

CSR Targets for FY March 2019

(Self-assessment key ○ : Accomplished, △ : Nearly accomplished, × : Not accomplished)

Sustainability Report Contents/Items	FY March 2018 targets	FY March 2018 results	Self-assessment	FY March 2019 targets	ISO 26000 core subjects
Mazda CSR (see pp. 17-28)	CSR management	<ul style="list-style-type: none"> ① Discussed and undertook the methods of linking the key CSR issues, Sustainable Development Goals (SDGs) and business (the medium-term plan). ② Implemented CSR initiatives based on international CSR norms, and discussed how to utilize knowledge obtained by having signed the UN Global Compact. ③ Continued CSR awareness-raising activities as planned (continued monitoring employees' CSR awareness through the Global Employee Engagement Survey). 	○	<ul style="list-style-type: none"> ① Continue to implement the PDCA (plan-do-check-act) process in addressing key CSR issues (materiality). ② Continue to secure coordination between related divisions to reinforce CSR initiatives on a global basis. ③ Enhance the contents of activities to raise CSR awareness among employees, and develop a system to further expand opportunities for such activities. 	6.2 Organizational governance
	Stakeholder engagement	Executed stakeholder engagement initiatives in various forms, as planned.	○	Continue to strengthen stakeholder engagement.	6.2 Organizational governance
Customer Satisfaction (see pp. 29-36)	Sales and services	<ul style="list-style-type: none"> • Strengthened efforts to increase awareness of customer value among staff on the sales floor, through activities to communicate the value that Mazda offers to society, to enable the staff to offer their smiles to customers. • Reinforced measures to impart the value offered by Mazda directly to customers (e.g., by holding a fan event at the Okayama International Circuit). 	○	Sell products and offer services to provide a value realizing a circle of smiles for keeping on growing through a life with Mazda, which makes you feel you always "want to continue choosing" Mazda.	6.7 Consumer issues
	Products	<ul style="list-style-type: none"> • Evolved the attributes of the Mazda brand in line with the principles of "Sustainable Zoom-Zoom" in CX-8, and introduced the model into the market. 	○	<ul style="list-style-type: none"> • Develop next-generation products that further evolve the following attributes of the Mazda brand, in line with the principles of "Sustainable Zoom-Zoom." <ul style="list-style-type: none"> • Driving pleasure as well as outstanding environmental and safety performance. • Jinba-Ittai (oneness between car and driver) driving performance that appeals to all five senses and increases the driving pleasure each time the driver gets behind the wheel. • Insightful, thoroughly thought-out functionality. • An unrivaled design direction full of raw energy, honed by the precision of Japanese aesthetics. 	6.7 Consumer issues
Quality (see pp. 37-43)	Establish a quality assurance system that covers production sites in Japan and overseas, ports and dealerships, to globally enable delivery of products of equal quality.	Introduced a vehicle evaluation (MQIC) system, in which quality comparison and improvement can be made using the same standards on a global basis. Completed the introduction of the system at all the production sites (9 sites), thereby making an improvement in quality at factory shipment. The system is being integrated into the logistics processes, which encompass overseas ports in Europe, North America, etc.	○	Establish a quality assurance system that covers production sites in Japan and overseas, ports and dealerships, to globally enable delivery of products of equal quality.	6.7 Consumer issues
Safety (see pp. 44-53)	<ul style="list-style-type: none"> ① Further evolve, and expand the introduction of, i-ACTIVSENSE, which is a series of advanced safety technologies developed in line with Mazda Proactive Safety, the Company's safety philosophy. ② Obtain high ratings in the new car assessment programs (NCAPs) of respective countries. 	<ul style="list-style-type: none"> ① Expanded the introduction of i-ACTIVSENSE in the Japanese market. For all the vehicle types and models, excluding the Roadster (MX-5 overseas), the technologies that qualify for the "Wide" Supporcar S (Safety Support Car S) category were applied as standard equipment. Specifically, six technologies qualifying for the "Wide" Supporcar S category were made standard equipment for all the vehicle types and models other than the Roadster (MX-5 overseas). Other i-ACTIVSENSE features that have become standard are Blind Spot Monitoring (BSM), which supports drivers in confirming safety when changing lanes, and Rear Cross Traffic Alert (RCTA), which helps drivers confirm safety when backing out of a parking space or garage. ② Obtained the highest ratings in the new car assessment programs (NCAPs) of each country as follows: <ul style="list-style-type: none"> • J-NCAP collision safety performance evaluations: CX-5 and CX-8 obtained "5☆," the highest rating. • J-NCAP Advanced Safety Vehicle (ASV) Technology Assessment: CX-5 and CX-8 obtained "ASV+," the highest rating. • Euro-NCAP safety performance evaluations: CX-5 obtained "5☆," the highest rating. • US-NCAP collision safety performance evaluations: CX-5 obtained "5☆," the highest rating. 	○	<ul style="list-style-type: none"> ① Further evolve, and expand the introduction of, i-ACTIVSENSE, which is a series of advanced safety technologies developed in line with Mazda Proactive Safety, the Company's safety philosophy. ② Obtain high ratings in the new car assessment programs (NCAPs) of respective countries. 	6.7 Consumer issues
Environment (see pp. 54-86)	<ul style="list-style-type: none"> Energy-and-global-warming-related issues Promoting resource recycling Cleaner emissions Environmental management 	(See Mazda Green Plan 2020) (see pp. 57-60)			6.5 The environment
Respect for People (see pp. 87-102)	Continue to respect the diversity of employees. <ul style="list-style-type: none"> ① Continue and evolve training and effective development of top management in each region. ② Steadily implement plans for training female managers, toward achieving the target number of female managers.*1 ③ Continue to achieve the legally required percentage of employees with special needs (2.0%) and promote employment of intellectually challenged people.*1 	<ul style="list-style-type: none"> ① Held meetings (twice a year) aimed to formulate a plan for developing successors of top management of Group companies, and implemented collective training and project work for successor candidates. ② Specified highly promising female candidates at the assistant manager level for management positions in the future, and drew up individual development plans for them. Progress is continuously followed up by each division and the Personal Development Committee 2 (PDC2). (Number of female middle managers: 42; percentage of female managers [middle management and above]: 2.9%)*1 ③ Increased the percentage of employees with special needs to 2.1%, and employed 13 intellectually challenged people.*1 	○	<ul style="list-style-type: none"> Continue to respect the diversity of employees. ① Continue and evolve training and effective development of top management in each region. ② Steadily implement plans for training female managers, toward achieving the target number of female managers.*1 ③ Promote employment of people with special needs, encourage employment of intellectually challenged people and expand their opportunities, toward achieving the legally required percentage of employees with special needs (which was raised to 2.2%).*1 	6.3 Human rights

*1 Initiatives at Mazda Motor Corporation (FY March 2018 results, and FY March 2019 targets).

(Self-assessment key ○ : Accomplished, △ : Nearly accomplished, × : Not accomplished)

Sustainability Report Contents/Items	FY March 2018 targets	FY March 2018 results	Self-assessment	FY March 2019 targets	ISO 26000 core subjects	
Respect for People (see pp. 87-102)	Human resource development	Strengthen initiatives to promote understanding of brand value management and its practice, and check the progress of these initiatives.	<ul style="list-style-type: none"> Held the 1st session of MBLD#14 themed on the implementation of brand value management practices in December, and subsequently held the 2nd and 3rd sessions. Established the Hiroshima Cross-Industrial Co-creation Seminar, bringing together people from diverse industries working at Hiroshima-based companies and organizations (industry, academia and government). Participating employees were given opportunities to understand the importance of strengthening bonds with customers and to conduct practical activities. They were also given chances to improve their loyalty to the Company.*1 	○	Strengthen initiatives to promote understanding of brand value management and its practice, and check the progress of these initiatives. ① Hold the MBLD#15 session themed on the implementation of brand value management practices. ② Start training for managers themed on what they should implement, to achieve dual goals—jobs (tasks) that lead to providing value to customers, and the improvement in the level of members' job satisfaction.*1	6.4 Labor practices
	Work-life balance	Improve the quality of various measures for further implementation of work-life balance.*1	<ul style="list-style-type: none"> To increase business competitiveness, worked to realize flexible working styles, and improve the environment/measures to enable individual employees to work enjoyably (e.g., by making revisions to the vacation regulations, the flextime working system, business travel regulations, the work-at-home system).*1 The minimum number of paid vacation days taken a year (11 or more days) was achieved by almost all employees.*1 Increased both the rate and the average number of paid vacations: to 88%, up 2% from the previous year, to 16.9, up 0.4 days from the previous year.*1 	○	Improve the quality of various measures for further implementation of work-life balance*1	6.4 Labor practices
	Occupational safety and health	Promote activities based on the Safety and Health Management System. ① Continue risk assessment and improvement activities based on the assessment results.*1 ② Continue system auditing and share best practices with the related divisions.*1 ③ Achieve Japan's lowest-level workplace accident occurrence ratio, and consolidate the results of workplace accident occurrence surveys of Group companies on a global basis.	<ul style="list-style-type: none"> ① Surveyed/identified dangerous or hazardous factors and then conducted activities to remove/reduce these factors, resulting in a 62% reduction in high-risk factors.*1 ② Conducted system auditing in all the targeted divisions, and shared the auditing results (improvements and best practices) with related divisions. ③ Total injury frequency rate*: 0.42 (increased by 0.09 points from 2016, and ranked 7th among 14 JAMA companies). Consolidated the results of workplace accident occurrence surveys of Group companies (production sites). 	①○ ②○ ③△	Promote activities based on the Safety and Health Management System. ① Continue to conduct risk assessment and improvement activities based on the assessment results.*1 ② Continue system auditing and share best practices with the related divisions.*1 ③ Achieve Japan's lowest-level workplace accident occurrence ratio, and consolidate the results of workplace accident occurrence surveys of Group companies on a global basis.	6.4 Labor practices
	Industrial relations	Maintain sound labor relations in each region on a global basis, based on the legislation, culture, and labor practices in respective countries.	Maintained and improved sound labor relations through mutual communication between labor and management in Mazda Motor Corporation and in each region (resulting in no collective labor disputes).	○	Maintain and improve sound labor relations through mutual respect and communication between labor and management at Mazda Motor Corporation and in each region.	6.4 Labor practices
	Respect for human rights	① Continue to support international initiatives, including the Universal Declaration of Human Rights and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work. ② Encourage all divisions across the Company, Group companies and suppliers to use materials and manuals of Mazda's human rights awareness raising activities, for human rights meetings and training by level,*3 including the programs to understand LGBT issues.	<ul style="list-style-type: none"> ① Continued to clarify support for both declarations, in the Mazda Sustainability Report 2017. Continued efforts to realize the principles of the UN Global Compact, such as human rights protection. ② Executed the following activities as scheduled, to raise awareness of human rights*1: <ul style="list-style-type: none"> Held human rights lectures using an external program, for management twice (themes: "Discrimination Cases That Occurred in Succession and Their Background" and "Social Rehabilitation from Intractable Diseases.") Held on-site training lectures at a greater number of venues, including the entire Hiroshima Plant and Group companies. Augmented and held a training program for managers aimed at improving their interpersonal skills. As part of LGBT-related initiatives, held a human rights lecture at the Company (for middle management, in July), held training by level and human rights meetings, and encouraged Group companies to use materials and manuals designed for Mazda's human rights awareness raising activities. 	○	① Continue to support international initiatives, including the Universal Declaration of Human Rights, the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and the UN Global Compact. ② Encourage all divisions across the Company, Group companies and suppliers to use materials and manuals of Mazda's human rights awareness raising activities, for human rights meetings and training by level,*3 including programs to understand LGBT issues.	6.3 Human rights
Social Contributions (see pp. 103-107)	Due diligence	Continue surveys and follow-up of the status of human rights initiatives throughout the value chain.	<ul style="list-style-type: none"> Promoted human rights initiatives throughout the value chain, recognized the status of these initiatives, and conducted surveys of these initiatives, as planned. Applied Mazda materials for human rights meetings to Group companies, dealerships, and parts sales companies in Japan. Provided advance guidance to employees dispatched to overseas Group companies on local cultures and customs. Checked the expressions used to disseminate information inside and outside the Company for human rights infringements. Responded to consultation requests from collaborating companies submitted to the Human Rights Counseling Desk. Conducted a questionnaire survey and hearing of local suppliers, regarding the way the Human Rights Counseling Desk was being managed. Also, presented the management method of the Mazda Global Hotline to local suppliers. 	○	Continue surveys and follow-up of the status of human rights initiatives throughout the value chain.	6.3 Human rights
	Corporate citizenship activities	① Implement programs based on Mazda's basic policy on initiatives and each region's local community contribution policy. ② Continue to implement the PDCA cycle (to make efforts to resolve social issues) based on the program effect evaluation index (the Mazda Social Contribution Prize).	<ul style="list-style-type: none"> ① Continued or newly launched more than 500 activities. ② Continued to implement the PDCA (plan-do-check-act) cycle. 	○	① Implement programs based on Mazda's basic policy on initiatives and each region's local community contribution policy. ② Continue to implement the PDCA cycle (to make efforts to resolve social issues) based on the program effect evaluation index (the Mazda Social Contribution Prize).	6.8 Community involvement and development
	Disclosure of results regarding community involvement and development	Continue active disclosure of social contribution activities.	Presented around 100 activities in the Sustainability Report and 26 items in the Social Contribution Report, and posted relevant information on SNS sites, etc.	○	Further promote active disclosure of social contribution activities.	6.8 Community involvement and development

*1 Initiatives at Mazda Motor Corporation (FY March 2018 results, and FY March 2019 targets).

*2 Results between January and December 2017. Accident frequency, measured as the number of casualties per million person-hours worked.

*3 Training programs for new recruits, mid-career hires, new band 5 (assistant manager level) and newly appointed managers.

(Self-assessment key ○ : Accomplished, △ : Nearly accomplished, × : Not accomplished)

Sustainability Report Contents/Items	FY March 2018 targets	FY March 2018 results	Self-assessment	FY March 2019 targets	ISO 26000 core subjects	
Management (see pp. 108-119)	Corporate governance	Continuously improve and strengthen corporate governance measures, in light of the purport and spirit of the Corporate Governance Code.*1	<ul style="list-style-type: none"> Held advisory committee member meetings chaired by an outside director, to discuss the remuneration system for directors and executive officers, as well as the process for their appointment in this fiscal year. Evaluated the board's effectiveness to confirm that the improvement measures taken based on the previous year's evaluation results were working effectively. Also, disclosed the outline of the evaluation results via the Corporate Governance Report. In light of the matters pointed out in the evaluation of the board's effectiveness, provided a more substantial explanation on important matters, such as the medium-and long-term business strategies, to outside directors in advance of the board meetings. Improved the ways of information disclosure regarding notices of the general meetings of shareholders, by using visual media and enhancing explanations. 	○	Continuously improve and strengthen corporate governance measures, in light of the purport and spirit of the Corporate Governance Code.*1	6.2 Organizational governance
	Risk management	Identify various internal and external risks and continue activities to minimize such risks. <ol style="list-style-type: none"> Improve the level of development of the risk management systems of Mazda and its Group companies, and have these systems checked and evaluated by the Risk Compliance Committee. Continue risk management activities based on the action plans in preparation for earthquakes and tsunamis. Update and enrich data for the supply chain management system. 	<ol style="list-style-type: none"> Further visualized the risks at Mazda and its Group companies, and strengthened risk management activities there, based on the mid-term action plan (for FY March 2018-2020) that was formulated at the Risk Compliance Committee meeting in FY March 2017. Based on the results of measures to cope with risks identified by each division, established common priority issues to be addressed by the Mazda Group and took countermeasures. Revised the Risk Management Regulations so as to clearly state the necessary matters to promote continuous activities through cooperation among Mazda and its Group companies, and made the revision known to all parties. Conducted risk management activities based on the action plans in preparation for earthquakes and tsunamis. Created the procedures for stockpile management and distributed the procedures to self-disaster-defense teams. Introduced a safety confirmation system on a trial basis. Continued to operate the SCR keeper, a supply chain risk management system. Updated supplier information, so as to help understand the possible impact in the event of disaster.	○	Identify various internal and external risks and continue activities to minimize such risks. <ol style="list-style-type: none"> Improve the level of development of the risk management systems of Mazda and its Group companies, and have these systems checked and evaluated by the Risk Compliance Committee. Continue risk management activities based on the action plans in preparation for earthquakes and tsunamis. Update and enrich data for the supply chain system, and expand its application 	6.2 Organizational governance
	Information management	<ol style="list-style-type: none"> Ensure information management through continuous awareness-raising activities. Promote and strengthen information security measures.*2 	<ol style="list-style-type: none"> Implemented an e-learning program entitled "Basic Rules for Handling Personal Information." Revised the relevant regulations and procedures, in accordance with the revision to the Act on the Protection of Personal Information.*2 Disseminated information on the important points of the revisions and response, and provided guidance and support to all divisions of Mazda and Group companies in Japan in establishing work procedures.*2 	○	<ol style="list-style-type: none"> Ensure information management through continuous awareness-raising activities. Promote and strengthen information security measures.*2 	6.6 Fair operating practices
	Protection of intellectual property	Promote activities to protect and make effective use of intellectual properties. <ol style="list-style-type: none"> For the protection of Mazda's intellectual properties: <ul style="list-style-type: none"> Continue strengthening the management system, and promote rights acquisition activities on a global basis. For the protection of the intellectual properties of other parties: <ul style="list-style-type: none"> Continue to strengthen awareness-raising activities aimed at protecting the intellectual properties of Mazda and other parties. Promote the appropriate use of works belonging to other parties, in conducting communication activities. 	<ol style="list-style-type: none"> For the protection of Mazda's intellectual properties: <ul style="list-style-type: none"> In Japan: Completed around 980 patent applications. Overseas: Completed around 810 patent applications, aiming at promoting rights acquisition activities in the United States, Germany, China and other countries. For the protection of the intellectual properties of other parties: <ul style="list-style-type: none"> Patent training: Held patent training as scheduled, with around 140 participants in the basic patent seminars, around 30 participants in the seminar on effective use of patent information, and around 30 participants in the intellectual property risk seminar. Promotion of the appropriate use of trademarks: Added about 561 new images to the Mazda-Shared-Image-Collection. 	○	Promote activities to protect and make effective use of intellectual properties. <ol style="list-style-type: none"> For protection of Mazda's intellectual properties: Promote rights acquisition activities on a global basis. <ul style="list-style-type: none"> Maintain the number of patent applications at the same level as the previous year in Japan File 30% or more overseas patent applications than those in Japan. The primal targets for the rights acquisition activities are the United States, Germany and China, which are Mazda's major sales markets. For the protection of the intellectual properties of other parties: <ul style="list-style-type: none"> Continue to strengthen awareness-raising activities aimed at protecting the intellectual properties of Mazda and other parties. Promote the appropriate use of works belonging to other parties, in conducting communication activities. 	6.6 Fair operating practices
	Compliance	<ol style="list-style-type: none"> Ensure compliance and improve the level of compliance awareness through continuous awareness-raising activities, etc.*2 Continue and strengthen support for Group companies through the provision of timely information, etc. 	<ol style="list-style-type: none"> Ensured the implementation of the existing awareness-raising activities.*2 <ul style="list-style-type: none"> Around 1,000 employees participated in the compliance seminar organized by the Human Resources Office as part of management skill training. Released an e-learning program entitled "Security Export Control (Basics and Case Studies)" for Group companies. Held a compliance seminar for senior executives and general managers. Conducted inspections, including reconfirmation of work procedures, at the Company and Group companies, in view of examples of problems at other companies. Support for Group companies <ul style="list-style-type: none"> Continued to hold regular meetings among departments concerned, in order to share information on the administration of overseas affiliates and to secure the consistency thereof. Started to hold meetings equivalent to the above, also regarding the administration of domestic affiliates. 	○	<ol style="list-style-type: none"> Ensure compliance and improve the level of compliance awareness through continuous awareness-raising activities, etc.*2 Continue and strengthen support for Group companies through the provision of timely information, etc. 	6.6 Fair operating practices
	Fair transactions	<ol style="list-style-type: none"> Continue and strengthen activities to request that suppliers comply with the Mazda Supplier CSR Guidelines and to conduct surveys on their operation status of CSR initiatives. Gradually promote the establishment of the supply chain management system at individual overseas production sites. 	<ol style="list-style-type: none"> Discussion is under way as to a revision to the Mazda Supplier CSR Guidelines, by adding "promotion of appropriate transactions," which goes beyond compliance with laws and regulations, as a compliance item. Reached an agreement with the person in charge of purchasing at MPMT, the production site in Thailand, regarding the application of the revised Guidelines to its suppliers. 	○	<ol style="list-style-type: none"> Based on the revised Mazda Supplier CSR Guidelines, hold discussions about conducting a questionnaire survey to understand suppliers' operation status of CSR initiatives, and about follow-up of the survey results (e.g., through study meetings, and announcement of outstanding companies). Complete the activities to apply the Mazda Supplier Guidelines to MPMT, the production site in Thailand, and announce the guidelines to all MPMT suppliers. 	6.6 Fair operating practices

*1 Corporate governance guidelines for listed companies announced by the Tokyo Stock Exchange in June 2015.
 *2 Initiatives at Mazda Motor Corporation (FY March 2018 results, and FY March 2019 targets).