

Board of Directors

(As of September 1, 2001)



Representative Director and Chairman of the Board
Kazuhide Watanabe (1)

Representative Director and President
Mark Fields (2)

Representative Director, Senior Managing Director and Chief Financial Officer
Robert L. Shanks (3)
Subsidiary & Affiliated Companies

Senior Managing Directors
David G. Thomas (4)
Marketing, Sales and Customer Service

Mutsumi Fujiwara (5)
Purchasing

Hisakazu Imaki (6)
Production Engineering, Manufacturing and Business Logistics

Takashi Yamanouchi (7)
Secretariat, Personnel & Human Development, Internal Auditing and Mazda Hospital

Kei Kado (8)
R&D, Quality Assurance and Six Sigma

Ryoichi Hasegawa (9)
IT Solution, e-Business, General Affairs, Legal Affairs and Osaka Branch; Assistant to the CFO

Managing Directors
Gideon Wolthers (10)
Corporate Planning and Cost Planning; General Manager, Corporate Planning Div.

Tsuneo Matsubara (11)
Overseas Sales

Philip R. Martens (12)
Product Strategy, Design and Product Development

Kenichi Yamamoto (13)
Domestic Marketing, Domestic Sales and Domestic Customer Service

Hitoshi Inoue (14)
Assistant to officer in charge of Product Development and Quality Assurance

Fumiaki Inami (15)
Corporate Benchmarking; General Manager, Product Planning & Business Strategy Div.

Directors
Shigeharu Hiraiwa
Corporate Communications & Liaison; General Manager, Corporate Communications & Liaison Div.

Paul R. Stokes
General Manager, Purchasing Div.

Masaharu Yamaki
General Manager, Production Engineering Div.

Masazumi Wakayama
General Manager, Domestic Marketing Div.

Jan Brentebraten
European Operations

Akira Marumoto
European R&D and Production Operations

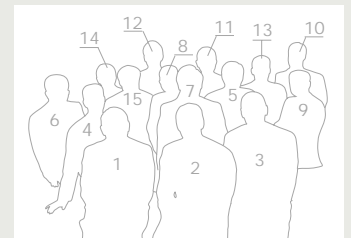
Keishi Egawa
General Manager, General Affairs Dept.

Masaki Kanda
General Manager, Personnel & Human Development Div.

Hiroshi Hosaka
General Manager, Domestic Sales Div.

Nobuhide Inamoto
General Manager, Business Logistics Div.

Kiyoshi Ozaki
Financial Services and Domestic Dealer Financial Administration; General Manager, Financial Services Div.



Senior Advisor
Charles R. Hughes
North American Operations

Corporate Auditors (Full time)
Yukizo Otani
Toshiki Sakata
Teruhiro Shimono

Corporate Auditors
Takaharu Dohi
Takao Yoshiki

Corporate Data

(As of March 31, 2001)

FOUNDED	1920
COMMON STOCK	
Par Value:	¥50
Authorized:	3,000,000,000 shares
Issued:	1,222,496,655 shares
Capital:	¥120,078 million
Number of Shareholders:	61,167
Listings:	Tokyo, Osaka, Nagoya, Fukuoka, and Sapporo stock exchanges
Transfer Agent:	The Sumitomo Trust & Banking Co., Ltd. 5-33, Kitahama 4-chome, Chuo-ku Osaka 540-8639, Japan
Independent Certified Public Accountants:	Asahi & Co. A member firm of Andersen Worldwide SC
NUMBER OF EMPLOYEES	20,705
OFFICES	
Head Office:	3-1 Shinchu, Fuchu-cho, Aki-gun Hiroshima 730-8670, Japan Phone: +81 (82) 282-1111 Fax: +81 (82) 287-5190 +81 (82) 287-5192
Tokyo Office:	1-1-7 Uchisaiwai-cho, Chiyoda-ku Tokyo 100-0011, Japan Phone: +81 (3) 3508-5055
Osaka Branch:	Umeda Sky Building, Tower East 1-1-88-800, Oyodonaka, Kita-ku Osaka 531-6008, Japan Phone: +81 (6) 6440-5811

PRINCIPAL SUBSIDIARIES AND AFFILIATES

Mazda Motor of America, Inc.
Mazda Motors (Deutschland) GmbH
Mazda Canada Inc.
Mazda Australia Pty. Ltd.
Mazda Motor Logistics Europe N.V.
Mazda Motor Europe GmbH
Mazda Autozam Inc.
Tokai Mazda Hanbai Co., Ltd.
Mazda Enfini Tokyo Co., Ltd.
Mazda Enfini Kanto Co., Ltd.
Mazda Parts Kanto Co., Ltd.
Mazda Chuhan Co., Ltd.
Mazda Rental & Leasing System Corporation
Kurashiki Kako Co., Ltd.
Malox Co., Ltd.
Toyo Advanced Technologies Co., Ltd.
AutoAlliance International, Inc.*
AutoAlliance (Thailand) Company Limited*
*Affiliated

SALES AND SERVICE NETWORK

Domestic: Approximately 430 dealers and 1,310 sales and service outlets
Overseas: Approximately 150 distributors and 4,840 sales and service outlets in more than 150 destinations

PLANTS	Land area (m ²)	Products
Hiroshima	2,178,000	Passenger cars and commercial vehicles
Hofu		
Nishinoura	792,000	Passenger cars
Nakanoseki	537,000	Transmissions
Miyoshi	1,667,000	Diesel engines

PRINCIPAL OVERSEAS ASSEMBLY OPERATIONS

(As of March 31, 2001)*

Country	Assembler	Mazda vehicles assembled
U.S.A.	AutoAlliance International, Inc.	626
Thailand	AutoAlliance (Thailand) Company Limited	323, B-Series
South Africa	Ford Motor Company of Southern Africa	323, B-Series, E-Series
Colombia	Compañía Colombiana Automotriz S.A.	323, 626, B-Series, T-Series
Zimbabwe	Willowvale Mazda Motor Industries (PVT) Ltd.	323, 626, B-Series, T-Series

*Overseas assembly operations are located in 16 countries.

FOR FURTHER INFORMATION

Japan
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