and 175 outlets in operation as of March end
OTHER MARKETS

Sales in Australia up 18%. Share expanded
Best-selling brand in Israel
Record high sales in 7 countries including Venezuela
Sales of CX-7 continued strong
OPERATING PROFIT CHANGES

FY2007 Full Year Compared With FY2006 Full Year

(Billion yen)

Improvement
(Deterioration)

Exchange
23.4

CR
15.8

Marketing Expense
(4.2)

Vol & Mix
8.0

Product Enhancement
(13.3)

Other Costs
(26.1)

FY2006
158.5

FY2007
162.1

+ 3.6 from FY2006
OPERATING PROFIT CHANGES

FY2007 Full Year Compared With FY2006 Full Year

(Billion yen)

| US dollar |  (7.4) |
| Euro      |  14.0 |
| Other     |  16.8 |

- Higher volume in other markets
- Volume increase with Mazda2, CX-7 and CX-9
- Better mix in Europe

[Factors for Decrease]
- Dealer inventory optimization in USA and Europe
- Higher incentive spend mainly in North America

[Factors for Increase]
- Higher volume in other markets
- Volume increase with Mazda2, CX-7 and CX-9
- Better mix in Europe

Exchange: 23.4
CR: 15.8
Marketing Expense: (4.2)
Other Costs: (26.1)

US dollar  (7.4)
Euro  14.0
Other  16.8

US dollar  (7.4)
Euro  14.0
Other  16.8

(13.3)
Vol & Mix: 8.0

158.5

162.1

FY2006

FY2007

158.5

162.1

18
OPERATING PROFIT CHANGES

FY2007 Full Year Compared With FY2006 Full Year

(Billion yen)

- Product upgrades (10.3)
- Regulations (3.0)
- CR 15.8
- Marketing Expense (4.2)
- Other Costs (26.1)

FY2006 158.5
Vol & Mix 8.0
Includes impact of raw material price hikes

FY2007 162.1

Includes impact of raw material price hikes
New product launch cost mainly in Europe

- Higher R&D and depreciation
- Higher quality-related cost

Operating Profit Changes
FY2007 Full Year Compared With FY2006 Full Year

(Billion yen)

<table>
<thead>
<tr>
<th>FY2006</th>
<th>FY2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>158.5</td>
<td>162.1</td>
</tr>
</tbody>
</table>

- Exchange: 23.4
- Vol & Mix: 8.0
- Product Enhancement: (13.3)
- Marketing Expense: 15.8
- Other Costs: (26.1)
FY2008 PROJECTIONS
<table>
<thead>
<tr>
<th>(Billion yen)</th>
<th>Full Year</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY2008</td>
<td>FY2007</td>
</tr>
<tr>
<td>Revenues</td>
<td>3,000.0</td>
<td>3,475.8</td>
</tr>
<tr>
<td>Operating Profit</td>
<td>115.0</td>
<td>162.1</td>
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<tr>
<td>Ordinary Profit</td>
<td>110.0</td>
<td>148.5</td>
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<td>Profit Before Tax</td>
<td>100.0</td>
<td>143.1</td>
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<tr>
<td>Net Income</td>
<td>70.0</td>
<td>91.8</td>
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<tr>
<td>Operating ROS</td>
<td>3.8 %</td>
<td>4.7 %</td>
</tr>
<tr>
<td>EPS (Yen/Share)</td>
<td>49.7</td>
<td>65.2</td>
</tr>
</tbody>
</table>
KEY DATA

(Billion yen)

Capital Spending
- FY07: 75.5
- FY08: 85.0

Depreciation
- FY07: 66.5
- FY08: 73.0

R&D Cost
- FY07: 114.4
- FY08: 115.0

Reinforced development of next-generation products and technologies

Investment for new products and R&D test facility
### Key Data

<table>
<thead>
<tr>
<th></th>
<th>FY2008</th>
<th>FY2007</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Global Retail Volume</strong> (000)</td>
<td>1,480</td>
<td>1,363</td>
<td>9 %</td>
</tr>
<tr>
<td><strong>Exchange Rates</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yen / U.S. Dollar</td>
<td>100</td>
<td>114</td>
<td>¥ (14)</td>
</tr>
<tr>
<td>Yen / Euro</td>
<td>150</td>
<td>162</td>
<td>¥ (12)</td>
</tr>
</tbody>
</table>
JAPAN

- Additional volume from new Atenza
- Introduce new Japan exclusive model

FY2007: 256 (000 units)
FY2008: 257 (000 units)
Launch new Mazda6, unique model to North America

Improve brand value by reducing fleet sales in the US

* Including Mexico and Puerto Rico
Record high volume with launch of Mazda2 3-door and diesel models, and sales of full line-up of Mazda6

Russia will be the top-selling country
CHINA

Sales will double with full key model line-up

- Full start of sales through 2 channels
- Reinforce brand image with RX-8 and MX-5

FY2007: 101 (000 units)
FY2008: 180
78%
Plan to achieve sales up 4% in Australia

Volume down in Venezuela due to import regulations

BT-50 is selling well
FY2008 Full Year Compared With FY2007 Full Year

(Billion yen)

- Vol. & Mix: Improvement 46.0
- Exchange: (Deterioration) 162.1
- Product Enhancement: (Deterioration) 78.0
- CR: Improvement 9.0
- Marketing Expense: (Deterioration) 19.0
- Other Cost: (Deterioration) 5.0
- Other: (Deterioration) 0.1

Down 47.1 from FY2007

FY2007: 162.1
FY2008: 115.0
FY2008 Full Year Compared With FY2007 Full Year

(Billion yen)

Vol. & Mix 46.0
Exchange 162.1

Factors for Increase
- Higher sales in key markets
- Mix improvements with new model introductions

US Dollar (43.7)
Euro (15.5)
Other (18.8)

Product Enhancement (78.0)
CR (19.0)
Marketing Expense (5.0)
Other Cost (0.1)

FY2007 162.1
FY2008 115.0
**OPERATING PROFIT CHANGES**

**FY2008 Full Year Compared With FY2007 Full Year**

(Billion yen)

- **Vol. & Mix** 46.0
- **Exchange**
- **Product Enhancement** (78.0)
- **CR** 9.0
- **Marketing Expense** (19.0)
- **Other Cost** (5.0)
- **Product Enhancement** (18.5)
- **Regulations** (0.5)

**Factors for Increase**
- Promotion of cost innovation initiatives

**Factors for Decrease**
- More raw material price hikes than the prior year

**FY2007** 162.1

**FY2008** 115.0
**OPERATING PROFIT CHANGES**

**FY2008 Full Year Compared With FY2007 Full Year**

(Billion yen)

- **Brand improvement**
- **Vol. & Mix**
  - FY2007: 162.1
  - FY2008: 115.0
  - Improvement: 46.0
  - Deterioration: 78.0
- **Exchange**
  - FY2007: 46.0
  - FY2008: 9.0
  - Improvement: 37.0
- **Product Enhancement**
  - FY2007: (19.0)
  - FY2008: (5.0)
  - Improvement: 14.0
- **CR**
  - FY2007: 9.0
  - FY2008: (0.1)
  - Improvement: 8.9
- **Marketing Expense**
  - FY2007: 5.0
  - FY2008: (0.1)
  - Improvement: 4.9
- **Other Cost**
  - FY2007: (19.0)
  - FY2008: (5.0)
  - Improvement: 14.0

**Summary**

- Improvement: 115.0 (FY2008) - 67.1 (FY2007) = 47.9
- Deterioration: 18.1
- Total: 115.0

**Notes**

- The data represents the change in operating profit for Mazda between FY2007 and FY2008.
- Improvements are shown in blue, while deteriorations are in orange.
IN SUMMARY
IN SUMMARY (1)

Global Retail Volume Trend

(000 units)

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
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<tbody>
<tr>
<td>FY01</td>
<td>906</td>
</tr>
<tr>
<td>FY03</td>
<td>1,163</td>
</tr>
<tr>
<td>FY04</td>
<td>1,204</td>
</tr>
<tr>
<td>FY06</td>
<td>1,302</td>
</tr>
<tr>
<td>FY07</td>
<td>1,363</td>
</tr>
<tr>
<td>FY08</td>
<td>1,480</td>
</tr>
<tr>
<td>FY10</td>
<td>1,600</td>
</tr>
</tbody>
</table>

Trend:
- Millennium
- Mazda Momentum
- Mazda Advancement
IN SUMMARY (2)

FY2007
- Achieved sales and profit growth for 7 consecutive years, record high profits and profits exceeded our original plans at all levels
- Successfully introduced two key models
- Continued preparation for the future

FY2008
- Accelerate cost innovation initiatives and promote brand value improvement
- Product-led growth to be offset by deteriorations in external environment
- Expand sales globally except for USA where industry demand is projected to decline
- Continue to declare a divided of ¥6 per share
APPENDIX
## FY2007 Fourth Quarter Financial Metrics

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<th>4th Quarter</th>
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<td>Revenues</td>
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<td>957.9</td>
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<td>Profit Before Tax</td>
<td>56.8</td>
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<td>Net Income</td>
<td>46.8</td>
<td>31.6</td>
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<td>Operating ROS</td>
<td>5.5 %</td>
<td>5.3 %</td>
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<td>EPS (Yen/Share)</td>
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## KEY DATA

### 4th Quarter

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<th>FY2006</th>
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<tbody>
<tr>
<td>Global Retail Volume (000)</td>
<td>388</td>
<td>360</td>
<td>8 %</td>
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<tr>
<td>Excl. Volume Produced in Hainan</td>
<td>388</td>
<td>346</td>
<td>12 %</td>
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</table>

### Exchange Rates

<table>
<thead>
<tr>
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<th>FY2007</th>
<th>FY2006</th>
<th>Change</th>
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</thead>
<tbody>
<tr>
<td>Yen / U.S. Dollar</td>
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### KEY DATA

#### 4th Quarter

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<th>FY2006</th>
<th>Change</th>
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</thead>
<tbody>
<tr>
<td><strong>Consol. Wholesales (000)</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Japan</td>
<td>80</td>
<td>77</td>
<td>3</td>
</tr>
<tr>
<td>North America*</td>
<td>106</td>
<td>125</td>
<td>(19)</td>
</tr>
<tr>
<td>Europe</td>
<td>105</td>
<td>83</td>
<td>22</td>
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<tr>
<td>China</td>
<td>7</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Other Markets</td>
<td>66</td>
<td>63</td>
<td>3</td>
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<tr>
<td><strong>Total</strong></td>
<td>364</td>
<td>348</td>
<td>16</td>
</tr>
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#### Global Retail Volume (000)

<table>
<thead>
<tr>
<th></th>
<th>FY2007</th>
<th>FY2006</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>81</td>
<td>79</td>
<td>2</td>
</tr>
<tr>
<td>North America*</td>
<td>104</td>
<td>102</td>
<td>2</td>
</tr>
<tr>
<td>Europe</td>
<td>99</td>
<td>83</td>
<td>16</td>
</tr>
<tr>
<td>China</td>
<td>30</td>
<td>31</td>
<td>(1)</td>
</tr>
<tr>
<td>Other Markets</td>
<td>74</td>
<td>65</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>388</td>
<td>360</td>
<td>28</td>
</tr>
</tbody>
</table>

* Including Mexico and Puerto Rico
OPERATING PROFIT CHANGES

FY2007 4th Quarter Compared With FY2006 4th Quarter

(Billion yen)

- Improvement: +2.5 from FY2006 4th Quarter

- Vol. & Mix: +7.0 Billion yen
- Exchange: -7.8 Billion yen
- Product Enhancement: -5.4 Billion yen
- CR: +6.6 Billion yen
- Marketing Expense 2.0: -50.2 Billion yen
- Other Costs: +0.1 Billion yen

FY2008: 53.7 Billion yen
REVENUE BY REGION AND BY SEGMENT

FY2007 Full Year Compared With FY2006 Full Year

By Region

- **Japan**
  - FY2006: 1,227.0 Billion yen
  - FY2007: 1,289.2 Billion yen
  - Change: 6.2 Billion yen (5%)

- **North America**
  - FY2006: 991.2 Billion yen
  - FY2007: 974.5 Billion yen
  - Change: -16.7 Billion yen (13%)

- **Europe**
  - FY2006: 254.5 Billion yen
  - FY2007: 339.4 Billion yen
  - Change: 84.9 Billion yen (33%)

- **Other**
  - FY2006: 774.8 Billion yen
  - FY2007: 872.6 Billion yen
  - Change: 97.8 Billion yen (13%)

By Segment

- **Vehicle/KD Parts**
  - FY2006: 2,488.2 Billion yen
  - FY2007: 2,687.0 Billion yen
  - Change: 198.8 Billion yen (8%)

- **Parts**
  - FY2006: 501.4 Billion yen
  - FY2007: 502.4 Billion yen
  - Change: 1.0 Billion yen (0%)

- **Other**
  - FY2006: 50.4 Billion yen
  - FY2007: 286.4 Billion yen
  - Change: 236.0 Billion yen (11%)
### Consol. Wholesales (000)

<table>
<thead>
<tr>
<th>Region</th>
<th>FY2008</th>
<th>FY2007</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>260</td>
<td>257</td>
<td>3</td>
</tr>
<tr>
<td>North America*</td>
<td>393</td>
<td>386</td>
<td>7</td>
</tr>
<tr>
<td>Europe</td>
<td>350</td>
<td>323</td>
<td>27</td>
</tr>
<tr>
<td>China</td>
<td>29</td>
<td>9</td>
<td>20</td>
</tr>
<tr>
<td>Other Markets</td>
<td>258</td>
<td>265</td>
<td>(7)</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>1,290</strong></td>
<td><strong>1,240</strong></td>
<td><strong>50</strong></td>
</tr>
</tbody>
</table>

* Including Mexico and Puerto Rico

### Global Retail Volume (000)

<table>
<thead>
<tr>
<th>Region</th>
<th>FY2008</th>
<th>FY2007</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>257</td>
<td>256</td>
<td>1</td>
</tr>
<tr>
<td>North America*</td>
<td>400</td>
<td>406</td>
<td>(6)</td>
</tr>
<tr>
<td>Europe</td>
<td>360</td>
<td>327</td>
<td>33</td>
</tr>
<tr>
<td>China</td>
<td>180</td>
<td>101</td>
<td>79</td>
</tr>
<tr>
<td>Other Markets</td>
<td>283</td>
<td>273</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,480</strong></td>
<td><strong>1,363</strong></td>
<td><strong>117</strong></td>
</tr>
<tr>
<td>(Billion yen)</td>
<td>FY2008</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------</td>
<td>--------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1st Half</td>
<td>2nd Half</td>
<td>Full Year</td>
</tr>
<tr>
<td>Revenues</td>
<td>1,450.0</td>
<td>1,550.0</td>
<td>3,000.0</td>
</tr>
<tr>
<td>Operating Profit</td>
<td>50.0</td>
<td>65.0</td>
<td>115.0</td>
</tr>
<tr>
<td>Ordinary Profit</td>
<td>50.0</td>
<td>60.0</td>
<td>110.0</td>
</tr>
<tr>
<td>Profit Before Tax</td>
<td>45.0</td>
<td>55.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Net Income</td>
<td>32.0</td>
<td>38.0</td>
<td>70.0</td>
</tr>
<tr>
<td>Operating ROS</td>
<td>3.4 %</td>
<td>4.2 %</td>
<td>3.8 %</td>
</tr>
<tr>
<td>EPS(Yen/Share)</td>
<td>22.7</td>
<td>27.0</td>
<td>49.7</td>
</tr>
</tbody>
</table>
### KEY DATA

**Global Retail Volume (000)**

<table>
<thead>
<tr>
<th>Region</th>
<th>1st Half</th>
<th>2nd Half</th>
<th>Full Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>124</td>
<td>133</td>
<td>257</td>
</tr>
<tr>
<td>North America</td>
<td>197</td>
<td>203</td>
<td>400</td>
</tr>
<tr>
<td>Europe</td>
<td>179</td>
<td>181</td>
<td>360</td>
</tr>
<tr>
<td>China</td>
<td>85</td>
<td>95</td>
<td>180</td>
</tr>
<tr>
<td>Other Markets</td>
<td>145</td>
<td>138</td>
<td>283</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>730</strong></td>
<td><strong>750</strong></td>
<td><strong>1,480</strong></td>
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</tbody>
</table>

**Exchange Rates**

<table>
<thead>
<tr>
<th>Currency Pair</th>
<th>1st Half</th>
<th>2nd Half</th>
<th>Full Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yen / U.S. Dollar</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Yen / Euro</td>
<td>150</td>
<td>150</td>
<td>150</td>
</tr>
<tr>
<td>Consol. Wholesales (000)</td>
<td>FY2008</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------</td>
<td>--------</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1st Half</td>
<td>2nd Half</td>
<td>Full Year</td>
</tr>
<tr>
<td>Japan</td>
<td>126</td>
<td>134</td>
<td>260</td>
</tr>
<tr>
<td>North America</td>
<td>182</td>
<td>211</td>
<td>393</td>
</tr>
<tr>
<td>Europe</td>
<td>161</td>
<td>189</td>
<td>350</td>
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<tr>
<td>China</td>
<td>15</td>
<td>14</td>
<td>29</td>
</tr>
<tr>
<td>Other Markets</td>
<td>132</td>
<td>126</td>
<td>258</td>
</tr>
<tr>
<td>Total</td>
<td>616</td>
<td>674</td>
<td>1,290</td>
</tr>
</tbody>
</table>
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.