

CSR Targets for FY March 2020

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

Sustainability Report Contents/Items	FY March 2020 targets	FY March 2020 results	Self-assessment	FY March 2021 targets	ISO 26000 core subjects
Mazda CSR (see pp. 22-29)	CSR management	<p>① To review key CSR issues (materiality), held discussions to clarify the relationship between the Company's initiatives that are promoted under the Medium-Term Management Plan as matters of great significance to Mazda and the SDGs, which the Company works to help achieve in response to social expectations.</p> <p>② Implemented CSR initiatives based on international CSR norms by participating in working group meetings of the United Nations Global Compact as well as the TCFD Consortium to obtain information and knowledge, which were shared with related departments in the Company.</p> <p>③ Enriched the content of awareness-raising programs by introducing new examples, and expanded CSR education opportunities by launching e-learning programs.</p>	○	<p>① Complete the review of key CSR issues (materiality) and specify the targets/indicators for addressing materiality.</p> <p>② Strengthen and maintain 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 of and opportunities for activities to raise employees' CSR awareness, and consider expanding the scope of employees to be involved in such activities.</p>	6.2 Organizational governance
	Stakeholder engagement	Continue and strengthen stakeholder engagement.	Executed stakeholder engagement initiatives as planned.	○	Continue stakeholder engagement initiatives, taking into account the impact of the novel coronavirus (COVID-19) pandemic.
Customer Satisfaction (see pp. 30-35)	Sales and services	<p>•Strengthen efforts to increase knowledge and awareness of customer value among staff on the sales floor by implementing measures through cooperation between Mazda and local dealerships so that their customers experience the pleasure and comfort offered by Mazda vehicles at various fan events.</p> <p>•Reinforced measures to impart the value offered by Mazda directly to customers (e.g., by holding fan events at two locations in Tohoku and Western Japan, with 10,769 participants, and by implementing a total of 11 Driving Academy programs in various regions).</p>	○	•Implement measures to impart the value offered by Mazda directly to customers in order to make customers happy.	6.7 Consumer issues
	Products	Develop products incorporating specific technologies that make "Sustainable Zoom-Zoom 2030" a reality.	Introduced the CX-30 into the market, which is equipped with Skyactiv-X, i-Activsense, Skyactiv-Vehicle Architecture and other features, in line with the principles of "Sustainable Zoom-Zoom 2030".	○	Develop products incorporating specific technologies that make "Sustainable Zoom-Zoom 2030" a reality.
Quality (see pp. 36-40)	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.	○	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. 41-50)	Safety	<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>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>	6.7 Consumer issues
Environment (see pp. 51-83)	Energy and global-warming-related issues				
	Promoting resource recycling Cleaner emissions Environmental management		(See Mazda Green Plan 2020)		6.5 The environment
Respect for People (see pp. 84-97)	Achieving of diversity	<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 Continue to promote employment of people with special needs, toward achieving the legally required percentage of employees with special needs (2.2%) at the earliest possible time.*1</p>	○	<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, and formulate the next plans.*1</p> <p>③ Continue to promote employment of people with special needs to maintain the achievement of the legally required percentage of employees with special needs (2.2%).*1</p>	6.3 Human rights
	Human resource development	<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>	○	<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#17 session themed on realizing the development of Mazda's unique human resources and organizations.</p> <p>② Continue and expand initiatives to achieve the ideal state of management, toward realizing the development of Mazda's unique human resources and organizations.</p>	6.4 Labor practices

*1 Initiatives at Mazda Motor Corporation (FY March 2020 results, and FY March 2021 targets.)

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

Sustainability Report Contents/Items	FY March 2020 targets	FY March 2020 results	Self-assessment	FY March 2021 targets	ISO 26000 core subjects	
Respect for People (see pp. 84-99)	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. (Related internal regulations were revised for such purposes as enabling employees to take maternal care paid leave on an hourly basis. These revisions advanced the use of child-rearing paid leave and the work-from-home system, as well as child-rearing leave taken by male employees.)^{*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 91%, up 2% from the previous year, to 17.3, 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 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>	<p>① Surveyed/identified dangerous or hazardous factors and then conducted activities to remove/reduce these factors, resulting in a 76% 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: 0.43 (increased by 0.11 points from 2018 and ranked 3rd among 14 JAMA companies)^{*2}.</p> <p>Consolidated the results of workplace accident occurrence surveys of Group companies (production sites.)</p>	○	<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	<p>Maintain and improve sound labor relations through mutual respect and communication between labor and management at Mazda Motor Corporation and in each region.</p>	<p>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.)</p>	○	<p>Maintain and improve sound labor relations through mutual respect and communication between labor and management at Mazda Motor Corporation and in each region.</p>	6.4 Labor practices
	Respect for human rights	<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>	<p>① Continued to clarify support for both declarations, in the Mazda Sustainability Report 2019.</p> <p>• 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^{*1}:</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. (Lecture themes: "To Promote Understanding of Gender Diversity—Learning from LGBT" and "Discrimination against People with Special Needs")</p> <p>• Held on-site training lectures at the entire Hiroshima Plant.</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 Made revisions to related internal regulations that may alienate LGBT people, and made revisions to the internal working regulations in line with the enforcement of the revised Labor Measures Comprehensive Promotion Act. Also, encouraged 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 promote understanding of these revisions.</p>	6.3 Human rights
	Due diligence	<p>Continue surveys and follow-up of the status of human rights initiatives throughout the value chain.</p>	<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> <p>• Conducted a questionnaire survey of local suppliers regarding the establishment of the Human Rights Counseling Desk.</p>	○	<p>Continue surveys and follow-up of the status of human rights initiatives throughout the value chain.</p>	6.3 Human rights
	Social Contributions (see pp. 100-105)	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 Implemented activities in accordance with the basic policy (Plans for Future Activities and Three Pillars)</p> <p>• Continued or newly launched around 590 programs</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. Especially, proactively address new social issues that will threaten the living infrastructure.</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>
Disclosure of results regarding community involvement and development		<p>Continue active disclosure of social contribution activities.</p>	<p>Continued information disclosure on the results of social contribution activities through the Social Contribution Report, the Sustainability Report, social media, etc.</p>	○	<p>Continue active disclosure of social contribution activities.</p>	6.8 Community involvement and development
Management (see pp. 106-121)	Corporate governance	<p>Continuously improve and strengthen corporate governance measures, in light of the purport and spirit of the Corporate Governance Code.^{*4}</p>	<p>• Mazda transitioned to a Company with an Audit & Supervisory Committee to enable faster business decision-making, further enhance discussion of management strategies and strengthen supervisory functions of Board of Directors' meetings (in June 2019).</p> <p>• As a result of the above transition, decision-making speed was improved by delegating the Board of Directors' authority to representative directors within an appropriate scope, and the business strategy and other matters were thoroughly discussed by securing ample time.</p> <p>• The effectiveness of the Board of Directors was evaluated, and the results showed that Mazda had achieved the objectives of its transition to a Company with an Audit & Supervisory Committee.</p>	○	<p>Continuously improve and strengthen corporate governance measures, in light of the purport and spirit of the Corporate Governance Code^{*4}, and make constant improvements based on the evaluation results.</p>	6.2 Organizational governance

*1 Initiatives at Mazda Motor Corporation (FY March 2020 results, and FY March 2021 targets.)

*2 Results between January and December 2019. 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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Sustainability Report Contents/Items	FY March 2020 targets	FY March 2020 results	Self-assessment	FY March 2021 targets	ISO 26000 core subjects	
Management (see pp. 106-121)	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 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>	<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 the content of education programs for department managers of Mazda and its Group company officers, and implemented these programs, with the scope of participants expanded in some cases.</p> <p>• Since FY March 2020 was the last year of the medium-term action plan, discussions were held to confirm the target achievement level and formulate the next medium-term action plan.</p> <p>② Conducted firefighting and evacuation drills to practice what to do to protect human life should an earthquake fire occur, and held training on how to report employees' safety in the event of an earthquake, using a safety confirmation system.</p> <p>③ Continued to operate the SCR keeper, a supply chain risk management system, which was kept up-to-date by conducting periodic data maintenance as planned.</p> <p>④ On the hazard maps, made inspections as planned for possible risks from landslides and flooding that may affect the operation sites in Hiroshima, Yamaguchi and Okayama, and confirmed that there were no high-risk parts.*1</p>	○	<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 Conduct training of headquarters functions (at the district group level) and communication training using communications devices.</p> <p>③ Update data for the supply chain risk management system.</p> <p>④ Inspect the substitutability of product materials and parts toward building a more resilient supply chain.</p>	6.2 Organizational governance
	Information management	<p>① Ensure information management through continuous awareness-raising activities.*2</p> <p>② Promote and strengthen information security measures.*2</p>	<p>① Continued to implement the e-learning programs entitled "Basic Rules for Handling Personal Information" and "IT Security to Be Protected by All of Us"*2.</p> <p>• Continued to provide education on management of confidential information and personal information for new recruits, mid-career hires, etc.*2</p> <p>② Added and modified documents regarding standard operating procedures as measures to upgrade work processes in order to meet the cyber-security-related international standards to be established by the United Nations World Forum for Harmonization of Vehicle Regulations (WP29).</p>	○	<p>① Ensure information management through continuous awareness-raising activities.*2</p> <p>② Promote and strengthen information security measures.*2</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 protection of Mazda's intellectual properties: Promote rights acquisition activities on a global basis.</p> <p>• Maintain the number of patent applications at the same level as the previous year in Japan.</p> <p>• 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> <p>② For the protection of the intellectual properties of other parties:</p> <p>• Continue to strengthen awareness-raising activities aimed at protecting the intellectual properties of Mazda and other parties.</p> <p>• Promote the appropriate use of works belonging to other parties, in conducting communication activities.</p>	<p>① For the protection of Mazda's intellectual properties:</p> <p>• In Japan: Completed around 800 patent applications.</p> <p>• 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> <p>② For the protection of the intellectual properties of other parties:</p> <p>• Held patent training as scheduled, with 73 participants in the basic patent seminars, 16 participants in the seminar on effective use of patent information, and 90 participants in the intellectual property risk seminar. Also, as a new initiative, held intellectual property seminars (on patents and agreements) for production technology divisions, with 1,378 participants.</p> <p>• Promotion of the appropriate use of trademarks: Added 673 new images to the Mazda-Shared-Image-Collection.</p>	○	<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> <p>• Maintain the number of patent applications at the same scale as the previous year in Japan.</p> <p>• 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> <p>② For the protection of the intellectual properties of other parties:</p> <p>• Continue to strengthen awareness-raising activities aimed at protecting the intellectual properties of Mazda and other parties.</p> <p>• Promote the appropriate use of works belonging to other parties, in conducting communication activities.</p>	6.6 Fair operating practices
	Compliance	<p>① Ensure compliance and improve the level of compliance awareness through continuous awareness-raising activities, etc.*2</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.*2</p> <p>• Continued to provide compliance education for new recruits, mid-career hires, etc.</p> <p>• Held a compliance seminar for senior executives and general managers.</p> <p>② Support for Group companies</p> <p>• Implemented a regular education program for officers of Group companies in Japan, to provide information on recent legal trends.</p> <p>• 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> <p>• Provided Group companies with posters, e-learning programs and other tools to publicize the Mazda Global Hotline, thereby making it better known to everyone at these companies.</p>	○	<p>① Ensure compliance and improve the level of compliance awareness through continuous awareness-raising activities, etc.*2</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 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>	<p>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>On the occasion of a Supplier Communication Meeting that brought together Tier 1 suppliers, they were requested again to apply the Supplier CSR Guidelines to Tier 2 suppliers in order to promote compliance with the Guidelines throughout the entire supply chain.</p>	○	<p>① Continue to conduct a questionnaire survey about promotion of fair business practices, and implement follow-up activities based on the survey results.</p> <p>② Announce the Mazda Supplier CSR Guidelines to all suppliers of MTMUS, the production site in the United States.</p>	6.6 Fair operating practices

*1 Parts that are not available from other operation sites since they are made from special materials or made by special processes.

*2 Initiatives at Mazda Motor Corporation (FY March 2020 results, and FY March 2021 targets.)