

MAZDA CSR

Mazda will grow and develop together with society through the realization of its corporate vision.

While striving to meet the requests and expectations of all of Mazda's stakeholders, each employee pursues corporate social responsibility (CSR) initiatives in the course of their daily business activities.

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CSR Targets for FY March 2020

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

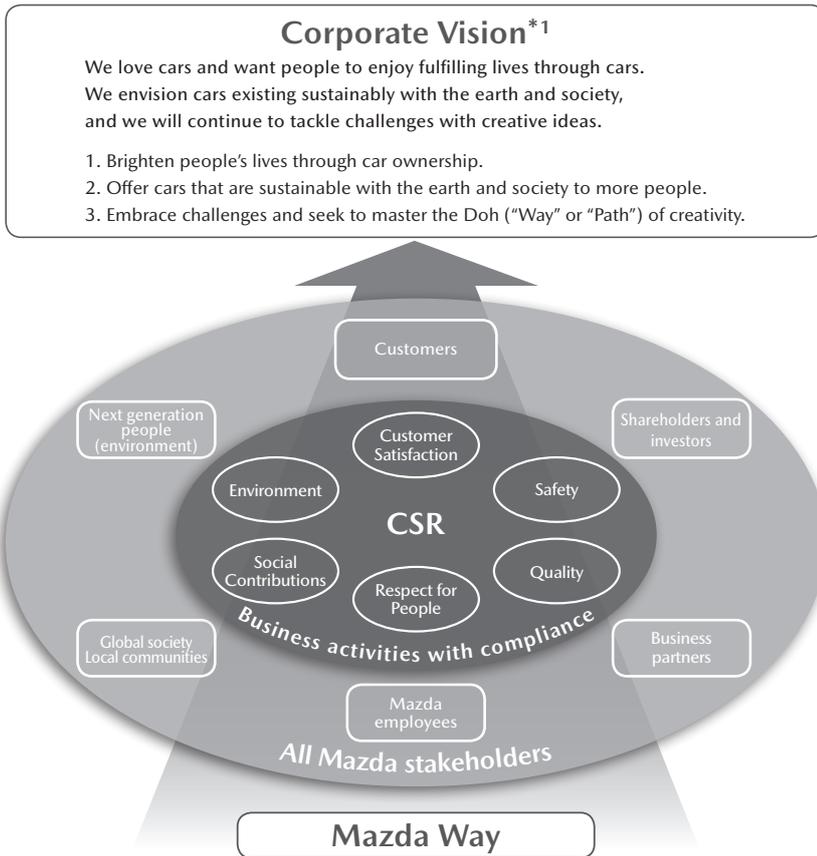
Items	FY March 2019 targets	FY March 2019 results	Self-assessment	FY March 2020 targets	ISO 26000 core subjects
CSR management	<ul style="list-style-type: none"> ① Continue to implement the PDCA (plan-do-check-act) process in addressing key CSR issues (materiality). ② Continue to secure coordination between related divisions to reinforce CSR initiatives on a global basis, in line with international CSR norms. ③ Enhance the contents of activities to raise CSR awareness among employees, and develop a system to further expand opportunities for such activities. 	<ul style="list-style-type: none"> ① Gathered information on social issues to which stakeholders attach importance, to reflect external perspectives in discussion on the methods of linking the key CSR issues and Sustainable Development Goals (SDGs). ② Implemented CSR initiatives based on international CSR norms, and participated in working group meetings of the UN Global Compact and utilized the obtained knowledge in the Company. ③ Envisioned the ideal state of activities to raise CSR awareness among employees, and completed deliberations on optimization of the contents of and opportunities for activities to raise employees' CSR awareness by level. 	○	<ul style="list-style-type: none"> ① Review key CSR issues (materiality) in view of changes inside and outside the Company. ② Continue to secure coordination between related divisions to reinforce CSR initiatives on a global basis, in line with international CSR norms. ③ Implement optimization of the contents and opportunities for activities to raise employees' CSR awareness by level. 	6.2 Organizational governance
Stakeholder engagement	Continue and strengthen stakeholder engagement.	Executed stakeholder engagement initiatives in various forms, as planned.	○	Continue and strengthen stakeholder engagement.	6.2 Organizational governance

CSR MANAGEMENT

Basic Approach

Mazda aims to achieve its Corporate Vision through the actions of each individual, based on the Mazda Way (see p. 85). While striving to meet the requests and expectations of all of Mazda's stakeholders, each employee pursues CSR initiatives in the course of their daily business activities, in order to achieve the sustainable development of both society and the Company itself.

Sustainable Development of Society and the Company



Areas of CSR Initiatives

Referencing the Charter of Corporate Behavior issued by the Japan Business Federation (Keidanren)*2, etc., Mazda classifies and evaluates its CSR initiatives. The areas of CSR initiatives are periodically reviewed and revised in the light of issues in the business activities of the automotive industry and Mazda, as well as social issues to which stakeholders attach particular importance. The most recent review was made in July 2016, by which the Company defined the following as the key areas of its CSR initiatives: Customer Satisfaction, Quality, Safety, Environment, Respect for People, and Social Contributions.

Customer Satisfaction	Providing a Mazda brand experience that exceeds customer expectations •Commitment to customers./•Sales and customer service, etc.
Quality	Offering products and services that please our customers •Establishing stable pat quality./•Achieving quality that exceeds customer expectations./•Cultivating human resources capable of thinking and acting for the happiness of customers
Safety	Promoting safety initiatives to achieve a safe and accident-free automotive society •Safety initiatives based on the three viewpoints; vehicles, people, and roads and infrastructure
Environment	Reducing environmental impact throughout the entire vehicle life cycle •Environmental management, efforts regarding product and technology development, efforts regarding manufacturing and logistics, recycling, biodiversity, communication, etc.
Respect for People	Developing human resources, who are the foundations of the Company and society, and respecting for human rights •Initiatives with employees (including occupational safety and health)/•Respect for human rights, etc.
Social Contributions	Contributing to local communities as a good corporate citizen •Activities based on the three pillars (environment and safety performance, human resources development, and community contributions), etc.

*1 Mazda revised its Corporate Vision in April 2015, with the following objectives, aiming to be recognized as a corporate group gaining sincere trust of its stakeholders.

- Clarify the attributes of the Mazda brand, and make concerted efforts across the Mazda Group to realize the Corporate Vision.
- Promote the Group-wide dialogue process to share, understand and agree the goal of the Corporate Vision through the continuous thorough discussions.
- Closely link the Corporate Vision to our daily business activities.

*2 Mazda actively supports the Charter of Corporate Behavior issued by the Japan Business Federation (Keidanren).

CSR Promotion Organization

a b

Each department carries out its operations based on goals and plans formulated with an understanding of the policies and guidelines determined by the CSR Management Strategy Committee, which the president chairs, and in cooperation with other Group companies. From FY March 2016, the Board of Directors holds discussions on issues concerning sustainability.

CSR Management Strategy Committee

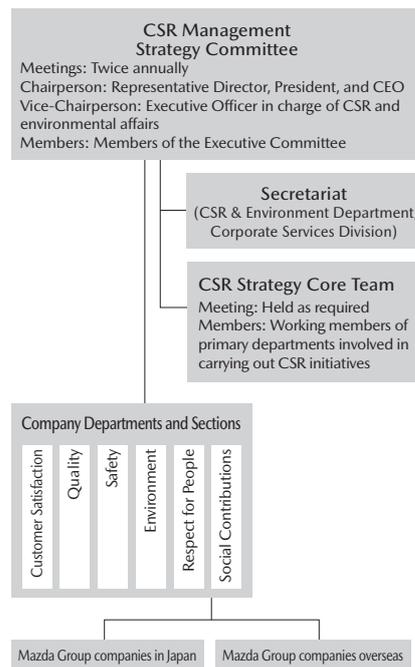
Deliberate the CSR activities that are expected of Mazda from a global perspective, in consideration of changes in social environment.

- Establishment of CSR targets and follow-up of the progress in CSR efforts (see p. 24)
- Performance evaluation of the mid-term environmental plan (Mazda Green Plan) (see pp. 54-55)
- Reviewing and identifying key CSR issues (materiality) (see p. 23)
- The present status of social needs and trends regarding CSR and the results of external evaluations of CSR initiatives

b History of the CSR Structure

FY March 2005	<ul style="list-style-type: none"> • Began company-wide CSR initiatives • CSR Committee established
FY March 2008	<ul style="list-style-type: none"> • Mazda evaluates its CSR initiatives in the six areas referencing the Charter of Corporate Behavior issued by the Japan Business Federation (Keidanren), etc. • CSR Promotion Department established as a permanent structure
FY March 2009	<ul style="list-style-type: none"> • Integrated CSR initiatives and management • Reinforced global perspective • CSR Committee reorganized as the CSR Management Strategy Committee
FY March 2010	<ul style="list-style-type: none"> • Promoted initiatives both globally and across departments • CSR & Environment Department established as a permanent structure • Former CSR Promotion Department reorganized as a supervising compliance body and renamed as the Compliance Administration Department
FY March 2013	<ul style="list-style-type: none"> • CSR Targets established • Started to implement the PDCA cycle to promote CSR initiatives based on ISO 26000 • Compliance supervision functions transferred to the Office of General & Legal Affairs
FY March 2014	<ul style="list-style-type: none"> • Started study to review and identify key CSR issues (materiality)
FY March 2015 - FY March 2016	<ul style="list-style-type: none"> • Disclosed the process of reviewing and identifying materiality • Continued to conduct interviews with interested parties in the Company and with external experts and specialists
FY March 2017	<ul style="list-style-type: none"> • Disclosed the results of the materiality review, and the items that were identified • Reviewed the areas of CSR initiatives
FY March 2018-2019	<ul style="list-style-type: none"> • Continued the process of reviewing and identifying materiality

a CSR Promotion Organization



Collaboration with Local Governments, Industrial Organizations, etc.

To fulfill its social responsibility, Mazda is actively collaborating with external organizations, including local governments and industrial organizations. The Company has participated in activities conducted by industrial organizations, such as the Japan Business Federation (Keidanren) and the Japan Automobile Manufacturers Association, while also being involved in government-led activities, such as the Strategic Commission for the New Era of Automobiles set up by Japan's Ministry of Economy, Trade and Industry. In addition, Mazda signed the United Nations Global Compact^{*1} and declared its support for the recommendations from the Task Force on Climate-related Financial Disclosures (TCFD^{*2}), as part of its efforts in line with the international community's initiatives.

^{*1} UNGC: United Nations Global Compact
The UNGC is a voluntary effort by corporations and organizations to be good corporate citizens by exercising responsible, creative leadership, and to build a global framework for sustainable growth. More than 13,000 corporations and organizations in approximately 160 countries worldwide are participants or signatories to the compact. Mazda joined the Global Compact Network Japan (GCNJ) comprising Japanese signatory companies and organizations to the UNGC. As a member of GCNJ, the Company participates in workshops and gathers information on such themes as ESG, the environment, supply chains, labor and human rights.

^{*2} TCFD: Task Force on Climate-related Financial Disclosures
A private sector-led organization set up by the Financial Stability Board (FSB), in response to the request from the G20 Finance Ministers and Central Bank Governors.

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 continuously makes active efforts to disclose information by 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.

- Inclusion in the Dow Jones Sustainability Index (DJSI) Asia Pacific Index (Selected since September 2017)
- Inclusion in the FTSE4Good Index series (Selected since March 2011)
- Inclusion in the FTSE Blossom Japan Index (Selected since the index was established in July 2017).
- Inclusion in the Ethibel EXCELLENCE Investment Register (Selected since October 2013)
- In the CDP Climate Change Report 2018, Mazda's score was B.
- Inclusion in the S&P/JPX Carbon Efficient Index (Selected since the index was established in September 2018).
- Winning a Bronze Class award in the SAM Sustainability Award 2019 as an outstanding company in the automotive industry.

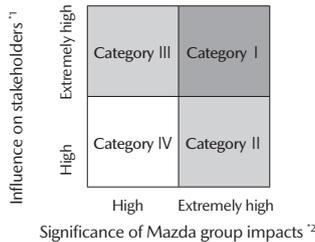


Key CSR Issues (Materiality)

Mazda has been implementing a four-phase process (Step 1–Step 4) to extract the social issues that the Company should address, so as to identify the key CSR issues (materiality). In identifying materiality, Mazda reflects the external opinions of experts and various other stakeholders, while taking into account opinions both from management and the relevant divisions. During the materiality identifying process, Mazda has also referenced the Sustainable Development Goals (SDGs)*1 adopted by the United Nations. In the future, Mazda will continue to review materiality, while further clarifying the relationship between SDG-related issues and key CSR issues.

*1 Announced in September 2015. SDGs call on United Nations member nations to mobilize efforts to achieve sustainable development, by accomplishing such targets as ending poverty and hunger, ensuring access to affordable and clean energy, combating climate change, and promoting peaceful and inclusive societies between 2015 and 2030. SDGs comprise 17 goals with 169 targets.

Mazda Group's Key CSR Issues (Materiality) (as of August 2019)



*1 Expectation to Mazda group and automotive industry
*2 Risk and opportunity for Mazda group

C Materiality Review Process

[Step 1] Extraction of social issues
Extract aspects of greatest importance from the following perspectives, and clarify the scope of expected impact (boundary) of each aspect.

- Social issues in the business activities of the automotive industry and Mazda
- Social issues to which stakeholders attach particular importance or that have substantive influence when stakeholders evaluate Mazda

[Step 2] Prioritization
Evaluate the importance of the social issues extracted in Step 1, grade them and show the graded scores by mapping according to the following two axes, so as to identify the aspects with greatest importance (the status was reported to CSR Management Strategy Committee.)

- Horizontal axis: Significance of Mazda group impacts (graded by Mazda's relevant divisions, from such viewpoints as the possibilities for existing risks and opportunities at Mazda, and the significance of their impact)
- Vertical axis: Influence on stakeholders (graded by external experts and institutional investors, from such viewpoints as the relationship with the business activities of the automotive industry and Mazda, and of the possibilities for having impact)

[Step 3] Validation
Reconfirm the validation of the boundaries of aspects identified in Step 2 based on the business plan, etc. The CSR Management Strategy Committee approved the validation.

[Step 4] Disclosure of identification results and development of the PDCA cycle
Disclose the materiality aspects identified in Steps 1-3 and the management reporting results for the first time in the Mazda Sustainability Report 2016. Continuously collect the opinions of stakeholders inside and outside the Company and carry out periodic reviews, so as to develop the PDCA (plan-do-check-act) process.

Category	Items	Outline	Related item(s) in Mazda Sustainability Report 2019 [In-Depth Version]	Target	Boundary of Impact	
I	Economic	Indirect Economic Impacts	• Indirect economic impact and the degree of contribution in the country/region where Mazda conducts business	• Top Message ^{*3}	See Securities Report ^{*4}	Inside and outside the organization
	Environmental	Energy	• Impact of energy use throughout the value chain on the entire society	• Environment (energy / global warming)	See Mazda Green Plan 2020 (p. 54)	Inside and outside the organization
	Environmental	Water Source in Community	• Impact of water use on the entire society by water source	• Environment (cleaner emissions, resource recycling, biodiversity)	See Mazda Green Plan 2020 (pp. P54-55)	Inside and outside the organization
	Environmental	Emissions	• Impact of greenhouse gases (such as CO ₂) and NOx on the atmosphere	• Environment (energy / global warming, cleaner emissions)	See Mazda Green Plan 2020 (pp. P54-55)	Inside and outside the organization
	Environmental	Effluents and Waste	• Impact of factory waste/wastewater on ecosystems and on the entire society	• Environment (cleaner emissions)	See Mazda Green Plan 2020 (p. 55)	Inside and outside the organization
	Environmental	Products and Services from Environmental Aspect	• Environmental impact when a product is in use, and impact of waste from end-of-life vehicles	• Environment (efforts regarding product and technology development)	See Mazda Green Plan 2020 (pp. P54-55)	Inside and outside the organization
	Labor practices	Occupational Health and Safety	• Health and safety of employees, etc., and impact on their health	• Respect for People (initiatives with employees)	See CSR Targets (p.84)	Inside the organization
	Labor practices	Diversity and Equal Opportunity	• Providing an opportunity and working environment where a diverse range of employees can succeed, regardless of race, gender, age, religion, etc.	• Respect for People (initiatives with employees)	See CSR Targets (p.84)	Inside the organization
	Consumer issues	Customer Health and Safety	• Providing vehicles that customers can use safely	• Quality (in general) • Safety (in general)	See CSR Targets (pp.34,40)	Inside and outside the organization
II	Economic	Economic Performance	• Stable distribution of generated profits • Risks and opportunities brought by climate change and changes in external environments, such as social conditions	• Respect for People / Social Contributions / Management ^{*3}		
	Environmental	Transport	• Significant environmental impacts of transporting products and purchased materials, and of transporting members of the workforce	• Environment (efforts regarding manufacturing and logistics)		
	Labor practices	Employment	• Providing employment opportunities (stably securing human resources with diverse qualities, and promoting a life-work balance)	• Respect for People (initiatives with employees)		
	Labor practices	Training and Education	• Human resources development by improving training programs and establishing career development programs	• Respect for People (initiatives with employees)		
	Economic	Market Presence	• Appointing personnel coming from countries/regions where the Company's business sites are located, as managers and above	• Respect for People (initiatives with employees)		
	Environmental	Materials	• Promoting effective use of raw materials and recycling (reducing the level of dependence on natural resources)	• Environment (resource recycling)		
III	Environmental	Supplier Environmental Assessment	• Environmental impact assessment in the supply chain	• Environment (environmental management) • Management (supply chain)		
	Labor practices	Supplier Assessment for Labor Practices	• Working environment assessment in the supply chain	• Management (supply chain)		
	Social	Social Community	• Understanding the impact of conducting business on the country/region, and taking relevant measures	• Top Message • Social Contributions (in general)		
	Social	Supplier Assessment for Impacts on Society	• Compliance evaluation in the supply chain	• Management (Supply chain)		
	Consumer issues	Product and Service Labeling	• Product labeling that enables customers to select a vehicle to purchase based on correct information	• Customer Satisfaction (in general)		
	Consumer issues	Compliance of Product Area	• Compliance with regulations and rules in vehicle development / manufacturing / sales / after-sales service	• Management (compliance)		
IV	Economic	Purchasing practices	• Transactions with suppliers in countries/regions where production sites are located	• Management (supply chain)		
	Environmental	Compliance of environmental area	• Compliance with environment-related regulations and rules	• Environment (environmental management) • Management (compliance)		
	Labor practices	Labor/Management Relations	• Labor-management dialogue held in a timely and appropriate manner	• Respect for People (initiatives with employees)		
	Labor practices	Equal Remuneration for Women and Men	• Closing wage disparity between men and women	• Respect for People (in general)		
	Human rights	Forced or Compulsory Labor	• Preventing and eliminating all forms of forced or compulsory labor	• Respect for People (human rights)		
	Human rights	Assessment	• Evaluation of human rights protection	• Respect for People (human rights)		
	Social	Anti-corruption	• Preventing bribery, money laundering, abuse of power, etc.	• Management (compliance)		
	Social	Compliance of social area	• Compliance with regulations and rules in areas other than those related to the environment and products	• Management (compliance)		
	Consumer issues	Marketing Communications	• Publicity and advertisement that enable customers to select a vehicle to purchase, based on correct information	• Customer Satisfaction (in general)		
	Consumer issues	Customer Privacy	• Protection of customer privacy (personal information, etc.)	• Management (risk management)		

*3 Financial materials (described in the Security Report and other documents)

*4 https://www.mazda.com/globalassets/ja/assets/investors/library/s-report/files/f_repo190627.pdf (Japanese only)

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),*1 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 the following table).

17 Goals of the SDGs		Related Items in Mazda Sustainability Report 2019 [In-Depth Version]
Goal 1. 	End poverty in all its forms everywhere	<ul style="list-style-type: none"> Respect for People (initiatives with employees) Management (supply chain)
Goal 2. 	End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	<ul style="list-style-type: none"> Social Contributions (in general)
Goal 3. 	Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none"> Quality (in general) Safety (in general) Environment (cleaner emissions)
Goal 4. 	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	<ul style="list-style-type: none"> Respect for People (initiatives with employees)
Goal 5. 	Achieve gender equality and empower all women and girls	<ul style="list-style-type: none"> Respect for People (initiatives with employees) Management (supply chain)
Goal 6. 	Ensure availability and sustainable management of water and sanitation for all	<ul style="list-style-type: none"> Environment (cleaner emissions, resource recycling)
Goal 7. 	Ensure access to affordable, reliable, sustainable and modern energy for all	<ul style="list-style-type: none"> Environment (energy / global warming) Innovation (in general)
Goal 8. 	Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all	<ul style="list-style-type: none"> Environment (in general) Respect for People (initiatives with employees) Management (supply chain)
Goal 9. 	Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation	<ul style="list-style-type: none"> Innovation (in general)
Goal 10. 	Reduce inequality within and among countries	<ul style="list-style-type: none"> Respect for People (initiatives with employees)
Goal 11. 	Make cities and human settlements inclusive, safe, resilient and sustainable	<ul style="list-style-type: none"> Customer Satisfaction (products)
Goal 12. 	Ensure sustainable consumption and production patterns	<ul style="list-style-type: none"> Customer Satisfaction (products) Quality (in general) Environment (in general)
Goal 13. 	Take urgent action to combat climate change and its impacts	<ul style="list-style-type: none"> Environment (energy / measures against global warming, environmental communication)
Goal 14. 	Conserve and sustainably use the oceans, seas and marine resources for sustainable development	<ul style="list-style-type: none"> Environment (cleaner emissions, resource recycling, biodiversity)
Goal 15. 	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	<ul style="list-style-type: none"> Environment (biodiversity)
Goal 16. 	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	<ul style="list-style-type: none"> Mazda CSR (stakeholder engagement) Management (compliance)
Goal 17. 	Strengthen the means of implementation and revitalize the global partnership for sustainable development	<ul style="list-style-type: none"> Mazda CSR (CSR management)

Development of PDCA Cycle in Line with CSR Targets

Mazda has established its CSR targets for each year starting in FY March 2014. In establishing these targets, CSR initiatives are reaffirmed in reference to the seven core subjects of the ISO 26000 social responsibility guidelines, and each division envisions the ideals that Mazda aims to achieve in the future, and summarizes them in these targets.

The targets for FY March 2020 as well as the results for FY March 2019, as well as the, which were established taking into account the process of identifying materiality, were approved by the CSR Management Strategy Committee. Mazda will continue to implement the PDCA (plan-do-check-act) process, so as to carry out CSR management in line with global standards.

d CSR Targets

Customer Satisfaction (see p.28) / Quality (see p.34) / Safety (see p.40) / Environment (see p. 51) / Respect for People (see p. 84) / Social Contributions (see p. 99) / Management (see p. 105)
 All areas
https://www.mazda.com/globalassets/en/assets/csr/download/2019/2019_csrtarget.pdf

*1 Announced in September 2015. SDGs call on United Nations member nations to mobilize efforts to achieve sustainable development, by accomplishing such targets as ending poverty and hunger, ensuring access to affordable and clean energy, combating climate change, and promoting peaceful and inclusive societies between 2015 and 2030. SDGs comprise 17 goals with 169 targets.

Raising Executive and Employee Awareness

Mazda endeavors to deepen awareness and understanding of CSR among all its executive officers and employees, and to promote the undertaking of CSR initiatives in the course of their daily business activities. The level of employees' CSR awareness is confirmed through Global Employee Survey.

To ensure constant improvement of the CSR awareness level, Mazda will continue a range of initiatives.

Examples of Awareness-Raising Activities

- Implementation of a lecture delivered by an external expert on the theme of "Strengthening sustainability management," for executive officers and divisional general managers (including general managers of independent departments)
- Distribution of the Mazda Sustainability Report to Group companies in Japan and overseas
- Particular training and enlightenment for specific issues including quality, environment, human rights and compliance
- Implementation of CSR training programs by level (lecture type training and group discussions for a total of around 1,300 participants, including new recruits, mid-career hires, new band 5 (assistant manager level) and newly appointed managers)*1
- Communication about CSR efforts via the Company's Intranet and the in-house newsletter My Mazda, on an as needed basis*1

CSR Promotion throughout the Entire Value Chain

In cooperation with suppliers and dealerships, Mazda has established a CSR initiative promotion system throughout the entire value chain. The Company places emphasis on dialogues with stakeholders, 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.

Research and Development



Research and development in Japan, North America, Europe and China for providing innovative products tailored to the markets

Purchasing



Implementation of a broad range of initiatives, in tandem with 1,087 major suppliers in Japan and overseas, aiming for harmonious coexistence and co-prosperity

Manufacturing



Pursuit of high-level manufacturing in a total of 7 countries, including Japan, Thailand, China and Mexico

Logistics



Pursuit of high-quality, safe and environmentally conscious transportation on a global basis

Sales and services



Provision of vehicles and services to customers in more than 130 countries and regions

Recycling end-of-life vehicles



Pursuit of end-of-life vehicle recycling and waste reduction

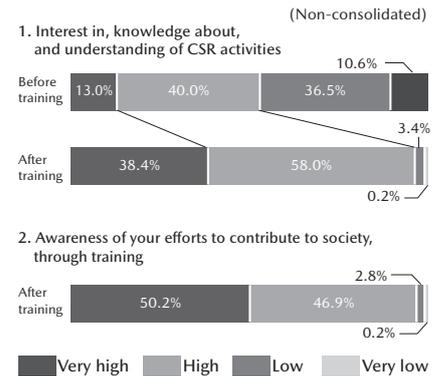
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e Global Employee Survey (Positive Answer Percentage)

(Non-consolidated)	
FY March 2019	
My workplace is engaged in CSR through their day-to-day activities. (Local item)	45%*1

*1 Percentage of positive responses from indirect employees (The survey was conducted on both direct and indirect employees.)

f Results of Group Discussion Surveys in FY March 2019 (around 1,300 participants)



*1 Unconsolidated activities of Mazda