



CORPORATE PROFILE / SUSTAINABILITY REPORT (DIGEST VERSION) 2019





CORPORATE VISION

We love cars and want people to enjoy fulfilling lives through cars.
We envision cars existing sustainably with the earth and society,
and we will continue to tackle challenges with creative ideas.

1. Brighten people's lives through car ownership.
2. Offer cars that are sustainable with the earth and society to more people.
3. Embrace challenges and seek to master the Doh ("Way" or "Path") of creativity.



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Editorial Policy

To satisfy the needs of reader of both the Mazda Corporate Profile and the Mazda Sustainability Report, this report presents Mazda's corporate overview and basic version while featuring its unique initiatives in FY March 2019.

The Mazda Sustainability Report 2019 [In-Depth Version] (142 pages) is available on Mazda's official website.

Period Covered

The report primarily covers the period from April 2018 through March 2019, although some activities after April 2019 are included.

Mazda will celebrate the 100th anniversary of its founding in 2020.

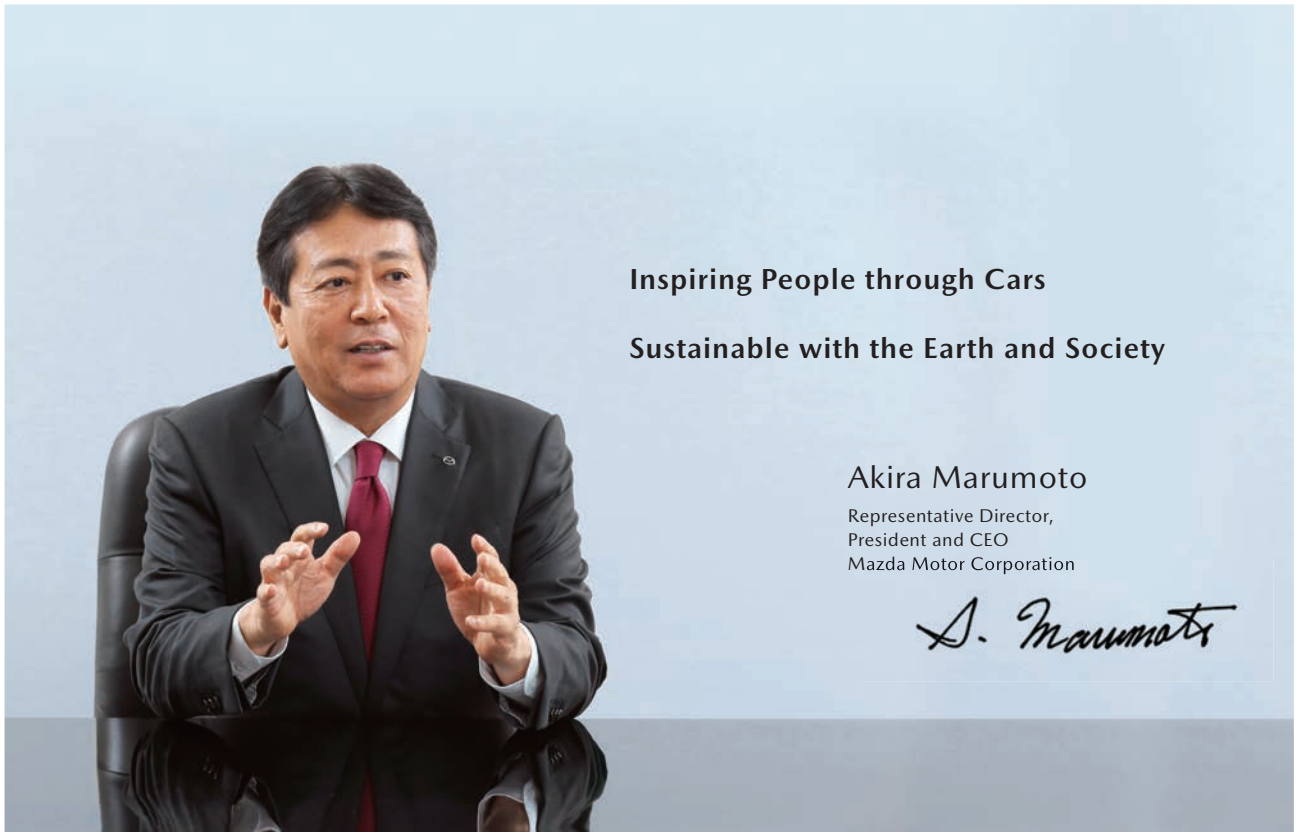
To ensure that Mazda continues to thrive and develop as an enterprise over the next 100 years, we must prize our uniqueness and co-create that uniqueness with others.

With this in mind and as a milestone to mark the beginning of our next 100 years, we envisioned our ideal for the Mazda brand in the decade from 2030 to 2040. To realize that ideal, in May 2019, we prepared a Medium-Term Management Policy covering the next six years, during which time we will fully introduce the new-generation product lineup that has begun with the Mazda3 launched in 2019.

With vehicles sold in more than 130 countries and regions worldwide and manufacturing operations in seven, Mazda has a social responsibility to many stakeholders.

This report presents our Medium-Term Management Policy and other initiatives from the perspective of CSR.

We very much hope that our stakeholders will find the report interesting and informative.



Contributing to the achievement of sustainable economic growth and solving social issues

In the automotive industry today many social issues surround us, such as global climate change and road traffic safety. For all of us to be able to live vibrantly and sustainably on earth, the responsibility of businesses is to provide products and services that benefit the earth and society through innovation to achieve sustainable economic growth and solve social issues.

As Mazda's Corporate Vision states, we wish to "brighten people's lives through car ownership," and "offer cars that are sustainable with the earth and society to more people." In keeping with this vision, in 2017 we announced "Sustainable Zoom-Zoom 2030" (see pp.7-11), to show our roadmap and vision leading up to the year 2030, for the development of technologies and infrastructure that will help resolve issues faced by the earth, society and people. I am confident that "Sustainable Zoom-Zoom 2030" will also contribute to achievement of the Sustainable Development Goals (SDGs) (see p.16).

Formulating the Medium-Term Management Policy by envisioning our ideal for the Mazda Brand

Mazda will celebrate the 100th anniversary of its founding in 2020. I see it as my responsibility to lay the foundation for Mazda's sustained development over the next 100 years. To ensure that Mazda continues to thrive and develop, we must prize our uniqueness and co-create that uniqueness with others. I believe co-creating with others will sustain Mazda's uniqueness.

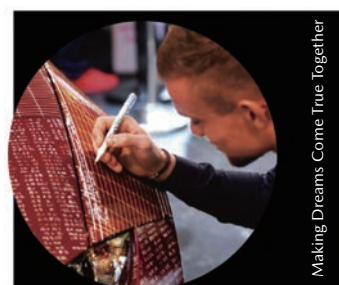
With this in mind and as a milestone to mark the beginning of our next 100 years, we envisioned our ideal for the Mazda brand in the decade from 2030 to 2040. To realize that ideal, we prepared a Medium-Term Management Policy covering the next six years, during which time we will fully introduce the new-generation product lineup that has begun with the Mazda3 launched in 2019. In formulating the Medium-Term Management Policy, we first reviewed the Structural Reform Plan and Structural Reform Stage 2,

took a fresh look at our strengths and weaknesses as a company, and took into account the external environmental factors affecting the automotive industry as a whole. We then defined three priority areas in which we need to focus our business resources and efforts as well as the direction of the initiatives in each area.

IDEAL FOR 2030-40

OUR DREAM

Mazda,
together with
our friends sharing the
same dreams, through efforts
to break through limitations, will enable all
stakeholders to feel alive, proud of
their connection with Mazda,
and emotionally
attached to
the brand.



Defining the three priority areas and the direction of initiatives in each area

The first of the three priority areas is "Investment in unique products and customer experience" to further enhance brand value. We will maintain and strengthen our investment in unique products and technologies, one of our key strengths, and in enhancing the customer experience. We will also strive to increase the number of customers who understand the value Mazda offers to support sales growth. The second is to "curb expenses that depreciate our brand value." We will drastically curb spending on incentives, quality-related issues and other outgoings that can depreciate brand value. The third is "investment in the areas in which we need to catch up." Specifically, we will invest in areas in which we have so far not made sufficient headway and where we need to catch up. These include (1) optimal production structure that support local production for local consumption (as with our new joint venture plant that is due to begin operations in 2021 in the United States), (2) infrastructure for connectivity and sharing services, (3) strengthening alliances with other OEMs to adapt to CASE* trends in the future, (4) our employees and their working environments, (5) shareholder returns, and (6) SDGs & CSR-related initiatives. Moving forward, we will implement concrete measures guided by this policy. We will make continuous efforts to take up the challenge of attaining our targets for FY March 2025 and our longer-term "ideal" for the brand, seeking sustained growth and enhancement of corporate value over the medium and long term.

* An acronym signifying new trends in the automotive industry, including connected technologies, autonomous driving, shared services, and electrification.

Direction of Initiatives Based on the Medium-Term Management Policy

Effect of brand value improvement	■ Improve per-unit revenue by responding to customer and market diversification
1 Investment for brand value improvement	■ Invest in new-generation products, sales networks, and customer experience
2 Curb expenses that depreciate brand value	■ Trade cycle management and reduced incentives ■ Quality improvement to enhance customer satisfaction
3 Investment in infrastructure	■ Build an optimum production structure that supports local production for local consumption ■ Invest in infrastructure for connectivity/sharing business, etc.
Investment in partnerships	■ Based on mutual trust, enhance alliances with partners to work together
Investment in employees / work environment	■ Improve the work environment to enhance employee motivation
Shareholder returns	■ Continue stable shareholder returns
SDGs & CSR-related investment	■ Co-exist with society and focus on our raison d'être ■ Increase investment in environment and safety technologies

Promoting CSR to contribute to achievement of the SDGs

To address social issues and contribute to achieving the SDGs in the course of our daily business activities, we have included “SDGs & CSR-related investment” in the Medium-Term Management Policy. We will strengthen investment in safety and the environment, in order to combat climate change and enhance road traffic safety, priority issues for all automobile manufacturers. At the same time, we will promote activities to help enrich people's lives by capitalizing on Mazda's technologies and other resources.

One such initiatives is the testing of a shared mobility service utilizing connectivity technologies, which began in December 2018 in Miyoshi City, Hiroshima Prefecture. Recent years have witnessed the dilapidation of public transportation systems in depopulated areas in the mountainous regions of Japan, and this has made it harder for the elderly and disabled to get around. Through this testing, with an eye on future shared mobility, Mazda aims to build a social contribution model that will support regional revitalization and enrich lives in the region by offering safe, secure and unrestricted mobility to people everywhere. In cooperation with local residents and governments, the Company is working to develop an environment that enables more effective use of cars and connectivity technologies, so as to encourage human interaction and create connections between drivers participating in the testing and people in each local community .

To deal with social issues on a global basis, in January 2018, Mazda signed the United Nations Global Compact, and in May 2019, declared its support for the recommendations from the Task Force on Climate-related Financial Disclosures (TCFD), set up by the Financial Stability Board (FSB) (see p.16).

While securing coordination among international organizations, local governments and companies, we will push forward with CSR initiatives to contribute to achievement of the SDGs.

Aiming to be a brand that is connected to all stakeholders by the strongest of bonds

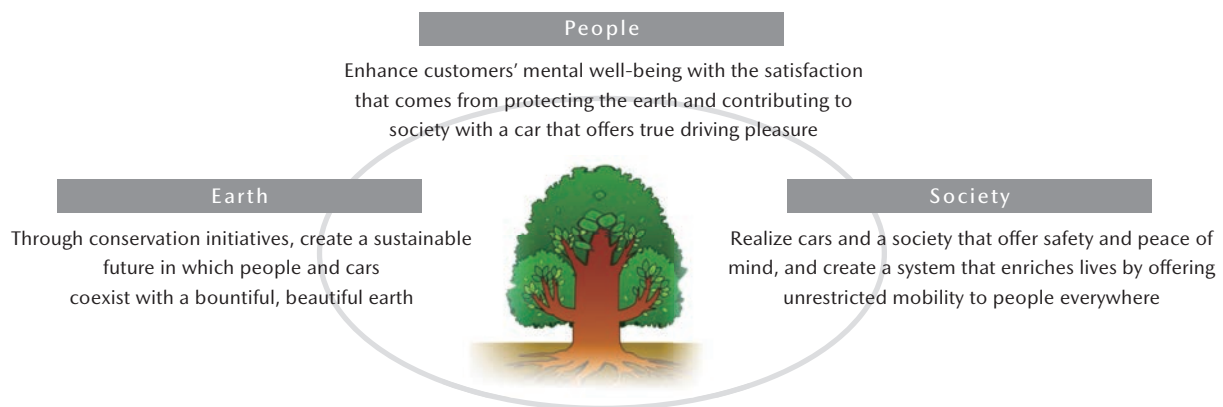
With vehicles sold in more than 130 countries and regions worldwide and manufacturing operations in seven, Mazda has a social responsibility to many stakeholders. Together with our customers, business partners, local communities, employees and all other stakeholders, we will work hard to realize our shared dreams. As they make these efforts with us, we want to enable them to feel alive, proud of their connection with Mazda, and emotionally attached to the brand. That will make Mazda into the brand we want it to be, connected to all stakeholders by the strongest of bonds. I pledge to value dialogue with our stakeholders as we strive to realize our corporate vision and achieve sustainable growth for both Mazda and society. We will continue to work wholeheartedly to grow as a company that is truly trusted by our global stakeholders, and inspire people through cars that are sustainable with the earth and society.

Feature Story 1: Long-Term Vision for Technology Development

In 2007, Mazda announced the “Sustainable Zoom-Zoom” long-term vision for technology development. Based on that vision, Mazda has worked to provide both driving pleasure and outstanding environmental and safety performance. In August 2017, Mazda announced “Sustainable Zoom-Zoom 2030,” its long-term vision for technology development that looks ahead to the year 2030. In light of the significant changes in the global automobile industry, the new vision takes a longer-term perspective and sets out how Mazda will make use of driving pleasure—the fundamental appeal of the automobile—to help resolve issues facing the earth, society, and people.

Sustainable Zoom-Zoom 2030

At Mazda, we see it as our mission to bring about a beautiful earth and to enrich people’s lives as well as society. We will continue to seek ways to inspire people through the value found in cars.



Earth

Through conservation initiatives, create a sustainable future in which people and cars coexist with a bountiful, beautiful earth

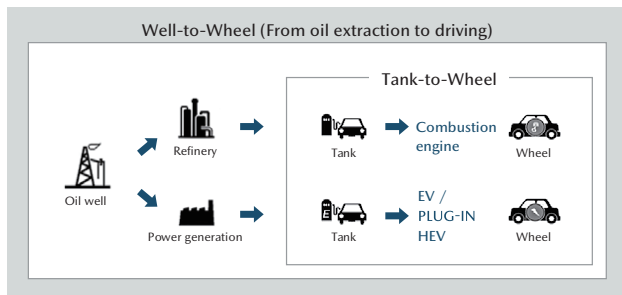
Issues and the External Environment

- Need for substantial reductions in CO₂ emissions in order to reduce greenhouse gases, which are a primary cause of global warming
- Increasingly serious air pollution in major cities around the world

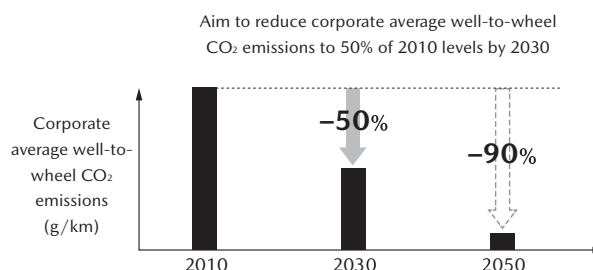
To address these issues and truly reduce greenhouse gases, we must work to reduce CO₂ emissions throughout a vehicle’s life cycle. Accordingly, we are promoting the reduction of CO₂ emissions not just from the conventional perspective, which evaluates CO₂ emissions while driving, but also from a well-to-wheel perspective, which evaluates CO₂ emissions from oil extraction to product manufacture and shipping as well. Specifically, we aim to reduce our corporate average well-to-wheel CO₂ emissions to 50% of 2010 levels by 2030 with a view to achieving a 90% cut by 2050.

This approach and its goals are in alignment with the Paris Agreement, an international agreement to combat climate change and reduce greenhouse gas emissions, and the Strategic Commission for the New Era of Automobiles, under Japan's Ministry of Economy, Trade and Industry (METI).

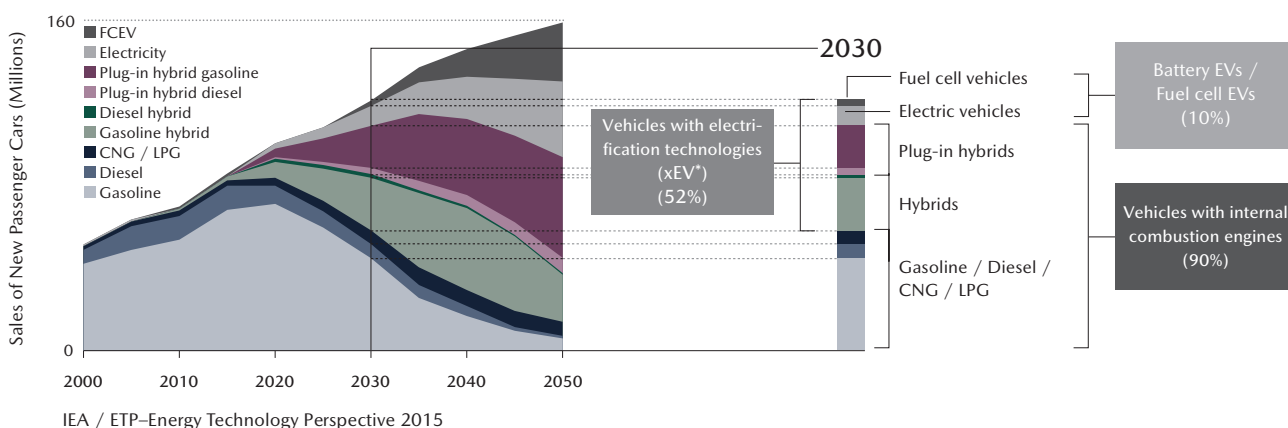
CO₂ Emissions Reduction from Well-to-Wheel Perspective



Targets



To achieve these objectives, we are developing multiple solutions that enable us to offer appropriate powertrains that take into consideration each region's energy situation and power generation mix. We will continue to pursue advances in the internal combustion engine, which is widely expected to help power the majority of cars worldwide well into the future (see illustration below). Meanwhile, we plan to equip all combustion engine-powered cars with some form of electrification technology by 2030. In addition, aiming to make fuels themselves as carbon neutral as possible, we will step up collaborative efforts with other companies and between industry, academia, and government to encourage the spread of renewable liquid fuels such as microalgae biofuels.



* xEV = Electrified vehicles (Battery EVs, plug-in hybrid EVs, hybrid EVs, and fuel cell EVs), based on the Interim Report by the Strategic Commission for the New Era of Automobiles under METI

Means to Achieve Our Targets

To protect the earth, we will implement the following initiatives in order to maximize the effect of reduced greenhouse gas emissions under real-world conditions.

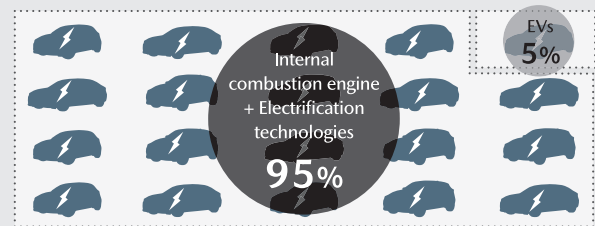
1. Aspire to make the best internal combustion engine in the world
2. Combine the ideal internal combustion engine with efficient electrification technologies
3. Introduce electric vehicles (EVs) and other electric-powered technologies in regions that use clean energy to curb global warming and in regions that implement government policies to reduce air pollution

Electrification Technologies

- Mazda will strive to reduce CO₂ emissions and enhance the joy of driving by deploying compact, lightweight electrification technologies while further refining the internal combustion engine.
- We will introduce EVs as the optimal solution in regions that generate a high ratio of electricity from clean energy sources or restrict certain vehicle types to reduce air pollution.

Mazda plans to deploy some form of electrification technology in all production vehicles by 2030. We expect that by 2030, internal combustion engines combined with some form of electrification technology will account for 95% of the vehicles we produce and that battery EVs will account for 5%. In our in-house development of EVs, we aim to leverage the advantages of electric drive systems and be guided by our unique human-centered development philosophy that focuses on human traits and sensibilities. We aim to bring these EVs to market from 2020.

Composition of Mazda Vehicles with Electrification Technology in 2030



EVs True to the Mazda Spirit: Three Concepts

1 Driving Pleasure

We aim to offer true driving pleasure with EVs by offering an enhanced sense of connection with the car through the use of G-Vectoring Control and other technologies.

2 Earth-Friendly Technologies: Electrification Technologies Using Small, Lightweight Rotary Engines

Mazda is developing two battery EVs, one powered solely by a battery, and another that pairs a battery with a newly developed range extender powered by Mazda's small, lightweight, and exceptionally quiet rotary engine. The range extender will recharge the battery when it is low to effectively increase the vehicle's driving range. Also, different combinations of generators, batteries, and fuel tanks will make it possible to offer a shared packaging layout for plug-in hybrids and series hybrids.

Resolving the issue of driving range



3 Technologies That Can Contribute to Society: A Life in Which Your Car Can Act as a Power Source

Taking advantage of the rotary engine's compatibility with gaseous fuels, the rotary engine range extender is designed to also burn liquefied petroleum gas (LPG) and provide a source of electricity in times of emergency.

A power source in times of emergency



SKYACTIV-X



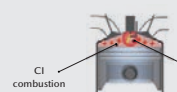
SKYACTIV-X

by the earth and people while supporting the *Jinba-ittai* "horse and rider as one" enjoyment that we strive to offer our customers. We are installing the engine in our new-generation products, starting with the Mazda3 launched in 2019. We will continuously evolve Skyactiv-G and Skyactiv-D engines to meet diverse customer needs across a broad engine lineup.

Skyactiv-X is an innovative internal combustion engine that combines the distinctive high-revving performance of a gasoline engine with the fuel efficiency, torque, and response of a diesel. Using Mazda's proprietary combustion method called Spark Controlled Compression Ignition (SPCCI), Skyactiv-X is a new generation of engine. Achieving outstanding environmental performance, power, and acceleration performance, Skyactiv-X is an engine that stands

"SPCCI"

Spark Controlled Compression Ignition



	Gasoline Engine	New-Gen Engine	Diesel Engine
Fuel economy	Fair	Good	Good
Torque	Fair	Good	Good
Response	Fair	Good	Good
Output (expansion)	Good	Good	Fair
Heating	Good	Good	Fair
Exhaust purification	Good	Good	Fair

Society

Realize cars and a society that offer safety and peace of mind, and create a system that enriches lives by offering unrestricted mobility to people everywhere

Issues and the External Environment

- Emergence of new causes of traffic accidents, especially in developed nations
 - Accidents caused by young and inexperienced drivers
 - Distracted driving due to increase in the volume of information from smartphones, etc.
 - Driving errors by elderly drivers
 - Dangerous driving under the effects of overwork and illness
- Emergence of issues accompanying changes in the structure of society
 - Weakening / disappearance of public transport in areas of depopulation
 - Increase in numbers of elderly or disabled who have difficulty getting around

With the goal of realizing a motorized society without traffic accidents, we are striving to develop more advanced safety technologies under the Mazda Proactive Safety philosophy.

Means to Achieve Our Targets

1. Continuously evolve fundamental safety technologies and standardize them across all models

- Driving position
- Pedal layout
- Visibility
- Active Driving Display

2. Advanced safety technology to help drivers recognize and assess potential hazards

i-Activsense advanced safety technology, which helps drivers recognize potential hazards, and avert accidents or reduce their severity

- FY March 2018: Standardize in Japan*

* Technologies made standard equipment: Advanced Smart City Brake Support (A-SCBS), Smart Brake Support (SBS), AT Acceleration Control, Lane Departure Warning System (LDWS), Adaptive LED Headlights (ALH) or High Beam Control (HBC), Blind Spot Monitoring (BSM), Rear Cross-Traffic Alert (RCTA)

The Mazda Co-Pilot Concept centers on people and leverages automated driving technologies

- 2020: Commence testing
- By 2025: Aim to make standard equipment

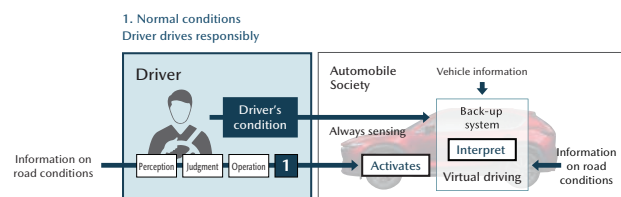
3. Utilize connectivity technologies

Using an advanced version of Mazda Connect, we will examine the potential of a new business model that enables car owners to help fulfill the mobility needs of people in depopulated areas that have dilapidated public transportation systems.

Mazda Co-Pilot Concept

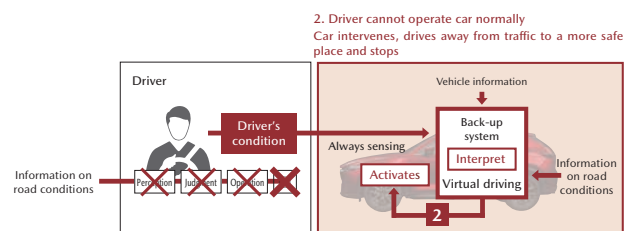
When the driver's condition is normal

Under normal conditions, drivers can enjoy driving themselves while the car constantly monitors their condition and conducts "virtual driving," meaning it is ready to drive itself at any time.



When the driver cannot operate the vehicle in a normal manner

When it is determined that the driver cannot operate the vehicle normally, the car intervenes in an attempt to avoid collisions and moves the vehicle away from traffic to a more safe location where it can stop the vehicle.



Mazda's Approach to Issue Resolution

Connectivity Technologies

In line with its human-centered development philosophy, Mazda is developing connectivity technologies that offer an enriching experience of the joy of life, connecting people by facilitating the sharing of experiences and feelings through cars. We are contributing to the resolution of social issues, such as the weakening of interpersonal connections that has accompanied changes in society, by connecting people and society through connectivity technologies.



One such initiative is a shared mobility service utilizing connectivity technologies that we started testing in Miyoshi, Hiroshima in 2018 in cooperation with local residents and prefectural and city authorities. We aim to build a social contribution model that will support regional revitalization through mobility service trials with an eye on future shared mobility.

We are also working on technologies that connect customers to their car and technologies that connect customers to Mazda. To build a stronger customer relationship and connection for our business in the future, we will use connectivity technologies to drive business innovation.

Mazda Pursues Two Value Concepts in Connectivity

- Offer the ability to enjoy digital convenience, safely with minimal distraction, while in your car
- Based on our human-centered development philosophy, provide an enriching lifestyle and experience of car ownership that energizes people physically and mentally

People

Enhance customers' mental well-being with the satisfaction that comes from protecting the earth and contributing to society with a car that offers true driving pleasure

Issues and the External Environment

- People today enjoy a more affluent lifestyle thanks to mechanization and automation. However, stress levels have also been rising due to a lack of exercise and opportunities for direct social contact.

Through our vehicles, we aim to offer driving pleasure and an enriched life to an even greater number of customers. We will build on our strengths by further pursuing a *Jinba-ittai*—or “horse and rider as one”—driving feel, which unlocks people's potential and revitalizes them mentally and physically, and further maturing our Kodo design language, which is grounded in a philosophy of bringing cars to life and raises car design to the level of art to enrich people's emotional lives.

Mazda's Approach to Issue Resolution

Skyactiv-Vehicle Architecture Platform New-Generation Structural Technologies

Mazda's Skyactiv-Vehicle Architecture was developed with an increased focus on the human-centered design philosophy to maximize the human body's inherent ability to balance itself. In this way, it offers all occupants a more comfortable and less tiring ride and enables them to respond quickly to environmental changes. As the human body is easily able to balance itself in response to driving inputs, the new vehicle architecture provides responsive driving and the ultimate *Jinba-ittai* driving feel.

Kodo—Soul of Motion Design Philosophy: A Step Further

Since 2010, Mazda has striven to create cars that embody the dynamic beauty of life through application of its Kodo—Soul of Motion design philosophy. Going deeper, matured Kodo design pursues the expression of a “new elegance” based on Japanese aesthetics.

Feature Story 2 : Mazda's Unique Battery Electric Vehicles (BEVs)

Earth- and people-friendly electrified cars that offering driving pleasure and contribute to society

Mazda, also in the field of EVs, aims to create a beautiful earth and a spiritually affluent society and provide customers with the brilliance of life through car ownership according to the "Sustainable Zoom-Zoom 2030" declaration. Based on the concept of Life Cycle Assessment (LCA), we plan to launch Mazda's own battery electric vehicles (BEVs) in 2020. We are working hard to substantively reduce CO₂ emissions. We are pursuing the *Jinba-ittai* driving feel that makes people one with the cars based on human-centered philosophy unchanged for EVs. We will continue our way of making cars, developing cars with the driving pleasure and earth- and people-friendly electrification technologies that contribute to society.

Earth

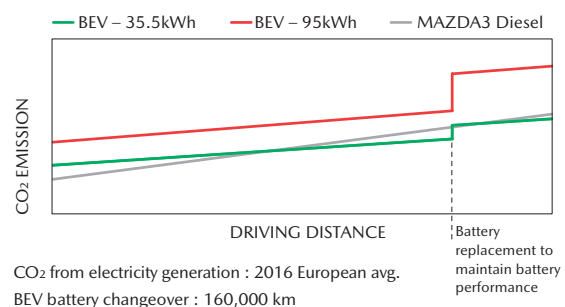
To hand down a beautiful earth to future generations, Mazda has set a goal of reducing average corporate CO₂ emissions based on the Well-to-Wheel perspective toward reduced CO₂ emissions throughout the vehicle's entire life cycle. Based on the Well-to-Wheel perspective, Mazda is developing a multi-electrification technology that provides multiple solutions to different regional characteristics, such as power source suitability, energy situations, and power generation mix, providing the right vehicle type for each region. For instance, for a region with sufficient clean energy resources or a region with air pollution control norms, we believe that our electric driving technology for EVs is the optimal solution. By fully utilizing Mazda's unique technologies, we are promoting the commercialization of EVs full of driving pleasure, which customers can willingly select. In addition, from the life cycle perspective, we are actively engaged in activities to reduce environmental impacts by adopting the Life Cycle Assessment (LCA), which calculates and evaluates environmental impacts at each stage of material procurement, manufacturing, use, recycling, and disposal. From an LCA perspective, Mazda desires to contribute to substantive reduction of the global environmental impact by installing batteries with appropriate capacities.

Life-cycle CO₂ emissions of BEVs and ICEVs

Mazda's trial calculation based on evaluation conditions of the presentation and paper during the academic conference





Using the LCA calculation and comparing the CO₂ emissions of BEVs and internal combustion engine vehicles (ICEVs) over the entire life cycle shows that EVs with smaller battery sizes tend to generate lower CO₂ emissions. In addition, in the latter half of the life cycle, we need to replace a battery to maintain its performance. So, the CO₂ emissions of EVs with smaller batteries are almost equivalent to those of ICEVs.

X-axis: Total driving distance after manufacturing Y-axis: Total CO₂ emissions



Mazda's unique technology, the Rotary Engine

Mazda is focusing on a range-extender that uses Mazda's proprietary rotary engine technology, expanding its usage in multiple systems including plug-in hybrids and series hybrids with a single package layout. By developing a multiple electrification technology that utilizes a single vehicle family layout to multilaterally satisfy different regional power generation mixes, we believe we can provide multiple solutions for different regional characteristics, such as power source suitability, energy situations, and power generation mix, offering the right vehicle type for each region.

Electrification technologies		Regional characteristics		Engine (Power to rotate the generator) Rotary engine	Electrification system		
		Clean power source ratio	Penetration of charging stations		Generator	Battery	Fuel tank
Range-Extender	Technology that primarily uses an external power supply and secondarily uses power supplied from an auxiliary generator mounted on the vehicle (to prevent a power shortage)	Good	Fair	 Common			
Plug-in Hybrid	Technology that uses both an external power supply and power supplied from a generator mounted on the vehicle	Fair	Fair		Higher output	Less capacity	More capacity
Series Hybrid	Technology that uses only power supplied from a generator mounted on the vehicle	Poor	Poor		Higher output	Less capacity	More capacity
					Variable		

Society

The rotary engine can accommodate various fuels such as hydrogen, LPG, and CNG in addition to gasoline. In the event of a disaster or emergency, we believe that relatively and widely available LPG cylinders can be used by the rotary engine to generate the minimum power required for daily life. Mazda EVs go to disaster-affected areas and provide electricity to those in need, a way of contributing to society. Mazda EVs transform themselves into emergency mobile power supplies. We will make such a new form of social contribution a reality.

Future development potential: Multiple electrification technology



People

Mazda focuses on a human-centered approach to its product development and develops EVs that produce a sense of unity with the vehicle and provide customers with driving pleasure in everyday driving scenes. Using the motor's regenerative braking, our EVs enable more flexible acceleration/deceleration control than before, enabling seamless and precise control in all directions. The car should be engineered to smoothly interact with the human body, moving in ways that conform to the natural movements of the body. You will be able to control a vehicle's behavior in accelerating, turning, and braking intuitively, like your hands and feet. We believe this will allow us to achieve the *Jinba-ittai* driving feel that makes people feel one with the car.

Technology to realize a sense of unity between cars and humans

■ Multi-directional ring structure body

The battery pack forms a loop with the body frame and cross members. As a result, the diagonal force of the four wheels transmits power without delay.

■ Motor pedal

Ability to control acceleration and deceleration by utilizing the characteristics of the motor. By transmitting torque without delay and reducing delay in vehicle responses, the motor pedal achieves the kinetic characteristics of a sensation as if the car is an extension of the driver's own body.

■ G-VECTURING CONTROL

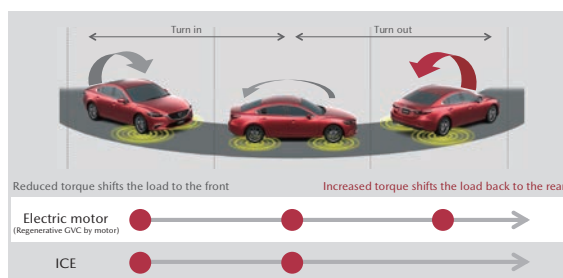
Seamless motion that feels natural for humans is achieved by making the G transition seamlessly while cornering, from deceleration to turning and from turning to acceleration.

Mazda's advanced proprietary technology

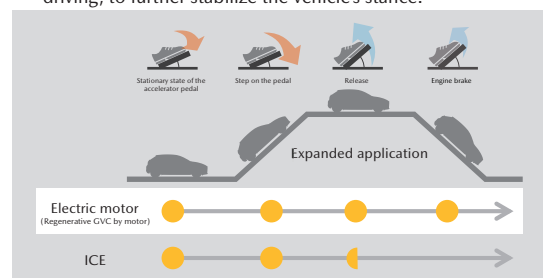
G-VECTURING CONTROL

Using G-vectoring control, Mazda's unique vehicle motion control technology, we are pursuing optimal back-and-forth load shift during turning. Utilizing the motor's regenerative braking, which is unique to EVs, we realized more flexible acceleration/deceleration, seamless, and with precise control.

(1) Control of increased torque when turning the steering wheel back to further stabilize vehicle motion.



(2) G-vectoring control works in all driving situations, including when releasing the accelerator pedal and during downhill driving, to further stabilize the vehicle's stance.





MAZDA GLOBAL TECH FORUM 2019 IN OSLO



Mazda held the Mazda Global Tech Forum 2019 from August 26 to September 2, 2019, in Oslo, Norway, inviting approximately 40 automotive journalists from 16 countries worldwide. Mazda Global Tech Forum 2019 emphasized Mazda's unchanging car-making philosophy also in EVs, based on the viewpoints of Earth, People, and Society, featuring (1) a human-centered development philosophy, (2) contribution to substantive reduction of global environmental impacts based on the LCA perspective, and (3) future potentials of the rotary engine range-extender. At the Mazda Global Tech Forum, journalists drove a technology prove-out EV* specially produced for this event to experience the *Jinba-ittai* feel, a feeling of unified car-and-human driving. Through detailed discussions with journalists, we obtained various valuable opinions and advice toward our EV launch in the future.

* Technical prototype model that is not planned for sale



Key points appealed during the test drive:

- Seamless vehicle motion in all directions
- Composed ride quality from a feeling that the vehicle constantly gravitates toward the road surface
- All operations including accelerating, turning, and stopping are intuitive, providing control as if the car is an extension of the driver's arms and legs.



Feedback from participating media (excerpts)

- Impression different from other EVs. The car realized very smooth motion in accelerating, turning, and stopping.
- I relate to the idea of not only the Well-to-Wheel perspective, but also Mazda's idea of EVs, in addition to its consideration for the environment, from resource mining to battery disposal.

EV usage environment in Norway

Blessed with nature, Norway highly advances the use of renewable energy, with almost all its electricity supplied by hydroelectric power plants. It is the most advanced EV country in Europe, promoting zero-emission cars as government policy and exceeding 50% share by EVs.



Household recharging equipment in Norway

Mazda Unveiled Mazda MX-30, First Mass-Production EV at Tokyo Motor Show

Mazda unveiled its first mass-production electric vehicle, named Mazda MX-30, at the 46th Tokyo Motor Show sponsored by the Japan Automobile Manufacturers Association and held from October 23, 2019.

A new addition to Mazda's car lineup, the MX-30 is the automaker's third new-generation model. In line with the Company's human-centered development philosophy, Mazda engineers were determined to deliver the same *Jinba-ittai* driving joy that every Mazda vehicle offers, in the EV as well. The model adopts Mazda's new electric-drive technology, e-Skyactiv, and combines outstanding response with smooth dynamic behavior to achieve performance that drivers can enjoy naturally.

* For details of Mazda MX-30:
<https://www2.mazda.com/en/publicity/release/2019/201910/191023a.html>



MAZDA MX-30 (European specification)

Feature Story 3 : Mazda's Process Innovations

Process Innovations to Efficiently Provide Customers with Even Better Products and Services

Monotsukuri Innovation

Looking five to 10 years into the future, Mazda has implemented *Monotsukuri* Innovation for efficiently developing and manufacturing products. Shared development methods and manufacturing processes are made possible by using bundled product planning for models to be introduced in the future, spanning market segments and model classes. Optimized structures for each function are shared across all car lines and laterally spread to each car line based on bundled product planning. A flexible production system is used to produce products engineered based on a common architecture concept in a highly efficient and flexible manner. Mazda is aiming to raise operational efficiency by building a flexible production process that can handle changes in volumes and can quickly introduce new models with a minimum of investment.

Mazda Digital Innovation (MDI)

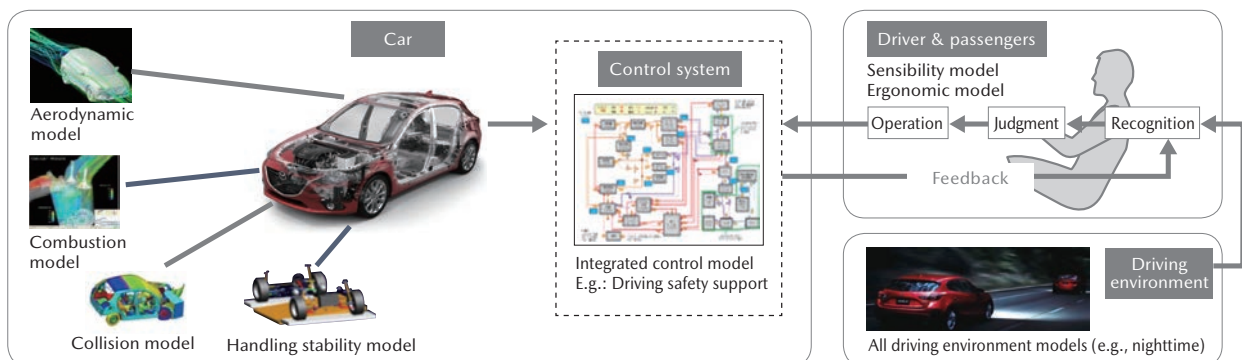
Since 1996, Mazda has been pushing ahead with the Mazda Digital Innovation (MDI), an initiative aimed at reforming work processes by introducing the latest IT technologies. In April 2016 MDI Phase 2 began, in response to the advancement of IT technologies such as IoT and AI and the diversification of customer needs. The Company has been committed to operational reforms capitalizing on state-of-the-art IT technologies, based on innovation through the CX Map, which depicts the Ideal Customer Experience (CX) as a flow of Marketing Sales Service Engagement. The Company continues working to realize a customer experience that meet the needs of various customers, offering them not only peace of mind and satisfaction but also excitement based on the CX Map.

Model-Based Development (MBD)

Cars are being called on to provide increasingly advanced and diverse functions, while vehicle architecture and control systems are becoming more and more complex. Model-based development, which uses computers to efficiently replicate development processes, is essential to keep developing complex systems quickly and with limited resources. Model-based development involves creating computer models of the vehicle, control systems, drivers, passengers, driving environments and other development subjects, and conducting development via thorough computer simulation. It is an efficient method of optimization. By carrying out model-based powertrain and vehicle development through simulations from design to vehicle evaluation, Mazda strives to reduce the number of prototype parts and actual unit verification, in order to develop complex, highly sophisticated technologies and products with minimum resources while also ensuring quality.

Model-Based Development

A technique to develop outstanding products by modeling (quantifying) and connecting all four elements of (1) the car, (2) control systems, (3) the driver & passengers, and (4) the environment without using an actual vehicle



Mazda CSR

Mazda CSR

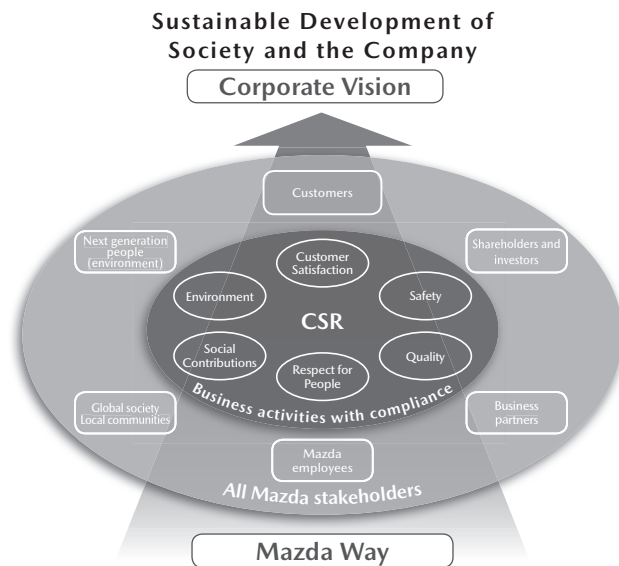


Management



Basic Approach

Mazda aims to achieve its Corporate Vision through the actions of each individual, based on the Mazda Way. While striving to meet the requests and expectations of all of Mazda's stakeholders, all employees pursue CSR (Corporate Social Responsibility) initiatives in the course of their daily business activities, thereby striving to the sustainable development of both society and the Company itself. In cooperation with development, production and sales sites and suppliers, the Company has established a CSR initiative promotion, to ensure that its CSR initiatives not only comply with international rules as well as the laws and regulations of each country/region, but also respect local history, culture, and customs.



Promoting Initiatives Based on the SDGs

The Mazda Group pushes forward with various initiatives to contribute to the achievement of the Sustainable Development Goals (SDGs),* adopted by the United Nations. In FY March 2019, the CSR Management Strategy Committee enhanced SDG-related information available to the Company's management, and employees' awareness of SDGs was raised through the effective use of the Company's intranet. Mazda's activities that are instrumental in realizing the 17 goals of the SDGs are presented in each section of this Sustainability Report 2019 [In-Depth Version] (see p.29).

* Sustainable Development Goals form an agenda for United Nations member states to realize sustainable development in areas ranging from poverty, hunger and energy to climate change and peace from 2015 through 2030. Announced in September 2015, the SDGs consists of 17 goals and 169 targets.

SUSTAINABLE DEVELOPMENT GOALS



Engagement in the international initiative

Mazda signed the United Nations Global Compact, an international effort to build a global framework for sustainable growth. The Company also declared its support for the recommendations from the Task Force on Climate-Related Financial Disclosures (TCFD) set up by the Financial Stability Board (FSB), as part of its efforts in line with the international community's initiatives.



External Evaluations of CSR (as of September 15, 2019)

Mazda identifies key external ratings and evaluations both from within Japan and overseas. By analyzing the results, Mazda evaluates its own initiatives.

Mazda has been praised for responding to both domestic and global surveys and evaluations, such as those by socially responsible investment (SRI) and environmental, social and governance (ESG) rating organizations.

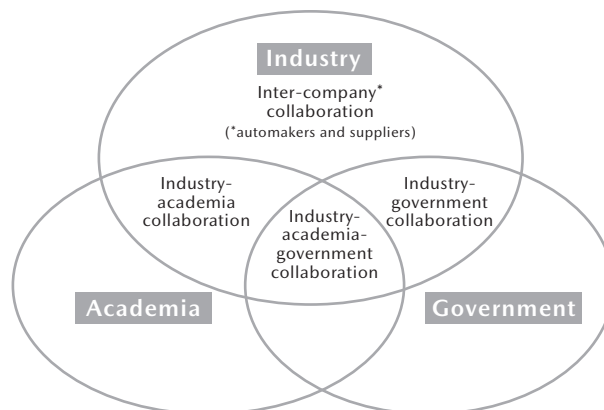


In collaboration with SAM



Collaboration with Companies, Universities and Government Authorities

Mazda has promoted collaboration with companies, universities and government authorities, aiming to efficiently resolve business issues by obtaining new knowledge from outside the Company and to achieve the sustainable growth of society and businesses. The business environment in which companies operate is becoming increasingly competitive due to stricter environmental and safety regulations, new competitors from other industries, and diversification of the mobility business. Through Hiroshima Council of Automotive Industry-Academia-Government Collaboration*, etc., Mazda has contributed to the local community in terms of developing new creative technologies and nurturing human resources capable of bringing about innovation.



* Hiroshima Council of Automotive Industry-Academia-Government Collaboration:
A council that promotes industry-academia-government collaboration. Motivated by the strong hope and enthusiasm for encouraging the manufacturing industry in Hiroshima, its member organizations have voluntarily joined Hiroshima Council of Automotive Industry-Academia-Government Collaboration, to consider what manufacturing ought to be and to leverage innovation that will lead to industrial development. Hiroshima Council of Automotive Industry-Academia-Government Collaboration implements various activities, such as studies on future energies and technology exchange with suppliers.

Promoting CSR activities in Collaboration with Suppliers

Mazda is promoting CSR activities aimed at building a sustainable society in full partnership with its suppliers. The Company bases its assessments of business dealings with its suppliers on a comprehensive evaluation that covers not only quality, technical strengths, pricing, delivery time and management approach, but also corporate compliance structure and initiatives for environmental protection. Mazda is promoting activities to improve quality and productivity jointly with local suppliers. While paying respect to the differences in national characters and cultures, the Company continues to promote continuous improvement activities at worksites overseas.



Activities with local suppliers in Thailand

For more details, visit Mazda website:
<https://www.mazda.com/en/csr/management/distributor/>

Management Systems

Corporate Governance

Mazda respects the purport of the Corporate Governance Code formulated by the Tokyo Stock Exchange and, while working to build a good relationship with its stakeholders, including shareholders, customers, suppliers, the local community and its employees, the Company strives to sustain growth and enhance its corporate value over the medium and long term through transparent, fair, prompt and decisive decision-making and to continue to enhance its corporate governance.

Internal Controls

Mazda has established the Mazda Corporate Ethics Code of Conduct, which states action guidelines for employees, the guidelines for global financial control, and other guidelines. Based on these guidelines, each department develops rules, procedures, and manuals. In cooperation among Group companies, Mazda is promoting to establish the system of internal control which is optimum for the entire Mazda Group.

Responding to Various Risks

Mazda makes efforts to identify and reduce various internal and external risks in accordance with the basic policies and related internal guidelines, so as to ensure continuous and stable progress of business activities.

The company tries to manage potential risks appropriately, preparing specific activities include response to accidents and other emergencies, ensuring of information security, and protection of personal information and intellectual property. Mazda is presently upgrading and expanding its business continuity plan (BCP) to avoid suspension of business that would extensively impact society.

Promoting Compliance

At Mazda the concept of compliance applies not only to laws and regulations, but also includes adherence to other rules such as internal guidelines and societal norms and expectations. Business operations are conducted in accordance with the Mazda Corporate Ethics Code of Conduct to ensure fair and honest practice.

Customer Satisfaction

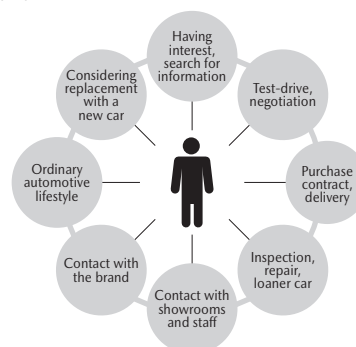
Commitment to Customers



Basic Approach

The Mazda Group promotes brand value management. By enhancing its brand value, the Group aims to increase the number of enthusiastic Mazda fans and attain its business growth, thereby consequently enhancing its corporate value. To establish an emotional connection with customers, Mazda considers it necessary to take into account all touch points, i.e., not only the period during which customers are in possession of a Mazda vehicle, but also the periods before they purchase the vehicle and after they let go of it.

Every touch point



Promoting Activities to Enable Customers to Experience "Driving Pleasure"

Mazda promotes initiatives to provide customers with opportunities to communicate with the Mazda brand and strengthen bonds with Mazda throughout their car ownership. As part of these initiatives, Mazda promotes activities in which both beginners and advanced drivers can easily participate, to experience "driving pleasure" and learn about driving considering safety and the environment.



Mazda Fan Festa 2018 in OKAYAMA

(organizer: Okayama International Circuit, main administrator: B-Sports Corporation)

One of the Mazda's largest fan events in Japan. With the aim of deepening bonds with customers, Mazda engineers delivered a lecture on *Jinba-ittai* (oneness between car and driver) driving performance. Participants also enjoyed hands-on manufacturing experience. (With 6,711 participants in FY March 2019)

Supporting Customers' Car Ownership Assuredly

Aiming to realize "safer, secure and comfortable ownership experiences" and "customer services that will be relied on by customers", Mazda promotes initiatives. The Company offers training for both service trainers and service staff to help them acquire advanced knowledge/maintenance skills and to provide customers with honest, faithful advice for their car ownership.



The 5th Mazda Customer Service Skills World Competition, in which participants competed in terms of maintenance skills. (May 2019)

TOPICS Winning the Best of the Best, under the Japan Branding Awards 2019

Mazda won the Best of the Best, the highest prize of the Japan Branding Awards*¹ 2019, organized by Interbrand Japan, Inc. These awards are the first of their kind in Japan to honor the excellent branding activities of organizations. The Company was bestowed this award for its company-wide efforts to promote brand value management across departments, thereby succeeding in improving employees' awareness and behavior by dramatically changing their ways of thinking.

*¹ In 2018, Interbrand Japan, Inc. established the Japan Branding Awards to evaluate and honor the excellent branding activities of companies and organizations as well as their businesses and services, and provides opportunities to widely introduce these efforts, in order to support further growth of these award recipients.



Awarding ceremony of the Japan Branding Awards 2019

(Right) Mr. Masahito Namiki, President & CEO, Interbrand Japan, Inc.
(Left) Ryuichi Umeshita, Executive Officer, Mazda Motor Corporation



Approach to Quality Improvement

To deliver customers safety, trust and excitement through automotive lifestyles, Mazda makes Group-wide efforts to “establish quality for new products”, “achieve quality that exceeds customer expectations”, and “cultivate human resources capable of thinking and acting for the happiness of customers”.

Vehicle production based on the “100–1=0” belief

■ Establishing consistent quality from planning to production:

“100–1=0” expresses Mazda’s strong desire to provide good quality to all customers, under the belief that for an individual customer, his/her vehicle is not one out of 100 vehicles but the only one. Mazda pursues a kind of vehicle production that respects each vehicle as a certain customer’s “one-and-only,” and aims to achieve “zero defects.” Standing firmly on the basic principles and mechanisms of manufacturing, all related departments make consistent efforts to establish quality in all processes, from planning to production.

Initiative for the process to change “100–1=0” to “100+1”

■ Early detection and early solution of market problems

If an unpredictable problem arises in the market, it may result in loss of trust from customers (“100–1=0”). To avoid this, Mazda promotes quality assurance activities for the early detection and early solution of any trouble pointed out by customers.

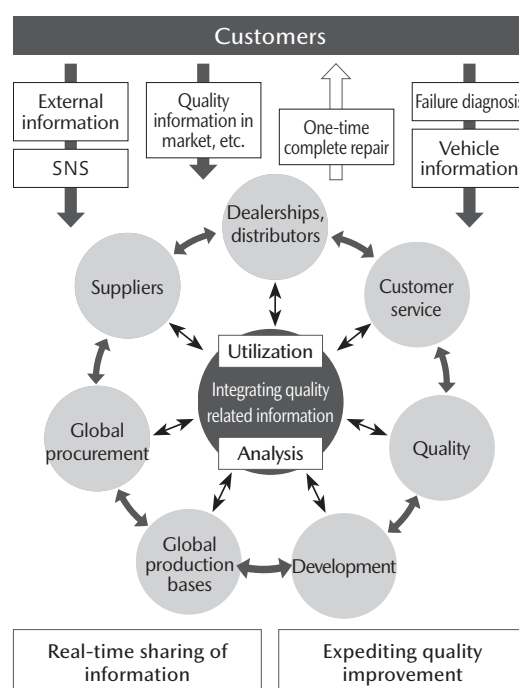
■ Building special bonds with customers

Mazda aims to build special bonds of ever-lasting trust with its customers by keeping contact with customers in good faith and with a sense of commitment to them (“100–1” ⇒ “100+1”).

Delivering products that exceed customers' expectations.

All related divisions, including product development, production, quality assurance and customer services, gather real-time information and make united efforts to mitigate or solve quality problems.

Real-time information gathering



TOPICS Mazda QC (Quality Control) Circle Activities

To encourage every employee to think about what they should do to please customers and to act accordingly, Mazda places emphasis on cultivating a customer oriented corporate culture/mind. As part of the initiatives, Mazda promotes QC circle activities to encourage members of each workplace to find and solve problems by themselves. QC circle activities, which have been implemented for over 50 years as key activities for the company, have evolved into global activities, being conducted not only inside Mazda but also at its suppliers and dealerships. The All Mazda QC Circle Competition held every year at the Mazda Head Office is now participated by QC circles of overseas sites, such as those in China, Thailand, and Mexico.



All Mazda QC Circle Competition President's Award

Safety

Safety



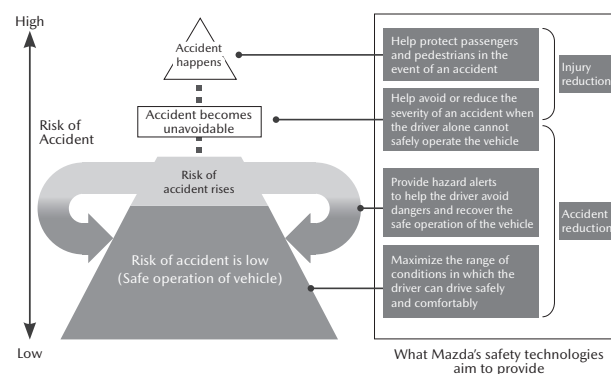
Basic Approach

While continuing to keep abreast of the latest safety advancements, Mazda works on technology development with the belief that technologies will demonstrate their true value only when their use becomes widespread.

Initiatives in Vehicles : Mazda Proactive Safety

Mazda's safety philosophy, which guides the research and development of safety technologies, is based on understanding, respecting and trusting the driver. To drive safely it is essential to recognize potential hazards, exercise good judgment and operate the vehicle in an appropriate fashion. Mazda aims to support these essential functions so that drivers can drive safely and with peace of mind, despite changing driving conditions. Since drivers are human beings, and human beings are fallible, Mazda offers a range of technologies which help to prevent or reduce the damage resulting from an accident.

Safety initiatives in technology development are also explained in Feature Story: 1 Long-term Vision for Technology Development (see pp. 7-11).



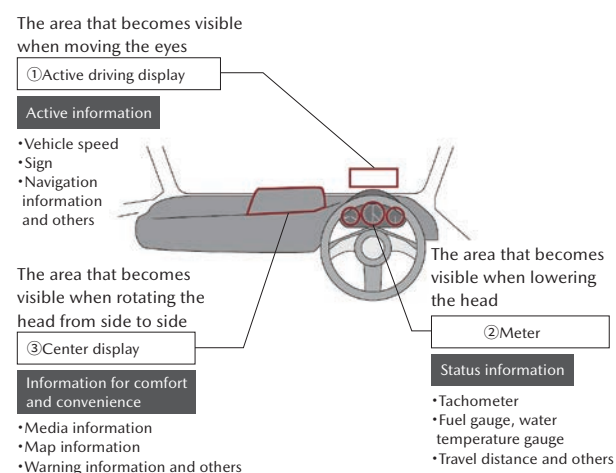
Continuous Evolution of Safety Technologies

Mazda strives to continuously evolve its basic safety technologies, such as the ideal driving position and pedal layout, and excellent visibility, as well as technologies to mitigate injuries in an accident, as represented by a lightweight, high-rigidity, safe body. The Company is also committed to continuous evolution of i-Activsense, a series of Mazda's advanced safety technologies, which the Company plans to incorporate into more Mazda models, in order to deliver safer, more reliable cars to a greater number of customers. The features of i-Activsense includes technologies that support safer driving by helping the driver to recognize potential hazards, and technologies which help to avert collisions or reduce their severity in situations where they cannot be avoided.

Meanwhile, the Company is in the process of embodying the Mazda Co-Pilot Concept, which is Mazda's development concept for human-centered self-driving technology, for which demonstration tests are due to begin in 2020.

Example of basic safety technologies

Designing a cockpit that enables the driver to concentrate his/her attention on driving



TOPICS Cooperation with the government to promote the spread of safe-driving support cars

The Ministry of Economy, Trade and Industry, the Ministry of Land, Infrastructure, Transport and Tourism, and other ministries and agencies recommend a new car safety concept called "Safety Support Car S (Suppocar S)." All Mazda's flagship models*¹ currently available in the Japanese market are furnished with advanced safety technologies as standard equipment. These technologies qualify for the "Wide" *² subcategory of "Suppocar S." "Suppocar S" is a popular name for a safe-driving support car designed to prevent traffic accidents that have become a societal problem. A Suppocar S, which is particularly recommended for use by an aged driver, is equipped with various safe driving support systems, including a damage mitigation brake and an acceleration suppression device that functions when the driver depresses the wrong pedal. Mazda will continue to further advance its leading-edge technologies to deliver safer and more secure cars to beginner drivers and senior drivers.



*1 Equipped with a damage mitigation brake (for pedestrians), an acceleration suppression device that functions when the driver depresses the wrong pedal, a lane departure warning device, and an advanced headlight.

*2 Mazda2, Mazda3, Mazda6, CX-3, CX-5, CX-8, and Roadster (MX-5) (as of August 2019)



Basic Approach

Mazda actively adopts initiatives to promote a low-carbon, recycling oriented society in harmony with nature, in cooperation with local governments, industrial organizations, and non-profit organizations. These efforts are reflected in all of Mazda's corporate activities with the aim of achieving a sustainable society.

The Company focuses on the following themes, which Mazda believes automakers should address to meet the expectations of both customers and society: energy- and global warming-related issues, promoting resource recycling, cleaner emissions, and environmental management.

Energy- and Global-Warming-Related Issues

Mazda is taking various measures to reduce CO₂ emissions over the entire life cycle of a vehicle. Specifically, the Company promotes introduction of technologies that raise fuel economy to respond fully to the fuel economy standards of each country and region, and activities to reduce CO₂ emissions from factories and offices as well as from logistics operations.

Promoting Resource Recycling

Mazda strives to reduce waste from vehicles, the vehicle manufacturing and shipping processes, and disposal of end-of-life vehicles, while actively promoting the comprehensive recycling of resources. Various initiatives are under way, including development of vehicles that are easy to disassemble and recycle, reduction of direct landfill waste in production sites, and reduction of the volume of packaging and wrapping materials used for logistics operations.

Cleaner Emissions

Efforts are being made to reduce various emissions/ waste (aside from CO₂) from vehicles and manufacturing processes, especially emissions with highly adverse environmental impacts. For example, the Company encourages the introduction of low-emission vehicles to improve air quality in each country and region, and activities to reduce emissions of PRTR substances and VOCs in production sites.

Environmental Management

Mazda is promoting the establishment of environmental management systems (EMS) across its entire supply chain and in all Group companies, in order to conduct more environmentally conscious business activities in a more effective manner, based on ISO 14001 and other standards. Moreover, various measures are carried out to expand the implementation of life cycle assessment (LCA) and biodiversity preservation activities.

Environmental Initiatives in technology development are also explained in Feature Story: 1 Long-term Vision for Technology Development (see pp. 7-11) and Feature Story 2 Mazda's Unique Battery Electric Vehicles (BEVs) (see pp. 12-14).

Development of the Aqua-Tech Paint System, a water-based automotive painting technology

Mazda developed the Aqua-Tech Paint System, a water-based automotive painting technology that decreases energy use and substantially reduces VOC (volatile organic compound) emissions. The technology won the Invention Prize in the 2018 National Commendation for Invention, sponsored by the Japan Institute of Invention and Innovation.



Video of Aqua-Tech painting process
<https://youtu.be/tesokAyuzy8>



Environment-Related Accident Emergency Drill with Group Companies

In cooperation with Mazda Ace Co., Ltd. and Mazda Logistics Co., Ltd., Mazda Motor Corporation carries out an annual emergency drill based on an assumed simulation in which hydraulic oil has leaked from a domestic vessel (dedicated car carrier) into the sea. In the simulation drill, participating employees are engaged in operations of removing oil spillage and communicating through an emergency contact network. Each year, the content of the drill has been reviewed and improved to simulate a situation that is closer to reality, to establish a system that ensures that employees can make a quick and appropriate response in the event of an accident.



Emergency Drill to Prevent Marine Pollution
(Extending an oil absorption mat)

Respect for People

Respect for People



Basic Approach

Mazda recognizes that people are its most important resource and aims to be a company staffed by people who enjoy their work. To this end, the Company has actively been implementing a wide variety of measures and initiatives to support individuals to realize their potential for growth and success, based on the Mazda Way principles that are shared throughout the entire Mazda Group worldwide.

Also, Mazda declares that it will never tolerate human rights violations of any kind, including discrimination and bullying on the basis of race, nationality, faith, gender, social status, family origin, age, physical disability, sexual orientation, or gender identity, and also states that Mazda is determined to eliminate human rights violations from business activities both inside and outside the Company. The scope of human rights activities has been expanded to include domestic and overseas Group companies as well as suppliers.

Creating a Working Environment that Enables Each Employee's Successful Performance

Mazda strives to create a working environment where each employee can continue to proactively work and succeed. Specifically, the Company promotes the introduction of a system that encourages flexible and diverse work styles, reduction of working (overtime) hours through the effective use of information technology, and development of career plans for employees' continued success. In FY March 2019, as a measure to promote diverse work styles, Mazda made a trial of a satellite office (telework) system.

Occupational Safety and Health

Mazda is working to develop people, workplaces, and mechanisms that ensure the safety and health of the people who work at Mazda. Mazda is also promoting Company-wide health improvement activities with an emphasis on reduction of health risks as priority issues. Mazda was selected as one of the Excellent Enterprises of Health & Productivity Management in the large enterprise category (White 500), under the Certified Health and Productivity Management Organization Recognition Program, which is jointly run by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi, for the third consecutive year since the inception of the Program in 2017.

Seven Principles of the Mazda Way

INTEGRITY

We keep acting with integrity toward our customers, society, and our own work.

BASICS/FLAWLESS EXECUTION

We devote ourselves to the basics, and make steady efforts in a step by step fashion.

CONTINUOUS KAIZEN

We continue to improve with wisdom and ingenuity.

CHALLENGER SPIRIT

We set a high goal, and keep challenging to achieve it.

SELF INITIATIVE

We think and act with "self initiative."

TOMOIKU

We learn and teach each other for our mutual growth and success.

ONE MAZDA

We think and act with the view of "Global" and "One Mazda."

Human Resources System and Measures (Examples)

Work-life balance

Child-rearing paid leave / Child-rearing leave
481 beneficiaries (including 402 male) / 253 beneficiaries (including 17 male)

Nursing care leave 14 beneficiaries (including 9 male)

Special Warm Heart leave system* 1,017 beneficiaries (including 655 male)

* A paid-leave system covers nursing care for relatives, volunteer work, functions at one's child's school, and infertility treatment

Support for employees with special needs

Established the Physical Challenge Support Desk for consultations.

Employed two certified sign-language interpreters as regular employees.

Promoting Re-Employment of the Elderly

Re-employ retired former employees to help them share their expertise (Expert Family system.)

Health Improvement

Vitality Checkups (Investigation of Occupational Stress and Diagnosis of the Organization's Comprehensive Health Degree)

Eco-Walk Commuting Program (with allowance payments)

TOPICS Winning the Award of Excellence of the 1st Platinum Career Award

In April 2019, Mazda won the Award of Excellence of the 1st Platinum Career Award. It is predicted that our working lives will become longer and that the use of IT and AI will become more widespread. In this context, the Platinum Career Award was inaugurated to commend enterprises that promote human resource development from a long-term perspective and strive to provide their employees with opportunities to demonstrate their best performance. The Award of Excellence was given to Mazda in recognition of its re-employment schemes, including the Expert Family System, which enables eligible individuals to be rehired after reaching the mandatory retirement age.

* Hosted by Toyo Keizai Inc.; supported by the Cabinet Secretariat and the Ministry of Health, Labour and Welfare; and planned by the Innovation Network for Co-Creating the Future (managed by the Mitsubishi Research Institute, Inc.) and Mitsubishi UFJ Trust and Banking Corporation



Awarding ceremony of the 1st Platinum Award
(Left) Mr. Hiroshi Komiya, Chairman of the Platinum Career Award Screening Committee, and Chairman of Mitsubishi Research Institute, Inc.
(Right) Yuzo Toyoda, Deputy General Manager of Human Resources Office, Mazda Motor Corporation



Basic Approach

As a company engaged in global business, Mazda is fulfilling its responsibilities as a good corporate citizen through ongoing involvement in socially beneficial activities tailored to the needs of local communities, in order to ensure that its business activities contribute to the building of a sustainable society. Mazda conducts various social contribution initiatives, based on the three pillars in the basic policy.

Three Pillars in Basic Policy on Social Contribution Initiatives



Initiatives Based on the Three Pillars

Environmental and Safety Performance

Mazda's business activities have a relationship with and impact social issues, such as global warming, energy and resource shortages, and traffic accidents. To resolve these issues, the Company attaches importance to the environmental and safety perspectives, not only in conducting its main business, but also when making social contributions.



Environmental awareness-raising activities through performing maintenance on schoolyards and helping garden creation by planting a variety of native species (New Zealand)



Mazda dealerships collaborate with local police stations in cleaning and inspecting convex traffic mirrors, during Road Safety Week (Japan)

Human Resource Development

Mazda emphasizes the perspective of human resources development, based on the idea that fostering people who will be future leaders in the foundation of society and in business is important.



Supporting children's education through tours of the Mazda Museum for social studies (Japan)

Mazda Museum: Located at Mazda Head Office (Hiroshima), the museum not only offers exhibitions of Mazda's history, technology, etc., but also has an area from which visitors can observe the assembly line. <https://www.mazda.com/en/about/museum/>



Financial assistance for children of the Mazda Wheat Seedling Class, and exchange between these children and Mazda employees (China)
Mazda Wheat Seedling Class: Established in 2012 through the Wheat Field Project Education Foundation, a non-governmental NPO for educational support, aiming at providing children with both financial and mental assistance

Community Contributions

Mazda promotes community contribution activities to cope with specific issues of each local community, in the countries/regions where the Company conducts its business operations.



For each one million stadium visitors to the Hiroshima Municipal Baseball Stadium (Mazda Zoom-Zoom Stadium Hiroshima), one Mazda vehicle is donated to a social welfare organization (Japan)



Mazda's support activities in collaboration with SOS Children's Village (SCV), an international organization that provides support for children who are unable to live together with their parents or caregivers (Europe)

Unveiling Mazda's New-Generation Products

MAZDA 3



We started launches of the Mazda3 in 2019 as the first of our new-generation products incorporating new technologies targeting the realization of “Sustainable Zoom-Zoom 2030,” our long-term vision for technology development. Based on its human-centered philosophy, Mazda has dramatically improved every area: design, driving performance, NVH, environmental performance and quality feel, trying to create a new, hitherto unknown value.

The Mazda3 adopts a matured Kodo design language that attempts to embody the essence of Japanese aesthetics. While the overall form presents a simple, single motion, subtle undulations bring the design to life through shifting light and reflections that glide over the body surface. The result is a

richer and more powerful expression of vitality than previous Kodo models. Despite sharing the Mazda3 moniker, the hatchback and sedan models have distinct personalities—the design of the hatchback is emotive, the sedan elegant. The Mazda3 adopts Mazda's new Skyactiv-Vehicle Architecture, designed to enable people to make the most of their natural sense of balance. The powertrain lineup comprises the latest Skyactiv-X, Skyactiv-G, and Skyactiv-D engines, each of which seeks to enable responsive control of speed in any driving situation. Based on its philosophy of designing the car around the human being, Mazda has dramatically enhanced the car's fundamental driving attributes such that accelerating, turning, and braking feel completely natural.

Mazda CX-30 Compact Crossover SUV, the Second New-Generation Model

The CX-30 is a new compact crossover that combines the bold proportions of an SUV with elegant styling that embodies Mazda's Kodo design language.

As a new core model, the global launch of CX-30 is underway with sales starting from Europe in September 2019.



MAJOR PRODUCT LINEUP

Since 2012, Mazda has been introducing products featuring Skyactiv Technology and Kodo—Soul of Motion design, which provide both driving pleasure and outstanding environmental and safety performance. The launch of the Mazda3 in 2019 marked the roll-out of our first new-generation product.

MAZDA CX-3



Global Sales Volume Sales markets **J N E C O**
161 thousand units Production bases **J O**

MAZDA CX-30



Global launch is underway with sales starting from Europe in September 2019

MAZDA CX-4



Global Sales Volume Sales markets **C**
56 thousand units Production bases **C**

MAZDA CX-5



Global Sales Volume Sales markets **J N E C O**
458 thousand units Production bases **J E C O**

MAZDA CX-8



Global Sales Volume Sales markets **J C O**
35 thousand units Production bases **J C**

MAZDA CX-9



Global Sales Volume Sales markets **N E O**
59 thousand units Production bases **J E**

MAZDA 2



Global Sales Volume Sales markets **J N E O**
169 thousand units Production bases **J N O**

MAZDA 3



Global Sales Volume Sales markets **J N E C O**
362 thousand units Production bases **J N C O**

MAZDA 6



Global Sales Volume Sales markets **J N E C O**
136 thousand units Production bases **J E C O**

MAZDA MX-5

(Japanese name: Mazda Roadster)



Global Sales Volume Sales markets **J N E C O**
31 thousand units Production bases **J**

MAZDA BT-50



Global Sales Volume Sales markets **O**
38 thousand units Production bases **O**

Sales markets and production bases:

J Japan **N** North America **E** Europe
C China **O** Other markets

* Global sales volume is for fiscal year March 2019; sales markets and production bases are as of March 31, 2019.

* Vehicle specifications differ by market.

GLOBAL NETWORK (As of March 31, 2019)

Mazda is based in Hiroshima Prefecture and has major production sites in Japan, Mexico, Thailand, and China. The Company conducts sales in more than 130 countries and regions around the world. Mazda has established a global network of headquarters, R&D bases, production facilities, dealerships, and other facilities.

Japan

(Number of dealerships: 961)

- 1 Headquarters
- 2 Headquarters R&D Divisions
- 3 Mazda R&D Center (Yokohama)
- 4 Miyoshi Proving Ground
- 5 Mine Proving Ground
- 6 Hokkaido Kenbuchi Proving Ground
- 7 Hokkaido Nakasatsunai Proving Ground
- 8 Hiroshima Plant
- 9 Hofu Plant
- 10 Miyoshi Plant
- 11 Press Kogyo Onomichi Plant*¹

Asia

(Number of dealerships: 858)

- 12 Mazda Motor (China) (MCO) /
MCO China Engineering Support Center
- 13 FAW Car*¹
- 14 Changan Mazda Automobile (Nanjing Company)
- 15 Changan Mazda Engine
- 16 AutoAlliance (Thailand)
- 17 Mazda Powertrain Manufacturing (Thailand)
- 18 Thaco Premium Automobile Assembly and
Manufacturing Limited Liability Company*¹
- 19 Mazda Malaysia
- 20 FAW Mazda Motor Sales
- 21 Changan Mazda Automobile Sales
- 22 Mazda Motor Taiwan
- 23 Mazda Sales (Thailand)



14 Changan Mazda Automobile
Location: Nanjing, China
Production capacity: 220,000 units per year
Models in production: CX-5, CX-8, Mazda3



16 AutoAlliance (Thailand)
Location: Rayong, Thailand
Production capacity: 135,000 units per year
Models in production: CX-3, Mazda2, Mazda3, BT-50

Oceania

(Number of dealerships: 192)

- 24 Mazda Australia
- 25 Mazda Motors of New Zealand



1 Headquarters
Location: Aki-gun, Hiroshima, Japan



3 Mazda R&D Center (Yokohama)
Location: Yokohama, Kanagawa, Japan



8 Hiroshima Plant
Location: Aki-gun, Hiroshima, Japan
Production capacity: 569,000 units per year
Models in production: CX-3, CX-5, CX-8, CX-9, MX-5, Bongo, Sports cars for Fiat Chrysler Automobiles



9 Hofu Plant
Location: Hofu, Yamaguchi, Japan
Production capacity: 416,000 units per year
Models in production: CX-3, CX-5, Mazda2, Mazda3, Mazda6

*1 Consignment production facilities

North America

(Number of dealerships: 792)

- 26** Mazda North American Operations
- 27** Mazda Toyota Manufacturing, U.S.A., Inc.*¹
- 28** Mazda de Mexico Vehicle Operation
- 29** Mazda Motor of America
- 30** Mazda Canada
- 31** Mazda de Mexico Sales & Commercial Operation



26 Mazda North American Operations
Location: California, USA



28 Mazda de Mexico Vehicle Operation
Location: Guanajuato, Mexico
Production capacity: 250,000 units per year
Models in production: Mazda2, Mazda3, Compact vehicles for Toyota

Europe

(Number of dealerships: 2,023)

- 32** Mazda Motor Europe
- 33** Mazda Sollers Manufacturing Rus
- 34** Mazda Motor Logistics Europe
- 35** Mazda Motors (Deutschland)
- 36** Mazda Motors UK
- 37** Mazda Motor Russia
- 19 distributors in other main markets



32 Mazda Motor Europe
Location: Leverkusen, Germany

Caribbean, Central and South America, Middle East, Africa

(Number of dealerships: 424)

- 38** Mazda De Colombia
- 39** Mazda Southern Africa

Main Business Lines

Regional headquarters / R&D	1	2	3	4	5	6	7	12	26	32	34			
Production facilities	8	9	10	11	13	14	15	16	17	18	19	27	28	33
Distributors	20	21	22	23	24	25	29	30	31	35	36	37	38	39

*1 Start of operations planned for 2021

FY March 2019 Highlights

Number of sales countries/regions

More than **130** countries/regions

Number of tier 1 suppliers

1,087

Global sales volume

1,561 thousand units
Down 4.2% YoY

Global sales share

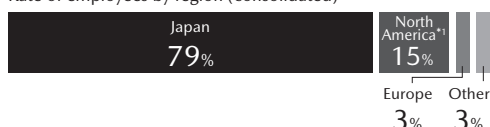


Number of employees

49,998

Overseas local employment rate for management **76%**

Rate of employees by region (consolidated)



Net sales

3,564.7 billion yen Up 2.6% YoY

Operating income

83.0 billion yen Down 43.3% YoY

Domestic production volume

1,010 thousand units

Overseas production volume

560 thousand units

CO₂ emissions per unit of sales revenue from production
(Four principal domestic sites*2)

17.6 t-CO₂/100 million yen Reduced by 58% compared with
FY March 1991 levels

Total amount of landfill waste (Four principal domestic sites*2)

0 t Maintained since FY March 2009

Rate of reinstatement after childrearing leave (Non-consolidated)

99 %

Percentage of employees with special needs (Non-consolidated)

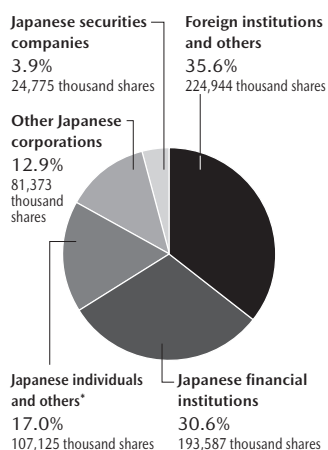
2.11 %

*1 Including Mexico.

*2 Head Office (Hiroshima); Miyoshi Plant; Hofu Plant, Nishinoura District; and Hofu Plant, Nakanoseki District (including R&D and other indirect areas)

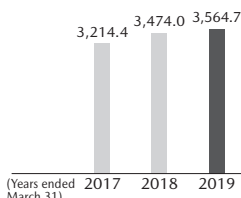
Financial Information

Breakdown of Shareholders by Type
(as of March 31, 2019)



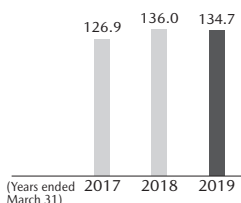
Net Sales

(Billions of yen) ■ Net sales



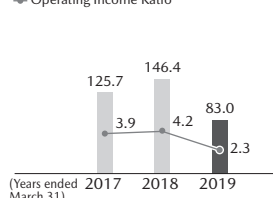
R & D Costs

(Billions of yen) ■ R & D Costs



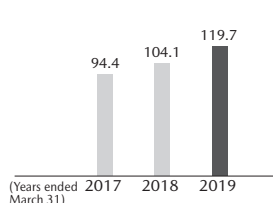
Operating Income / Operating Income Ratio

(Billions of yen / %) ■ Operating Income
→ Operating Income Ratio



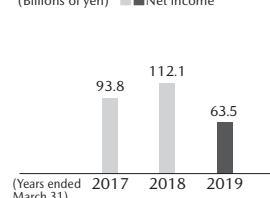
Capital Expenditures

(Billions of yen) ■ Capital Expenditures



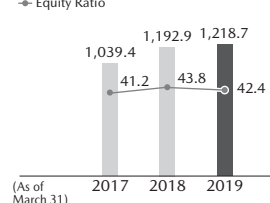
Net Income Attributable to Owners of the Parent Company

(Billions of yen) ■ Net income



Equity / Equity Ratio

(Billions of yen / %) ■ Equity
→ Equity Ratio



Corporate Profile (as of March 31, 2019)

Company name:	Mazda Motor Corporation	Research and development sites:	Head Office, Mazda R&D Center (Yokohama), Mazda North American Operations (USA), Mazda Motor Europe (Germany), China Engineering Support Center (China)
Founded:	January 30, 1920	Production sites:	Japan: Hiroshima Plant (Head Office, Ujina), Hofu Plant (Nishinoura, Nakanoseki), Miyoshi Plant Overseas: China, Thailand, Mexico, Vietnam ^{*1} , Malaysia ^{*1} , Russia ^{*1}
Head Office:	3-1 Shinchu, Fuchu-cho, Aki-gun, Hiroshima 730-8670, Japan	Sales companies:	Japan: 218, Overseas: 140
Main business lines:	Manufacture and sales of passenger cars and commercial vehicles	Principal products:	Four-wheeled vehicles, gasoline reciprocating engines, diesel engines, automatic and manual transmissions for vehicles
Stock information:	1,200,000,000 total shares issuable 631,803,979 total outstanding shares 149,121 shareholders		
Capital:	284 billion yen		
Employees:	Consolidated Total: 49,998		

^{*1} Assembly only (Volume is not disclosed).

About Mazda

The Origin and Meaning of "Mazda"

The Company's name, "Mazda," derives from Ahura Mazda, a god of the earliest civilizations in western Asia. The Company has interpreted Ahura Mazda, the god of wisdom, intelligence, and harmony, as a symbol of the origin of both Eastern and Western civilizations, and also as a symbol of automotive culture. It incorporates a desire to achieve world peace and the development of the automobile manufacturing industry. It also derives from the name of the Company's founder, Jujiro Matsuda.

Mazda Corporate Mark

Mazda developed its corporate mark as a symbol for Mazda's communications in 1975. It was later positioned as an easy-to-read corporate mark, in line with the establishment of the brand symbol in 1997.



Mazda Brand Symbol

The brand symbol expresses Mazda's dedication to continuous growth and improvement. It is a symbolic development of the Mazda "M," and shows the Company stretching its wings as it soars into the future (Established in June 1997).



Mazda Brand Slogan, "Zoom-Zoom"

Mazda's creativity and innovation continuously delivers fun and exhilarating driving experiences to customers who remember the emotion of motion first felt as a child (Announced in April 2002).

Other Information

Official websites

	URL	Content
CSR	https://www.mazda.com/en/csr/	Mazda's CSR initiatives and other general information
Investor relations	https://www.mazda.com/en/investors/	Financial and governance information
Company	https://www.mazda.com/en/about/	Overview and business/production bases of the Mazda Group
Brand	https://www.mazda.com/en/innovation/	Information on brand, technologies
News	https://www.mazda.com/en/news/	News releases, SNS, animations
Sales/Customer service	https://www.mazda.com/en/about/d-list/ *	Information on products and others to customers before/after purchase

* Choose the country/area to be searched.



Mazda Sustainability Report 2019 [In-Depth Version]
<https://www.mazda.com/en/csr/report/download/>



Annual Report 2019
<https://www.mazda.com/en/investors/library/annual/>



Mazda Technical Review
<https://www.mazda.com/ja/innovation/technology/gihou/>
 (For English, Summary is available)

HISTORY OF MAZDA

1920

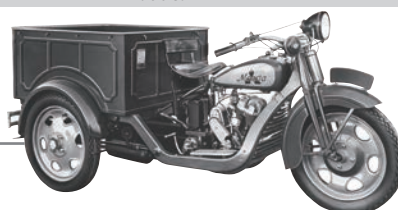
Corporate

Product*

- 1920.1 Toyo Cork Kogyo Co., Ltd is founded
- 1921.3 Jujiro Matsuda becomes president
- 1927.9 Company becomes Toyo Kogyo Co., Ltd



1920-



1930

- 1930.9 New plant is constructed in Hiroshima (Aki-gun, Fuchu-cho)
- 1932 Export of 3-wheel trucks begins
- 1936.4 Caravan of 3-wheeled trucks from Kagoshima to Tokyo (advertising campaign)
- 1936.4 New logo is introduced



1936.4-

1931.10

Production of 3-wheel truck "Mazda-go DA model," Mazda's first automobile, begins

1940

- 1945.8 Mazda loans part of Head Office building to Hiroshima prefectural government, court, news media, etc. Regarding the Hiroshima prefectural government all functions are temporarily transferred there (until July 1946)
- 1945.12 Production of 3-wheel trucks suspended since August 1945 resumes
- 1949.8 3-wheeled truck exports restart

1950

- 1951 New logo is introduced
- 1951.12 Tsuneji Matsuda becomes president
- 1959.7 New logo is introduced



1951-

1950.6
4-wheel light truck
"CA model" is launched



1960

- 1961.7 Mazda enters into technical cooperation with NSU/Wankel on rotary engines
- 1963.3 Cumulative domestic production reaches 1 million vehicles
- 1965.5 Miyoshi Proving Ground is completed
- 1966.11 Operations at new passenger car plant (Ujina) in Hiroshima begin
- 1967.3 Full-scale exports to the European market begin



1960.5
"R360 Coupe," Mazda's first passenger car is launched



1962.2
The first "Carol" is launched



1963.10
The first "Familia" is launched



1966.5
The first "Bongo" is launched



1967.5
"Cosmo Sport (110s)" Mazda's first rotary engine vehicle is launched



1966.8
The first "Luce" is launched



1970

- 1970.4 Exports to the U.S. begin
- 1970.11 Kouhei Matsuda becomes president
- 1975.1 New logo is introduced
- 1977.12 Yoshiki Yamasaki becomes president
- 1979.6 Cumulative domestic production reaches 10 million vehicles
- 1979.11 Ford Motor Company and Mazda enter into a capital tie-up



1975.1-

1970.5
The first "Capella (RX-2)" is launched



1971.8
The first "Titan" is launched



1971.9
The first "Savanna (RX-3)" is launched



1975.10
The first "Cosmo" is launched



1978.3
The first "Savanna RX-7 (RX-7)" is launched



1980

- 1981.12 Operations at Hofu Transmission Plant (Nakanoseki district) begin
- 1982.9 Operations of manufacturing passenger car at Hofu plant (Nishinoura district) begin
- 1984.5 Company is renamed as Mazda Motor Corporation
- 1984.10 Mazda Foundation is established
- 1984.11 Kenichi Yamamoto becomes president
- 1985.1 Mazda Motor Manufacturing (USA) Corporation (MMUC), now Auto Alliance International (AAI), is established (-2012.8)
- 1987.4 Cumulative domestic production reaches 20 million vehicles
- 1987.6 New research center is opened in Yokohama, Japan (the current Mazda R&D Center Yokohama)
- 1987.12 Norimasa Furuta becomes president
- 1988.4 Mazda Technical College is established
- 1988.5 Mazda Research and Development Center is established in Irvine, CA (U.S.)

1980.6
"Familia (GLC/323)" is fully redesigned (Receives the "1980-1981 Car of the Year Japan")



1982.9
"Capella (Telstar)" is fully redesigned (Receives the "1982-1983 Car of the Year Japan")



1989.9
The first "Roadster (MX-5)" is launched



1990

- 1990.1 Hokkaido Kenbuchi Proving Ground for cold-weather testing is completed
- 1990.5 European R&D Representative Office (MRE) is completed
- 1991.12 Yoshihiro Wada becomes president
- 1995.4 Cumulative domestic production reaches 30 million vehicles
- 1995.11 Mazda and Ford jointly establish Auto Alliance (Thailand) Company Limited (AAT), a joint venture production company
- 1996.3 Mazda website is opened
- 1996.6 Henry D.G. Wallace becomes president
- 1997.6 New logo is introduced
- 1997.11 James E. Miller becomes president
- 1999.12 Mark Fields becomes president



1997.6-

1991.6
Mazda 787B wins the 59th Le Mans 24-Hour Endurance Race, claiming the first ever victory for a Japanese automobile



1996.8
The first "Demio (Mazda2)" is launched (Receives the "1996-1997 RJC New Car of the Year")



1990.1
The first "MPV" is launched



1991.12
"RX-7" is fully redesigned (Receives the "1991-1992 RJC New Car of the Year")



1999.4
The first "Premacy (Mazda5)" is launched



* Launching date is based on Japanese market

2000

Corporate	
2000.11	Mid-term plan "Millennium Plan" is announced
2002.1	Nakasatsunai Proving Ground is completed
2002.4	New brand statement "Zoom-Zoom" is introduced
2002.6	Lewis Booth becomes president and CEO
2003.1	Production of "Mazda6" commences at FAW Car Company in China
2003.8	Hisakazu Imaki becomes president and CEO
2004.11	Mid-term plan "Mazda Momentum" is announced
2005.8	China Engineering Support Center is opened
2006.5	Mine Proving Ground is completed
2007.3	Mid-term plan "Mazda Advancement Plan" is announced
2007.3	Long-term vision for technology development: "Sustainable Zoom-Zoom" is announced
2007.4	Changan Ford Mazda Engine Co., Ltd. (CFME, now CME) in China commences operation
2007.7	Cumulative domestic production reaches 40 million vehicles
2007.10	Changan Ford Mazda Automobile Nanjin Co., Ltd. (CFMA, now CMA) commences operation
2008.11	Takashi Yamanouchi becomes president and CEO

Product*	
2000.7	"Roadster (MX-5)" is recognized by the Guinness Book of Records as the world's largest production of lightweight open two-seater sports car
2003.4	"RX-8" is launched (Receives the "2004 RJC Car of The Year")
2005.8	"Roadster (MX-5)" is fully redesigned (Receives the "2005-2006 Car of the Year Japan")
2006.3	Global presentation of the first "BT-50" at Bangkok International Motor Show
2006.12	"CX-7" is launched
2009.3	Leasing of hydrogen vehicle, "Premacy Hydrogen RE Hybrid", is started
2002.5	The first "Atenza (Mazda6)" is launched (Receives the "2003 RJC Car of the Year")
2003.10	The first "Axela (Mazda3)" is launched
2006.2	Leasing of hydrogen vehicle, "RX-8 Hydrogen RE", is started
2006.10	Production of the first "CX-9" commences
2007.7	"Demio (Mazda2)" is fully redesigned (Receives the "2008 RJC Car of the Year" and the "2008 World Car of the Year")
2008.7	"Bianter" is launched

2010

2010.4	"Framework for Medium- and Long-term Initiatives" is announced
2012.2	"Structural Reform Plan" is announced
2012.9	Mazda and Sollers establish Mazda Sollers(MSMR), a joint venture production company in Russia
2012.9	Mazda and Bermaz establish Mazda Malaysia(MMSB), a joint venture company
2013.1	Business agreement is concluded for the development and production of Fiat brand two-seater convertible sports car
2013.6	Masamichi Kogai becomes president and CEO
2014.1	Operations at the production facility Mazda de Mexico Vehicle Operation (MMVO) a joint venture with Sumitomo Corporation in Mexico are started
2015.1	Operations at transmission plant in Thailand, Mazda Powertrain Manufacturing (Thailand) (MPMT) are started
2015.4	"Structural Reform Stage 2" is announced
2015.4	New Corporate Vision is established
2017.8	Agreement is entered into with Toyota on business and capital tie-up
2017.8	Long-term vision for technology development "Sustainable Zoom-Zoom 2030" is announced
2018.3	Mazda and Toyota establish a joint-venture company "Mazda Toyota Manufacturing U.S.A"
2018.5	Cumulative domestic production reaches 50 million vehicles
2018.6	Akira Marumoto becomes president and CEO

2010.10	Next-generation Skyactiv Technology is announced
2012.11	"Atenza (Mazda6)" featuring a series of the advanced safety technologies i-Activsense is fully redesigned (Receives the "2014 RJC Car of the Year")
2013.6	Commenced public road test of leased hydrogen vehicles, "Premacy Hydrogen RE Range Extender EV"
2013.11	"Axela (Mazda3)" is fully redesigned
2015.2	"CX-3" is launched
2015.5	"Roadster (MX-5)" is fully redesigned (Receives the "2015-2016 Car of the Year Japan," the "2016 World Car of the Year," and the "2016 World Car Design of the Year")
2015.7	"Mazda BT-50" is fully redesigned and production commences in Thailand
2016.4	"CX-4" makes its world debut
2017.8	Next-generation engine "Skyactiv-X" is announced
2019.5	"Mazda3" is launched
2012.2	"CX-5" is launched (Receives the "2012-2013 Car of the Year Japan")
2014.9	"Demio (Mazda2)" is fully redesigned (Receives the "2014-2015 Car of the Year Japan")
2016.2	"CX-9" is fully redesigned and production commences
2016.7	A series of Mazda's new-generation vehicle motion control technologies "Skyactiv Vehicle Dynamics" is announced
2016.12	"CX-5" is fully redesigned
2017.12	"CX-8" is launched
2019 autumn	"CX-30" is launched

2019

* Launching date is based on Japanese market

Request for cooperation in answering our questionnaire survey

Your frank opinions and comments regarding Mazda Corporate Profile/Sustainability Report [Digest Version] 2019 are highly appreciated.

https://mag.mazda.jp/form/pub/csr/questionnaire_en



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Mazda Motor Corporation

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Disclaimer: This report includes future projections for Mazda Motor Corporation and its Group companies' performance based on plans, forecasts, management plans, and strategies at the time of publication, in addition to actual past and present facts. Such forward-looking statements are predictions based on information or assumptions available at the time of edit, and may differ from future operational results due to changes in circumstances.