MID-TERM MANAGEMENT PLAN UPDATE AND MANAGEMENT POLICY UP TO 2030
WE KEEP EXPANDING THE JOY OF DRIVING
CREATING MOVING EXPERIENCES THAT UPLIFT AND ENERGIZE PEOPLE, BRINGING MORE ENJOYMENT TO EVERYDAY LIFE
HUMAN CENTERED PHILOSOPHY
UPLIFTING THE MIND AND BODY
ENGINEERING AND MANUFACTURING, CREATING HUMAN CONNECTIONS, DEVELOPING PEOPLE
MAZDA BASIC MANAGEMENT POLICY
1. CONTRIBUTION TO CURBING GLOBAL WARMING

2. REALIZATION OF A SAFE AND SECURE AUTOMOTIVE SOCIETY

3. CONTINUATION OF BRAND VALUE MANAGEMENT
CONSUMER CHOICES

ELECTRICITY SUPPLY INFRASTRUCTURE

CHANGE IN POWER MIX

EVOLUTION OF BATTERY TECHNOLOGY

2030
THREE PHASES

PHASE 1
2022-2024

PHASE 2
2025-2027

PHASE 3
2028-2030
PHASE 1
2022-2024

ENHANCE TECHNOLOGY DEVELOPMENT FOR THE AGE OF ELECTRIFICATION
PHASE 1
2022-2024

US PLANT/
LARGE PRODUCT MODELS

PHASE 2
2025-2027

PHASE 3
2028-2030
PHASE 1
2022-2024

STRENGTHEN COST REDUCTION EFFORTS

ENHANCE SUPPLY CHAINS
PHASE 2
2025-2027

TRANSITION TO ELECTRIFICATION

PHASE 1
2022-2024

PHASE 3
2028-2030
BUILDING BLOCK CONCEPT FOR PRODUCTS AND TECHNOLOGIES

EV MODELS
Skyactiv Scalable EV Architecture

LARGE PRODUCT GROUP
Longitudinal layout
Skyactiv Multi-Solution Scalable Architecture

SMALL PRODUCT GROUP
Transverse layout
Skyactiv Multi-Solution Scalable Architecture
PHASE 2
2025-2027

BATTERY PROCUREMENT
ENHANCEMENT OF BATTERY TECHNOLOGY DEVELOPMENT
ADVANCE LAUNCH OF BEVS (LATTER HALF OF PHASE 2)
PHASE 3
2028-2030
FULL-SCALE LAUNCH OF BEVS
PHASE 2
2025 - 2027

PHASE 1
2022 - 2024

PHASE 3
2028 - 2030

SHIFT TO ELECTRIFICATION

INVESTMENT IN BATTERY PRODUCTION
CO-CREATION IN PARTNERSHIP
1. CARBON NEUTRALITY

2. ELECTRIFICATION

3. VALUE CREATION THROUGH CO-CREATION BETWEEN PEOPLE AND IT

4. COST REDUCTION AND SUPPLY CHAIN ENHANCEMENT
CARBON NEUTRALITY
- 2050  COMMITMENT TO
   GO CARBON NEUTRAL

- 2035  COMMITMENT TO
   MAKING MAZDA FACTORIES
   CARBON NEUTRAL WORLDWIDE
INITIATIVES IN
- ENERGY CONSERVATION
- RENEWABLE ENERGIES
- CARBON NEUTRAL FUELS
EXISTING FOSSIL FUEL-BASED, LARGE-SCALE VERTICALLY INTEGRATED ELECTRIC POWER SYSTEM
Transition to a new, horizontally-distributed power network is essential.
EXPANSION OF ENERGY CONSERVATION/CARBON NEUTRAL ELECTRICITY IN THE CHUGOKU REGION

DECARBONIZATION

CARBON NEUTRALITY PROMOTION COUNCIL

GROWTH OF THE LOCAL ECONOMY

ENHANCED COMPETITIVENESS OF LOCAL INDUSTRIES
WIDER USE OF CARBON NEUTRAL FUELS
ELECTRIFICATION
MULTI-SOLUTIONS MAKE A SUBSTANTIAL CONTRIBUTION TO THE ENVIRONMENT
EXPECTED BEV RATIO IN 2030

25% - 40%
THREE PHASES

PHASE 1
2022-2024
ENHANCE TECHNOLOGY DEVELOPMENT FOR THE AGE OF ELECTRIFICATION

PHASE 2
2025-2027
TRANSITION TO ELECTRIFICATION

PHASE 3
2028-2030
FULL-SCALE LAUNCH OF BEVS
EXPLOITATION OF
MULTI-ELECTRIFICATION TECHNOLOGY
BUILDING BLOCK CONCEPT FOR PRODUCTS AND TECHNOLOGIES

EV MODELS
Skyactiv Scalable EV Architecture

LARGE PRODUCT GROUP
Longitudinal layout
Skyactiv Multi-Solution
Scalable Architecture

SMALL PRODUCT GROUP
Transverse layout
Skyactiv Multi-Solution
Scalable Architecture
INTRODUCTION OF A NEW HYBRID SYSTEM

GLOBAL LAUNCH OF BEVS
COLLABORATING IN THE CREATION OF HIGHLY COMPETITIVE CORE ELECTRIC DRIVE UNITS

CHUO KASEIHIN CO.

FUKUTA ELEC. & MACH CO., LTD.

IMASEN ELECTRIC INDUSTRIAL CO., LTD.

ROHM CO., LTD.

ONDO CORPORATION

HIROSHIMA ALUMINUM INDUSTRY CO., LTD.

HIROTEC CORPORATION
NEXT-GENERATION BATTERY TECHNOLOGY DEVELOPMENT
ADOPTED BY THE GREEN INNOVATION FUND PROJECT

BATTERY SUPPLY AGREEMENTS
WITH ENVISION AESC
FULL-SCALE ELECTRIFICATION CONSIDERING INVESTMENT IN BATTERY PRODUCTION
VALUE CREATION THROUGH CO-CREATION BETWEEN PEOPLE AND IT
IN-DEPTH RESEARCH OF PEOPLE DRIVING PLEASURE EXPERIENCED BY HUMAN SENSES
MAZDA DIGITAL INNOVATION
REALIZATION OF A SAFE AND SECURE MOBILITY SOCIETY
WHERE AN ACCIDENT IS PREVENTABLE WITH AUTOMOTIVE TECHNOLOGIES

BY 2040

NO FATAL ACCIDENT WILL BE CAUSED BY ANY NEW MAZDA
MODEL-BASED DEVELOPMENT AND RESEARCH

PROMOTION OF R&D TO BRING OUT THE MAXIMUM POTENTIAL OF HUMANS
COST REDUCTION AND SUPPLY CHAIN ENHANCEMENT
ELIMINATE WASTE, IRREGULARITIES AND OVERBURDENING IN BOTH CHAINS
Supplement chain

Maximize logistic speed

Procedure:
- Procurement
- Parts production
- Parts logistics
- Completed vehicle manufacturing
- Completed vehicle logistics
- Sales company
- Customer
REDUCE THE NUMBER OF TIERS BY STREAMLINING COMMERCIAL FLOW AND LOGISTICS
INITIATIVE TO MINIMIZE THE IMPACT FROM THE EXTERNAL ENVIRONMENT

BEFORE

AFTER

ASSEMBLY
VALUE CHAIN

COLLECTIVELY CONCEPTUALIZE VALUES CUSTOMERS CAN RELATE TO AND FIND SATISFACTION IN
REDUCE FIXED COSTS AND
ACHIEVE VALUE EXPECTED BY CUSTOMERS

OPTIMIZED NUMBER OF PARTS

STRUCTURE THAT SAVES SERVICE COSTS

STRUCTURE THAT IS EASILY RECYCLED
In both supply and value chains, enhance capability in cost reduction and resistance to production cuts.
MANAGEMENT GUIDELINES FOR FYE MARCH 2026
INITIATIVES FOR THE PERIOD ENDING FYE MARCH 2026

ROS

OPERATING INCOME

Structural Reform Plan
Structural Reform Stage 2
Mid-Term Management Plan

OVER 5%
FINANCIAL METRICS FOR FYE MARCH 2026

NET SALES

- FYE Mar 2022: 3.1 trillion yen
- FYE Mar 2026: About 4.5 trillion yen

ROS

- FYE Mar 2022: 3.3%
- FYE Mar 2026: Over 5%

DIVIDEND PAYOUT RATIO

- FYE Mar 2022: 15.4%
- FYE Mar 2026: Stably over 30%
SHIFT TO SUSTAINABLE BUSINESS

- 2035  COMMITMENT TO MAKING MAZDA FACTORIES CARBON NEUTRAL WORLDWIDE

- 2040  NO FATAL ACCIDENT CAUSED BY ANY NEW MAZDA
         WHEN AN ACCIDENT IS PREVENTABLE WITH AUTOMOTIVE TECHNOLOGIES
CO₂ EMISSION REDUCTION
PEOPLE AT MAZDA ARE THE SOURCE OF VALUE CREATION
MORE INVESTMENT IN HUMAN RESOURCES
DEVELOPMENT OF DIGITAL-CAPABLE HUMAN RESOURCES

- 2025 IT TRAINING FOR EMPLOYEES WHO ARE WORKING IN ADMINISTRATIVE AREAS

- 2030 TWO-FOLD INCREASE IN PRODUCTIVITY AND SHIFT TO TASKS WITH HIGH ADDED VALUE