

CSR Targets for FY March 2020

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

Sustainability Report Contents / Items	FY March 2019 targets	FY March 2019 results	Self-assessment	FY March 2020 targets	ISO 26000 core subjects
Mazda CSR (see pp. 20-27)	CSR management	<p>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).</p> <p>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.</p> <p>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.</p>	○	<p>① Review key CSR issues (materiality) in view of changes inside and outside the Company.</p> <p>② Continue to secure coordination between related divisions to reinforce CSR initiatives on a global basis, in line with international CSR norms.</p> <p>③ Implement optimization of the contents and opportunities for activities to raise employees' CSR awareness by level.</p>	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. 28-33)	Sales and services	<p>•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.</p> <p>•Reinforced measures to impart the value offered by Mazda directly to customers (e.g., by holding fan events in three locations in Japan, i.e., Tohoku, Kanto and Western Japan, with 14,376 participants, and by implementing a total of nine Driving Academy programs in various regions.)</p>	○	<p>•Strengthen 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.</p> <p>•Implement measures to impart the value offered by Mazda directly to customers.</p>	6.7 Consumer issues
	Products	Develop products incorporating specific technologies that make "Sustainable Zoom-Zoom 2030" a reality.	Evolved the attributes of the Mazda brand in line with the principles of "Sustainable Zoom-Zoom 2030" in Mazda3, and introduced the model into the market.	○	Develop products incorporating specific technologies that make "Sustainable Zoom-Zoom 2030" a reality.
Quality (see pp. 34-39)	Quality	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.	○	Establish a quality assurance system that covers production sites in Japan and overseas, ports and dealerships, to globally enable delivery of products of the same quality.	6.7 Consumer issues
Safety (see pp. 40-50)	Safety	<p>① Expanded the introduction of i-Activsense in the Japanese market. For all the vehicle types and models, the technologies that qualify for the "Wide" Suppocar S (Safety Support Car S) category were applied as standard equipment.</p> <p>Specifically, six technologies qualifying for the "Wide" Suppocar S category were made standard equipment for all the vehicle types and models. 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.</p> <p>② Obtained the highest ratings in the new car assessment programs (NCAPs) of each country as follows:</p> <ul style="list-style-type: none"> •J-NCAP Advanced Safety Vehicle (ASV) Technology Assessment: Atenza (Mazda6 overseas), CX-3, CX-5 and CX-8 obtained "ASV++," the highest rating. •IIHS: CX-5 obtained "TSP+," the highest rating. •Euro-NCAP safety performance evaluations: Mazda6 obtained "5☆," the highest rating. 	○	<p>①Further 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.</p> <p>②Obtain high ratings in the new car assessment programs (NCAPs) of respective countries.</p>	6.7 Consumer issues
		<p>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.</p> <p>② Obtain high ratings in the new car assessment programs (NCAPs) of respective countries.</p>	○	<p>①Further 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.</p> <p>②Obtain high ratings in the new car assessment programs (NCAPs) of respective countries.</p>	6.7 Consumer issues
Environment (see pp. 51-83)	Energy and global-warming-related issues	(See Mazda Green Plan 2020)			6.5 The environment
	Promoting resource recycling				
Respect for People (see pp. 84-98)	Achieving of diversity	<p>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.</p> <p>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: 45; percentage of female managers [middle management and above]: 3.1%)*1</p> <p>③Continued to actively promote employment of people with special needs, particularly intellectually challenged people (19 people were hired in FY March 2019), and to expand their opportunities. However, the percentage of employees with special needs stood at 2.11%, falling short of the legally required percentage.</p>	①○ ②○ ③△	<p>Continue to respect the diversity of employees.</p> <p>① Continue and evolve training and effective development of top management in each region.</p> <p>② Steadily implement plans for training female managers, toward achieving the target number of female managers.*1</p> <p>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</p>	6.3 Human rights
	Human resource development	<p>Strengthen initiatives to promote understanding of brand value management and its practice, and check the progress of these initiatives.</p> <p>① Hold the MBLD#15 session themed on the implementation of brand value management practices.</p> <p>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 improvement in the level of members' job satisfaction.*1</p>	<p>① Held the MBLD#15 session in December 2018.</p> <p>② Training for managers is scheduled to start in FY March 2020, after the program contents are formulated.</p>	①○ ②○	<p>Promote understanding of what Mazda's unique human resources and organization should be, and strengthen initiatives to take practical action to achieve the ideal state.</p> <p>① Hold the MBLD#16 session themed on realizing the development of Mazda's unique human resources and organizations.</p> <p>② Start training for managers to learn about what they should be and to practice what they should do, toward realizing the development of Mazda's unique human resources and organizations.</p>

*1 Initiatives at Mazda Motor Corporation (FY March 2019 results, and FY March 2020 targets.)

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Sustainability Report Contents / Items	FY March 2019 targets	FY March 2019 results	Self-assessment	FY March 2020 targets	ISO 26000 core subjects	
Respect for People (see pp. 84-98)	Work-life balance	<p>Improve the quality of various measures for further implementation of work-life balance.*1</p> <p>*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 and the flextime working system.)*1</p> <p>*Almost all employees took at least the minimum number of paid vacation days per year (12 or more days) that was agreed between labor and management.*1</p> <p>*Increased both the rate and the average number of paid vacations: to 89%, up 1% from the previous year, to 17.1, up 0.2 days from the previous year.*1</p>	○	Improve the quality of various measures for further implementation of work-life balance*1	6.4 Labor practices	
	Occupational safety and health	<p>Promote activities based on the Safety and Health Management System.</p> <p>① Continue risk assessment and improvement activities based on the assessment results.*1</p> <p>② Continue system auditing and share best practices with the related divisions.*1</p> <p>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.</p>	<p>① Surveyed/identified dangerous or hazardous factors and then conducted activities to remove/reduce these factors, resulting in a 64% reduction in high-risk factors.*1</p> <p>② Conducted system auditing in all the targeted divisions, and shared the auditing results (improvements and best practices) with related divisions.</p> <p>③ Total injury frequency rate*2: 0.32 (improved by 0.1 point from 2017, and ranked 2nd among 14 JAMA companies. However, one serious accident occurred.)</p> <p>Consolidated the results of workplace accident occurrence surveys of Group companies (production sites.)</p>	①○ ②○ ③△	<p>Promote activities based on the Safety and Health Management System.</p> <p>① Continue to conduct risk assessment and improvement activities based on the assessment results.*1</p> <p>② Continue system auditing and share best practices with the related divisions.*1</p> <p>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.</p>	6.4 Labor practices
	Industrial relations	Maintain and improve sound labor relations through mutual respect and communication between labor and management at Mazda Motor Corporation and in each region.	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	<p>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.</p> <p>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.</p>	<p>① Continued to clarify support for both declarations, in the Mazda Sustainability Report 2018. Continued efforts to realize the principles of the UN Global Compact, such as human rights protection.</p> <p>② Executed the following activities as scheduled, to raise awareness of human rights*4:</p> <p>*As part of LGBT-related initiatives, held training by level and provided human rights mini-lectures, and encouraged Group companies to use materials and manuals designed for Mazda's human rights awareness raising activities.</p> <p>*Held human rights lectures using an external program, for management twice. (Both lectures were themed on human rights issues specific to Japan.)</p> <p>*Held on-site training lectures at the entire Hiroshima Plant.</p> <p>*Held a training program for department/group managers aimed at improving their interpersonal skills.</p>	○	<p>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.</p> <p>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.</p>	6.3 Human rights
	Due diligence	Continue surveys and follow-up of the status of human rights initiatives throughout the value chain.	<p>Promoted human rights initiatives throughout the value chain, recognized the status of these initiatives, and conducted surveys of these initiatives, as planned.</p> <p>*Applied Mazda materials for human rights meetings to Group companies, dealerships, and parts sales companies in Japan.</p> <p>*Provided advance guidance to employees dispatched to overseas Group companies on local cultures and customs.</p> <p>*Checked the expressions used to disseminate information inside and outside the Company for human rights infringements.</p> <p>*Responded to consultation requests from collaborating companies submitted to the Human Rights Counseling Desk.</p> <p>*Introduced the way the Mazda Global Hotline is managed.</p> <p>*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.</p>	○	Continue surveys and follow-up of the status of human rights initiatives throughout the value chain.	6.3 Human rights
	Corporate citizenship activities	<p>① Implement programs based on Mazda's basic policy on initiatives and each region's local community contribution policy.</p> <p>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.)</p>	<p>① Continued or newly launched more than 550 activities.</p> <p>② Continued to implement the PDCA (plan-do-check-act) cycle.</p>	○	<p>① Implement programs based on Mazda's basic policy on initiatives and each region's local community contribution policy.</p> <p>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.)</p>	6.8 Community involvement and development
	Disclosure of results regarding community involvement and development	Further promote active disclosure of social contribution activities.	<p>*Changed the media for disseminating information on social contribution activities (websites and annual reports.)</p> <p>*Disclosed social contribution activities in the Sustainability Report, the Social Contribution Report, and on SNS sites, etc.</p>	○	*Continue active disclosure of social contribution activities.	6.8 Community involvement and development
	Corporate governance	Continuously improve and strengthen corporate governance measures, in light of the purport and spirit of the Corporate Governance Code.*4	In light of the rapid changes in the business environment surrounding Mazda, Mazda decided and disclosed that it would transition to a company with an audit and supervisory committee, so that a substantial part of decision-making regarding the execution of important business would be delegated to executive directors. The objectives of the transition were to enable faster business decision-making, further enhance discussion of management strategies and strengthen supervisory functions of board of directors meetings.	○	Continuously improve and strengthen corporate governance measures, in light of the purport and spirit of the Corporate Governance Code.*4	6.2 Organizational governance
	Risk management	<p>Identify various internal and external risks and continue activities to minimize such risks.</p> <p>① 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.</p> <p>② Continue risk management activities based on the action plans in preparation for earthquakes and tsunami.</p> <p>③ Update and enrich data for the supply chain risk management system.</p>	<p>① 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.</p> <p>* 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.</p> <p>* Improved education programs for department managers of Mazda and its Group company officers, and established and implemented new education programs for newly appointed managers.</p> <p>② Conducted risk management activities based on the action plans in preparation for earthquakes and tsunami.</p> <p>* Introduced a safety confirmation system company-wide, and conducted training on how to use the system.</p> <p>③ Continued to operate the SCR keeper, a supply chain risk management system. In FY March 2019, production sites in Thailand (AAT and MPMT) started to operate the system. Periodic updates of data registrants and data were conducted, as planned.</p>	①○ ②○ ③○	<p>Identify various internal and external risks and continue activities to minimize such risks.</p> <p>① 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.</p> <p>② Strengthen the ability to make an appropriate initial response in the event of emergencies, such as earthquakes.</p> <p>③ Update data for the supply chain risk management system.</p> <p>④ Based on the experience in the heavy rain in July 2018, inspect possible supply chain risks from landslides and flooding.</p>	6.2 Organizational governance

*1 Initiatives at Mazda Motor Corporation (FY March 2019 results, and FY March 2020 targets.)

*2 Results between January and December 2018. 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.

*4 Corporate governance guidelines for listed companies announced by the Tokyo Stock Exchange in June 2015.

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Management (see pp. 105-120)	Information management	<p>①- Continued to implement an e-learning program entitled "Basic Rules for Handling Personal Information."*1</p> <p>- Continued to provide education on management of confidential information and personal information for new recruits, mid-career hires, etc.*1</p> <p>② In response to the enforcement of the EU General Data Protection Regulation (GDPR), established related internal regulations and provided education for data management divisions through e-learning.*1</p>	○	<p>① Ensure information management through continuous awareness-raising activities.*1</p> <p>② Promote and strengthen information security measures.*1</p>	6.6 Fair operating practices	
	Protection of intellectual property	<p>Promote activities to protect and make effective use of intellectual properties.</p> <p>① For the protection of Mazda's intellectual properties: Promote rights acquisition activities on a global basis.</p> <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 of the patent applications made in Japan also overseas. The primary targets for the rights acquisition activities are the United States, Germany and China, which are Mazda's major overseas sales markets. <p>② For the protection of the intellectual properties of other parties:</p> <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. 	<p>① For the protection of Mazda's intellectual properties:</p> <ul style="list-style-type: none"> •In Japan: Completed around 800 patent applications. •Overseas: Filed around 35% of the patent applications made in Japan also overseas. Completed around 900 patent applications, aiming at promoting rights acquisition activities in the United States, Germany, China and other countries. <p>② For the protection of the intellectual properties of other parties:</p> <ul style="list-style-type: none"> •Held patent training as scheduled, with around 110 participants in the basic patent seminars, around 20 participants in the seminar on effective use of patent information, and around 210 participants in the intellectual property risk seminar. •Promotion of the appropriate use of trademarks: Added about 529 new images to the Mazda-Shared-Image-Collection. 	○	<p>Promote activities to protect and make effective use of intellectual properties.</p> <p>① For protection of Mazda's intellectual properties: Promote rights acquisition activities on a global basis.</p> <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 of the patent applications made in Japan also overseas. The primary targets for the rights acquisition activities are the United States, Germany and China, which are Mazda's major overseas sales markets. <p>② For the protection of the intellectual properties of other parties:</p> <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	<p>① Ensure compliance and improve the level of compliance awareness through continuous awareness-raising activities, etc.*1</p> <p>② Continue and strengthen support for Group companies through the provision of timely information, etc.</p>	<p>① Ensured the implementation of the awareness-raising activities.*1</p> <ul style="list-style-type: none"> •Continued to provide compliance education for new recruits, mid-career hires, etc. - Held a compliance seminar for senior executives and general managers. - Put up posters and implemented e-learning programs to make the Mazda Global Hotline, an internal reporting system, better known to everyone. <p>② Support for Group companies</p> <ul style="list-style-type: none"> •Newly established a regular education program for officers of Group companies in Japan, to provide information on recent legal trends. •Continued to hold regular meetings among departments concerned, in order to share information on the administration of domestic and overseas affiliates and to secure consistency across the Group. 	○	<p>① Ensure compliance and improve the level of compliance awareness through continuous awareness-raising activities, etc.*1</p> <p>② Continue and strengthen support for Group companies through the provision of timely information, etc.</p>	6.6 Fair operating practices
Fair transactions	<p>① 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.)</p> <p>② Complete the activities to apply the Mazda Supplier CSR Guidelines to MPMT, the production site in Thailand, and announce the guidelines to all MPMT suppliers.</p>	<p>① Made a revision to the Mazda Supplier CSR Guidelines, by adding "Promotion of fair business practices," which goes beyond compliance with laws and regulations, as a compliance item. Conducted a questionnaire survey to understand the statuses of suppliers' initiatives to promote fair business practices, and held follow-up interviews with suppliers who were deemed to be in need of improvement, judging from the survey results.</p> <p>② Completed the activities to apply the Mazda Supplier CSR Guidelines to MPMT, the production site in Thailand, and announced the guidelines to all MPMT suppliers.</p>	○	<p>① Continue to conduct a questionnaire survey about promotion of fair business practices and reform of working practices, and implement follow-up activities based on the survey results. Also, promote awareness of the Supplier CSR Guidelines among Tier 2 and lower suppliers, through Tier 1 suppliers.</p>	6.6 Fair operating practices	

*1 Initiatives at Mazda Motor Corporation (FY March 2019 results, and FY March 2020 targets.)