

CHAPTER

7

DATA/MATERIALS

This section presents the results of major initiatives undertaken by Mazda and the Mazda Group through their business activities. (The results other than those listed on P111-121 are also presented in each relevant item.)

CONTENTS

-  P111 Data
-  P122 Company Outline/Global Network
-  P123 Third-Party Verification

Earth

Greenhouse gas (GHG) emissions (market-based): Global*1,3,8

Emissions by Scope	(1,000 t-CO ₂ e)				
	FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023
Scope 1 (direct emissions)*4	137	122	97	97	113 (86) ✓
Scope 2 (indirect emissions)*5	913	862	736	739	754 (659) ✓
Scope 3 (other indirect emissions)*6	37,027	36,336	31,603	29,797	30,522
Total	38,077	37,320	32,436	30,633	31,389

Emissions (Scope 1 and 2) by region (1,000 t-CO₂e)

Emissions (Scope 1 and 2) by region	(1,000 t-CO ₂ e)				
	FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023
Japan	934	869	731	731	751
Overseas	116	114	103	105	116
Total	1,050	983	834	837	867 (745) ✓

Greenhouse gas (GHG) emissions (location-based): Global*2,3,8

Emissions by Scope	(1,000 t-CO ₂ e)				
	FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023
Scope 1 (direct emissions)*4	135	119	96	95	109 (80) ✓
Scope 2 (indirect emissions)*5	537	506	438	438	461 (392) ✓
Scope 3 (other indirect emissions)*6	37,027	36,336	31,603	29,797	30,522
Total	37,699	36,961	32,137	30,330	31,092

Emissions (Scope 1 and 2) by region (1,000 t-CO₂e)

Emissions (Scope 1 and 2) by region	(1,000 t-CO ₂ e)				
	FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023
Japan	554	509	430	426	455
Overseas	118	116	104	107	115
Total	672	625	534	533	570 (473) ✓

Scope of coverage

- Mazda Motor Corporation, 22 domestic consolidated Group companies and 8 domestic equity-method Group companies, and 14 overseas consolidated Group companies*9 and 3 overseas equity-method Group companies*10

Scope of third-party verification

(Scope 1 and 2 CO₂ emissions from energy consumption)

- Mazda Motor Corporation's 4 domestic production sites and 5 overseas production companies (2 consolidated Group companies and 3 equity-method Group companies)

Greenhouse gas (GHG) emissions (Scope 3: other indirect emissions): Global*3,6,7

Emissions by Scope	(1,000 t-CO ₂ e)				
	FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023
1 Purchased products/services	4,524	4,570	3,600	3,374	3,773
2 Capital goods	93	95	93	149	172
3 Fuel- and energy-related activities not included in Scope 1 or 2	65	111	97	99	105 ✓
4 Upstream transportation and distribution	29	30	26	27	25
5 Waste generated in operations	4.7	4.4	3.8	3.4	4.0 ✓
6 Business travel	1.6	2.2	0.3	0.5	1.3 ✓
7 Employee commuting	3.4	5.2	4.9	14	14 ✓
8 Upstream leased assets	0	0	0	0	0
9 Downstream transportation and distribution	44	63	54	52	58
10 Processing of sold products	0	0	0	0	0
11 Use of sold products	31,853	31,068	27,386	25,777	26,081
12 Disposal of sold products	409	387	338	301	289
13 Downstream leased assets	0	0	0	0	0
14 Franchises	0	0	0	0	0
15 Investments	0	0	0	0	0
Total	37,027	36,336	31,603	29,797	30,522

Scope of coverage

- Categories 1, 2, 6 and 7: Mazda Motor Corporation
- Category 3: Mazda Motor Corporation's 4 domestic production sites and 5 overseas production companies (2 consolidated Group companies and 3 equity-method Group companies)
- Categories 4 and 9: Mazda Motor Corporation, 22 domestic consolidated Group companies and 8 domestic equity-method Group companies
- Category 5: Mazda Motor Corporation's 4 domestic production sites
- Categories 8, 10, 13, 14 and 15: Mazda Motor Corporation, 22 domestic consolidated Group companies and 8 domestic equity-method Group companies, and 14 overseas consolidated Group companies*9 and 3 overseas equity-method Group companies*10
- Categories 11 and 12: Domestic and major sales regions (North America, Europe and China)

Scope of third-party verification

- Category 3: Mazda Motor Corporation's 4 domestic production sites and 5 overseas production companies (2 consolidated Group companies and 3 equity-method Group companies)
- Category 5: Mazda Motor Corporation's 4 domestic production sites
- Categories 6 and 7: Mazda Motor Corporation

*1 Market-based: For within Japan, emissions factors given in the Ministry of the Environment's GHG accounting and reporting system are used. For purchased electricity by overseas companies, country-specific emissions factors given in the International Energy Agency's IEA Emission Factors 2019 are used.

*2 Location-based: For within Japan, emissions factors based on standards in the Japan Automobile Manufacturers Association's Carbon Neutrality Action Plan are used. For purchased electricity by overseas companies, country-specific emissions factors given in the International Energy Agency's IEA Emission Factors 2019 are used.

*3 Figures for consolidated Group companies and equity-method Group companies are pro-rated based on the percentage equity stake held by Mazda.

*4 Scope 1: Direct emissions from consumption of fuels and industrial processes

*5 Scope 2: Emissions associated with consumption of purchased heat/electricity (indirect emissions from energy consumption)

*6 Scope 3: Other indirect emissions excluding Scope 1 and 2

*7 Calculated using Mazda's own calculation method, based on the Ministry of the Environment's Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain.

*8 The total figure is rounded and may not match the sum of individual items.

*9 FY March 2019: 15 companies; FY March 2020: 14 companies; FY March 2021: 15 companies; FY March 2022: 16 companies; FY March 2023: 14 companies.

*10 FY March 2019 to FY March 2022: 5 companies; FY March 2023: 3 companies.

Earth

GHG emissions intensity (Scope 1 and 2: market-based): Global*^{1,2,3,4,8}
On unit sales basis (t-CO₂e/100 million yen)

FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023
29.5	28.7	28.9	26.8	22.7

Scope of coverage

- Mazda Motor Corporation, 22 domestic consolidated Group companies and 8 domestic equity-method Group companies, and 14 overseas consolidated Group companies⁵ and 3 overseas equity-method Group companies⁶

Energy consumption (by type): Global*^{1,4,7,8}

	FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023
Electricity	9,785	9,436	8,157	8,174	8,790
Fuel oil A	33	31	26	21	55
Fuel oil B	0	0	0	0	0
Fuel oil C	5	3	10	1	4
Kerosene	29	26	20	21	20
Diesel	42	41	38	38	45
Gasoline	70	69	56	64	96
LPG	117	111	117	98	134
City gas	1,412	1,257	1,044	1,103	1,234
Coal	0	0	0	0	0
Coke	384	324	208	200	228
Industrial steam	1,173	1,157	1,065	1,067	1,099
Total	13,050	12,455	10,742	10,786	11,707 (9,837) ✓

Scope of coverage

- Energy consumption within the premises of Mazda Motor Corporation, 22 domestic consolidated Group companies and 8 domestic equity-method Group companies, and 14 overseas consolidated Group companies⁵ and 3 overseas equity-method Group companies⁶

Scope of third-party verification

- Energy consumption within the premises of Mazda Motor Corporation's 4 domestic production sites and 5 overseas production companies (2 consolidated Group companies and 3 equity-method Group companies)

Amount of electricity generated from renewable energy (by region): Global*⁴
(MWh)

	FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023
Japan	87	101	89	1,297	1,935
Overseas	0	0	60	2,656	2,975
Total	87	101	149	3,953	4,910

Scope of coverage

- Amount of renewable energy generated and consumed within the premises of Mazda Motor Corporation, 22 domestic consolidated Group companies and 8 domestic equity-method Group companies, and 14 overseas consolidated Group companies⁵ and 3 overseas equity-method Group companies⁶

CO₂ emissions from logistics: Mazda Motor Corporation*^{9,10} (1,000 t-CO₂)

FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023
73.7	69.1	59.3	58.6	60.7

Scope of coverage

- Mazda Motor Corporation

*1 For within Japan, calorific value and emissions factors given in the Ministry of the Environment's GHG accounting and reporting system are used. For purchased electricity by overseas companies, country-specific emissions factors given in the International Energy Agency's IEA Emission Factors 2019 are used.

*2 Scope 1: Direct emissions from consumption of fuels and industrial processes

*3 Scope 2: Emissions associated with consumption of purchased heat/electricity (indirect emissions from energy consumption)

*4 Figures for consolidated Group companies and equity-method Group companies are pro-rated based on the percentage equity stake held by Mazda.

*5 FY March 2019: 15 companies; FY March 2020: 14 companies; FY March 2021: 15 companies; FY March 2022: 16 companies; FY March 2023: 14 companies

*6 FY March 2019 to FY March 2022: 5 companies; FY March 2023: 3 companies

*7 The total figure is rounded and may not match the sum of individual items.

*8 Mazda has moved its calculation method from emissions factors based on standards in the Japan Automobile Manufacturers Association's Carbon Neutrality Action Plan to emissions factors based on the Ministry of the Environment's GHG accounting and reporting system and has recalculated these figures

*9 The total amount of CO₂ emissions generated by the transportation of completed vehicles, production procurement parts and service parts.

*10 CO₂ emissions from logistics are calculated using factors such as the "Joint Guidelines for Calculating CO₂ Emissions in the Logistics Sector" issued by the Ministry of Economy, Trade and Industry (METI) and the Ministry of Land, Infrastructure, Transport and Tourism (MLIT).

Earth

Consumption of raw materials (steel, aluminum, etc.):

Mazda Motor Corporation					(1,000 t)
FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023	
971	938	721	700	794	

Scope of coverage

- Mazda Motor Corporation's 4 domestic production sites

Total amount of waste (by region): Global*¹

	FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023	(t)
Japan	265,392	242,108	188,205	180,569	198,240 (17,872)	✓
Overseas	42,868	38,828	32,589	32,259	41,478	
Total	308,260	280,936	220,793	212,828	239,718	

Amount of landfill waste, amount of recycled materials, recycling ratio: Global*¹

	FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023	(t)
Amount of landfill waste	1,422	1,619	1,144	1,073	1,109	
Amount of recycled materials	289,019	264,702	208,331	202,006	228,023	
Recycling ratio	94%	94%	94%	95%	95%	

Scope of coverage

- Mazda Motor Corporation's 4 domestic production sites and the production sites of 4 domestic consolidated Group companies, 4 domestic equity-method Group companies, 2 overseas consolidated Group companies and 3 overseas equity-method Group companies*²

Scope of third-party verification

- Industrial waste emissions from Mazda Motor Corporation's 4 domestic production sites

Amount of recycled parts: Japan

	FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023	(Bumpers)
Damaged bumpers	62,920	57,126	46,515	47,939	45,399	

Scope of coverage

- Dealerships (excluding some) with which Mazda has an exclusive dealership agreement in Japan

Consumption of wrapping and packaging materials:

Mazda Motor Corporation* ³					(t)
FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023	
31.0	29.7	20.3	21.6	24.7	

Scope of coverage

- Mazda Motor Corporation

*1 Figures for consolidated Group companies and equity-method Group companies are prorated based on the percentage equity stake held by Mazda.

*2 FY March 2019 to FY March 2022: 4 companies; FY March 2023: 3 companies

*3 Total materials used for packaging and wrapping for knock-down production parts sent from Japan to overseas plants, and for repair parts for domestic and overseas markets.

Earth

Water withdrawal amount (by region): Global*1,2 (1,000 m³)

	FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023
Japan	8,021	7,576	6,659	6,424	6,402 (4,512) ✓
Overseas	1,282	1,051	976	949	993
Total	9,303	8,627	7,635	7,373	7,394

Water withdrawal amount (by water source): Global*1,2 (1,000 m³)

	FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023
Water for industrial use	7,531	7,126	6,148	5,870	5,932
Clean water	1,214	1,149	1,079	962	830
Subsurface water	535	329	386	514	616
Lake water	22	23	21	27	16
River water	1	1	1	1	1
Total	9,303	8,628	7,635	7,374	7,394

Scope of coverage

- Mazda Motor Corporation, 22 domestic consolidated Group companies and 8 domestic equity-method Group companies, and 14 overseas consolidated Group companies*3 and 3 overseas equity-method Group companies*4

Scope of third-party verification

- Mazda Motor Corporation's 4 domestic production sites

Wastewater (by region): Global (1,000 m³)

	FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023
Japan	7,133	6,580	5,874	5,517	5,218
Overseas*5	-	805	668	770	815
Total	7,133	7,385	6,542	6,287	6,033

Scope of coverage

- Mazda Motor Corporation and production sites of domestic production companies (4 consolidated Group companies and 4 equity-method Group companies) and overseas production companies (2 consolidated Group companies and 3 equity-method Group companies)*6

*1 Figures for consolidated Group companies and equity-method Group companies are pro-rated based on the percentage equity stake held by Mazda.

*2 The total figure is rounded and may not match the sum of individual items.

*3 FY March 2019: 15 companies; FY March 2020: 14 companies; FY March 2021: 15 companies; FY March 2022: 16 companies; FY March 2023: 14 companies

*4 FY March 2019 to FY March 2022: 5 companies; FY March 2023: 3 companies

*5 Data not available for FY March 2019

*6 FY March 2019 to FY March 2022: 4 companies; FY March 2023: 3 companies

Earth

NOx emissions and SOx emissions: Japan*1 (t)

	FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023
NOx	334	326	292	301	255
SOx	106	103	97	94	85

Scope of coverage

- Production sites of Mazda Motor Corporation, 4 domestic consolidated Group companies and 4 domestic equity-method Group companies

VOC waste emissions: Mazda Motor Corporation (t)

FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023
2,394	2,225	1,664	1,536	1,661

Scope of coverage

- Body-painting lines of Mazda Motor Corporation's Hiroshima Plant and Hofu Plant (Nishinoura District)

Emissions of PRTR-listed substances: Japan*1 (t)

FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023
981	876	726	711	661

Scope of coverage

- Mazda Motor Corporation, 22 domestic consolidated Group companies and 8 domestic equity-method Group companies

*1 Figures for consolidated Group companies and equity-method Group companies are pro-rated based on the percentage equity stake held by Mazda.

Earth

Environmental Protection Costs

Category	Major activities	(million yen)					
		Mazda unconsolidated			Mazda Group		
		Investment	Cost	Total	Investment	Cost	Total
Business area	Preventing pollution	Conforming to legal limits for air and water pollution, odor abatement, etc.					
	Protecting the global environment	Preventing global warming, conserving energy, preventing destruction of the ozone layer, and other environmental protection activities					
	Recycling resources	Effective resource use, recycling waste, processing and disposing of waste					
	Upstream/downstream	Container recovery, recovery of end-of-life vehicle bumpers					
	Management activity	Employee environmental education, creating and operating environmental management systems, monitoring and measurement of environmental impact, other activities					
	Research and development	R&D for products, production methods and distribution, to contribute to reduced environmental impact					
	Social activities	Greening, beautification, and environmental improvement; support of community residents and organizations; information disclosure; and other activities					
Environmental damage	-						
Total		6,779	49,390	56,169	7,157	53,007	60,164

Environmental Accounting*2

Mazda is carefully assessing the costs and benefits of its environmental activities and is working constantly to improve their efficiency.

Data collection period:

April 2022 through March 2023

Basis of data collection:

Calculated according to Mazda's own guidelines in line with Environmental Accounting Guidelines.

Boundary of data collection:

Mazda Motor Corporation, 21 domestic consolidated Group companies and 8 domestic equity-method Group companies

Overall Environmental Protection Effects

Category			Mazda unconsolidated		Mazda Group	
			Environmental protection effects	Economic effect (million yen)	Economic effect (million yen)	
Protecting the global environment	Global warming prevention	Production	CO ₂ emissions volume (on unit sales basis)*1	12.3 t-CO ₂ /100 million yen	-	-
		Distribution	Annual shipping volume	466,600 thousand ton-km	-	-
Recycling resources	Effective use of resources, recycling		Shell sand	9,580 t	27	2,521
			Steel scrap	21,251 t	2,494	
Upstream/downstream	Product recycling		Number of damaged bumpers collected	45,399 bumpers	-	35
			Metals	88,206 t	3,742	
Other	Sale of items with commercial value		Paint thinner, effluent	542 t		
			Empty drums, wheels, discarded tires	15,754 units	55	3,797
			Recovered sand, plastics, cardboard scraps	5,689 t		
Total				6,318	6,353	

*1 Emissions factors based on standards in the Japan Automobile Manufacturers Association's Carbon Neutrality Action Plan are used.

*2 The total figure is rounded and may not match the sum of individual items.

People

Employee Data		(Non-consolidated)			
		Unit	FY March 2021	FY March 2022	FY March 2023
Number of employees*1,7,8	Male	Employees	20,906	20,917	20,789 ✓
	Female		2,301	2,349	2,355 ✓
	Total		23,207	23,266	23,144 ✓
Average age*2,7,8	Male	Age	41.0	40.9	41.4 ✓
	Female		38.0	38.3	38.9 ✓
	Total		40.6	40.7	41.2 ✓
Number of workers re-employed after reaching retirement age*7,8		Employees	961	1,276	1,185 ✓
Average years of employment*2,7	Male	Years	17.7	17.7	18.4 ✓
	Female		14.1	14.3	14.9 ✓
	Total		17.4	17.3	18.0 ✓
Number of female employees hired*8		Employees	139	127	99 ✓
Percentage of female new graduates hired	Administrative	%	58	45	48
	Engineering		12	10	9
	Production		13	11	13
Number of mid-career hires (incl. appointments to permanent contracts)	Male	Employees	180	243	255
	Female		35	40	42
Percentage of female mid-career hires		%	19.4	16.5	16.5
Number of female managers*7,8	Assistant manager and above	Employees	277	298	323 ✓
	Middle management and above		52	55	65 ✓
Percentage of female managers*7,8	Assistant manager and above*3	%	6.5	7.2	7.5 ✓
	Middle management and above*4		3.6	3.9	4.4 ✓
Number of male managers*7,8	Middle management and above	Employees	1,380	1,349	1,422 ✓
Average age of managers*7,8		Age	52.8	52.6	52.8 ✓
Percentage of employees with special needs*5,8		%	2.37	2.38	2.40 ✓
			(Legal requirement: 2.3%)	(Legal requirement: 2.3%)	(Legal requirement: 2.3%)
Number of employees with special needs*5,8		Employees	389	394	393 ✓
Employee turnover rate*2,6,8		%	4.3	5.1	2.7 ✓
Number of new graduates hired (University, college and high school graduates)*8	Male	Employees	504	444	428 ✓
	Female		90	76	72 ✓

*1 The "Non-consolidated" numbers exclude the number of employees dispatched to Mazda Motor Corporation from other companies, but include the number of Mazda Motor Corporation employees dispatched to other companies.

*2 Exclude the number of employees rehired after retirement, including under the Expert Family system.

*3 Number of female managers (assistant manager and above)/Number of managers (assistant manager and above)

*4 Number of female managers (middle management and above)/Number of managers (middle management and above)

*5 Average number in each fiscal year

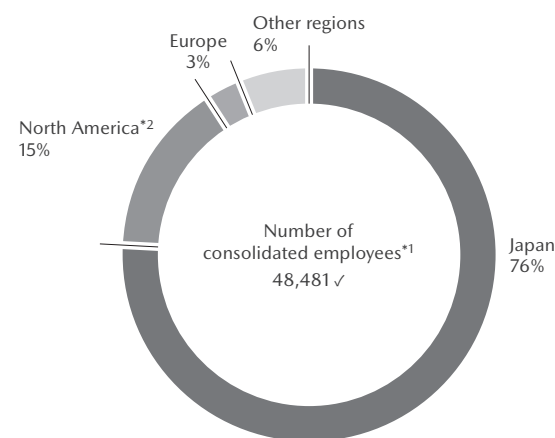
*6 In FY March 2023, due to an extension of retirement age, the number of employees leaving due to retirement decreased, the employee turnover rate rapidly decreased.

*7 Results as of the end of each fiscal year.

*8 For third-party assurance obtained for FY March 2021 and FY March 2022 figures, please refer to the Sustainability Reports for the respective years.

FY March 2023 average salary by gender		(Non-consolidated)					
	Unit	Company-wide		Full-time employees		Limited-term employees	
		Male	Female	Male	Female	Male	Female
Total annual salary expenses	1,000 yen	135,614,102	12,857,029	134,520,653	12,407,190	1,093,449	449,839
Number of employees	Employees	20,608	2,373	20,284	2,200	324	173
Average annual salary	1,000 yen	6,581	5,419	6,632	5,640	3,373	2,603
Gender pay gap	%	82.3		85.0		77.2	

Rate of employees by region in FY March 2023



*1 The "Consolidated" numbers exclude the number of Mazda Group employees dispatched to companies outside the Group, but include the number of employees dispatched to Mazda Group companies from outside the Group.

*2 Including Mexico

People

Major Measures and Results to Promote Work-Life Balance and Diversity in the Workplace

					(Non-consolidated)		
System	Description (as of March 31, 2023)	Started	Unit	FY March 2021	FY March 2022	FY March 2023	
Maternal care paid leave	This system allows female employees who are pregnant and have difficulty performing their duties due to morning sickness or other feelings of discomfort to take paid leave for the necessary amount of time.	Aug. 2008	Number of beneficiaries	23 (600)	28 (555)	28 (427)	
Child-rearing paid leave	This system allows employees to take up to five consecutive working days off, following childbirth or for child-rearing.	Aug. 2008 ^{*1}	Employees (Days)	492 (2,240) 108 (522) 600 (2,762)	483 (2,239) 93 (452) 576 (2,691)	538 (2,561) 99 (493) 637 (3,054)	
Maternity/paternity leave	This system allows employees to take maternity or paternity leave for up to four weeks in the first eight weeks after a child is born.	Oct. 2022	Male Female Total	— — —	— — —	88	
Child-rearing leave ^{*2}	This system supports unpaid leave for child-rearing for children up to three years old. It is possible to take leave in installments. (Legal requirement: Up to one year old.)	Jan. 1991	Employees Rate of reinstatement Rate of retention one year after child-rearing leave	39 108 147 98 98.7	57 101 158 98.1 97.7	117 108 225 99.5 96.9	
Statutory child-nursing leave	This system allows employees to take a leave in order to nurse their children under school age when they become sick or injured, granting them to take up to five working days off per year if there is only one applicable-age child and up to ten working days off per year if there are two or more applicable-age children.	Jan. 2020	Male Female Total	— — —	4 (12) 11 (39) 15 (51)	9 (54) 18 (72) 27 (126)	
Special working arrangements for employees involved with child-rearing or nursing	This system allows employees involved with nursing or child-rearing (until end of child's sixth year of primary school) to reduce work hours, be excused from overtime and holiday work, etc. (Legal requirement regarding work hour reduction: until the child reaches three years old.)	Apr. 1999	Employees with reduced working hours: For child-rearing Employees with reduced working hours: For nursing care	595 22	523 17	525 14	
Statutory nursing care leave	This system allows employees to take a leave in order to nurse or take care of their family members requiring nursing care, granting them to take up to five working days off per year if there is only one applicable family member and up to ten working days off per year if there are two or more applicable family members.	Jan. 2020	Male Female Total	— — —	5 (20) 2 (14) 7 (34)	4 (17) 2 (6) 6 (23)	
Nursing care leave	This system allows employees with eligible family members requiring nursing care to take a leave of absence (maximum length of 1 year.) (Legal requirement: up to total of 93 days per eligible family member.)	Jan. 1992	Male Female Total	4 1 5	7 7 8	5 2 7	
Working from home ^{*3}	In line with the measures to prevent the spread of COVID-19, the Company expanded the scope of its existing work-from-home system in October 2020 and established the remote-work system to allow employees to perform their work in locations, other than company facilities, determined at the employee's discretion. While the former system enabled employees to perform up to 25% of their work hours at home for the purpose of child-rearing or nursing care, this restriction has been removed and an allowance of 200 yen per day is provided as cost assistance to employees who work remotely all day.	Oct. 2020 ^{*1}	User	10,406	11,351	11,266	
Special Warm Heart leave system	A paid-leave system that covers nursing care for relatives, including those in need of long-term care, volunteer work, functions at one's child's school, infertility treatment, and disaster relief and assistance for affected relatives. "Volunteer work" here refers to the following: • Social welfare (welfare services for children, elderly people and people with disabilities, etc.) • Environmental protection (forest preservation, recycling activities, etc.) • Interaction and cooperation with communities (participation in community events, support for activities of children's associations, crime prevention activities, etc.) • International friendship activities (welcoming home stay guests, interpretation service, etc.) • Disaster relief • Health and medical volunteering (health care instructions, donor activities, etc.) • Support for sports activities (sports coaching, organizing sports events, etc.) • Acquisition of qualifications, skills and knowledge that are useful in volunteer activities	Aug. 2008 ^{*1}	Number of beneficiaries (days taken) Male Female Number of beneficiaries for nursing care for relatives Male Female	644 (5,902) 345 (3,166) 299 (2,736) 452 (3,510) 249 (2,138) 208 (1,372)	679 (2,953) 379 (1,606) 300 (1,347) 562 (2,646) 322 (1,461) 240 (1,185)	746 (7,470) 402 (3,762) 344 (3,708) 565 (4,742) 251 (2,066) 314 (2,676)	
Onsite daycare: Mazda Waku Waku Kids En	This daycare center was established for employees' children who have not yet entered school. A permanently stationed nurse is available to look after children who become ill.	Apr. 2002	Preschoolers	44	43	44	
Challenging Career leave	In order to increase future career potential, employees can use this system to take leave for up to three years while attending a school or other training facilities.	Oct. 2003	Number of beneficiaries	1	0	3	
Leave for employees accompanying a transferred family member	This system allows employees to take a fixed-term leave in order to accompany a spouse who has been transferred, allowing the employee to resume their career at Mazda later on.	Oct. 2003	Number of beneficiaries	21	25	9	
Re-employment Systems	This system provides an opportunity for former Mazda employees who left the Company due to marriage, child-rearing, nursing care, or other reasons to return to work if they desire.	Aug. 2008	Number of rehires	2	4	3	
Expert Family System	This system enables interested individuals who meet a certain standard of abilities and experience to be rehired as engineers, advisors to younger engineers (to pass on their knowledge), specialists or in other positions following their retirement at the mandatory retirement age.	Apr. 2006	Number of hires through reemployment	293	529	—	
Paid Leave for JICA Activities	Employees participating in Japan International Cooperation Agency (JICA) volunteer activities are entitled to take paid leave for these activities.	Apr. 2007	Number of beneficiaries	—	—	—	
Benefit program to support employees' environmental protection and social contribution activities	As part of the Mazda Flex Benefit System, ^{*4} employees can apply their points toward compensation for the costs incurred during volunteer activities they perform. This system is also extended to employees who take a leave of absence to participate in JICA activities.	Oct. 2001	Number of applications Amount applied	22 312,600 Yen	8 316,700	9 349,200	
Paid leave	Labor and management cooperate to streamline and standardize work processes, helping to create an environment in which employees take the initiative in planning for and using their paid vacation days (vacation may be taken in 0.5-day increments).	Ongoing	Rate of acquisition Average of vacation days taken	86.3 16.4 Days	85.7 16.2	92.1 17.5	

^{*1} Operated under a different system before the commencement of this system.

^{*2} Number of employees whose leave started in the relevant fiscal year.

^{*3} The number of beneficiaries increased due to the effect of special measures against COVID-19.

^{*4} This is a selective benefit system. Individual employees can seek the type of assistance that most suits them by choosing from a number of preset benefit options within the points they have.

People

Education/Training Results

(Non-consolidated)

	Unit	FY March 2023
Average hours of training per employee	Hours/Year	46.5
Average training cost per employee	Yen/Year	68,327
Number of employees that received training	Employees/Year	15,864

Major Education and Training Programs

Name of education and training program	Duration, frequency, etc.	Target	Objective	Content of training	Remarks
Mazda Business Leader Development (MBLD)	Once a year	All Group employees in Japan and overseas	<ul style="list-style-type: none"> To communicate the intention of the top management To cultivate business leaders at all levels who have a company-wide perspective To reform the corporate culture and climate 	Regarding management issues and the future direction of the Company, message from the management team is delivered. The understanding and the future execution of the message through active participation by all employees is promoted	Commenced in 2000. Since FY March 2013, the program has been annually implemented on the theme of Brand Value Management.
Global Business Leader Program	As needed	Employees selected from Mazda Group companies around the world	To hone skills in areas including leadership, broadness of vision, and the ability to think strategically, and train the next generation of business operators to take the lead in global business	The program features practical activities such as communication with top business leaders and engagement as a team on management issues	Inaugurated in FY March 2016
Human Resource Development at Global Production Sites	As needed	Management and production staff at overseas production sites	To provide basic training by level to employees working at overseas production sites	<ul style="list-style-type: none"> Management training Supervisor education program Training for key players in three fields (production, maintenance and improvement) Technical skills training Karakuri Kaizen training 	—
Training by level ^{*1}	As needed	Administrative and engineering staff	To encourage employees to reconfirm their roles at each level, and consider how they can help improve the organizational strength of the Company	<ul style="list-style-type: none"> Training for new employees Training for third-year employees Training for band 6 employees Training for managers and team leaders Training for general managers Each training program is designed to promote changes in the employees' ways of thinking, through group discussion among members from different departments.	—
Management skill training ^{*1}	When newly appointed	Newly appointed senior managers, new band-5 employees (assistant manager level)	To develop trainees' awareness and sense of responsibility as managers and urge them to acquire a company-wide perspective, thereby altering their mindset toward their own roles	Mazda Way, sustainability, compliance, internal controls, personnel management, human rights, safety and health, etc.	—
Production Leader Training Program ^{*1}	As needed	Foreman/Assistant Foreman/Team Leader candidates	To develop trainees' abilities to recognize and resolve problems, management improvement skills, and leadership capabilities and other skills required to work as a leader at each level	<ul style="list-style-type: none"> Super leader training Senior leader training Team leader training Junior leader training 	—
WorldSkills Competition Training Program ^{*1}	Two years/28 employees	Selected employees in the production field who are under 21 years old	<ul style="list-style-type: none"> Systematic training of young engineers Training participants to compete in the regional, national and international WorldSkills competitions 	Employees are trained in special skills so as to participate in the WorldSkills competition	Results of FY March 2023 Bronze medal in Sheet Metal Technology 1 Bronze medal and Brave Fight Award in Autobody Painting 1 of each
Advanced Technical Skills Training course ^{*1,2}	As needed	Selected highly skilled employees	To preserve the advanced technical skills necessary for manufacturing and hand them down from one generation of craftspeople to the next	<ul style="list-style-type: none"> During the two-year program, one expert trains two apprentices After completing the course, the expert is awarded the title of Production Engineering Meister and receive the Meister Badge 	Cumulative Results since 1996 Number of employees completing the course 140 Production Engineering Meisters 69 Monotsukuri Meisters 29 Hiroshima Prefecture award-winning skilled workers 22 Contemporary Master Craftspeople 17 Medal with Yellow Ribbon recipients 19
Welding Skills Training Program ^{*1}	As needed	Welding technicians	<ul style="list-style-type: none"> To train technicians to compete in the regional and national competitions To promote the growth of individual technicians, pass on skills within Mazda and raise standards 	Specialized training is conducted with the goal of sending welding technicians to complete in the national championships	Inaugurated in 1982 (Figures below are the cumulative numbers) National competition winners 12 Prize recipients 40

^{*1} Initiatives at Mazda Motor Corporation

^{*2} Twenty-four courses comprising skills to pass on to new engineers are available in thirteen fields: iron and casting, die casting, casting, powder alloys, heat treatment, machining, engine assembly, axle assembly, transmission assembly, press, chassis, painting, and vehicle assembly

People

Global Lost-Time Injury Frequency Rate*

FY March 2023	0.33
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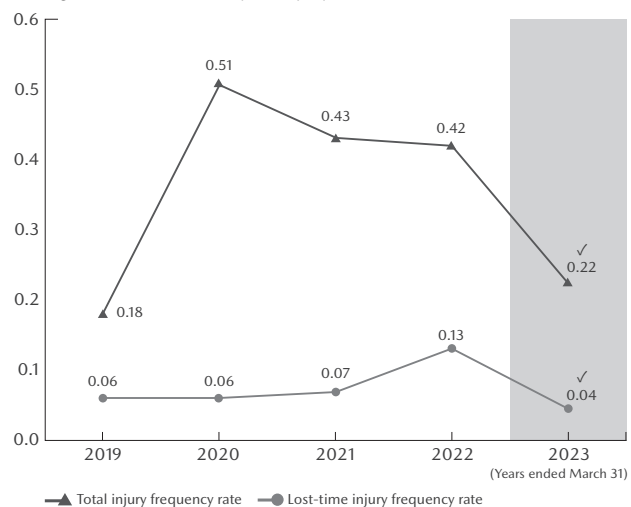
* Lost-time injury frequency rate: The number of lost-time accidents per million person-hours worked.

Scope of data collection: Mazda Motor Corporation, eight Group companies in Japan, and five overseas production sites (Subsidiaries and equity-method Group companies that promote safety and health initiatives are included in the scope of data collection.)

Injury Frequency Rate

✓ The figure for each item verified by a third party (P123)

(Non-consolidated)



* Total injury frequency rate: The number of lost-time and non-lost-time accidents in Mazda Motor Corporation per million person-hours worked.
 Lost-time injury frequency rate: The number of lost-time accidents in Mazda Motor Corporation per million person-hours worked.
 * For third-party assurance obtained for FY March 2019 to FY March 2022 figures, please refer to the Sustainability Reports for the respective year.

Work-related accident intensity rate*

(Non-consolidated)

FY March 2023	0.004
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* Number of work days lost per 1,000 working hours at Mazda Motor Corporation

Health Management Results

(Non-consolidated)

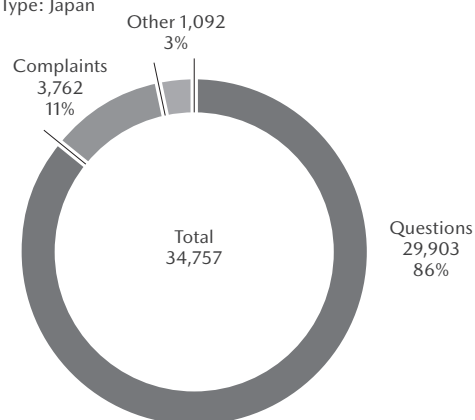
	Unit	FY March 2021	FY March 2022	FY March 2023
Organizational diagnosis in vitality checkups (stress checks)	Ratio of implementation	—	98.5	98.2
	Comprehensive health risk*1	—	87	86
	Comprehensive health degree of the organization*2	—	52.5	52.9
Measures for lifestyle-related diseases	Percentage of smokers	%	28	30
	Number of participants in Mazda Active Walking	Employees	4,224	4,249
Healthcare guidance	Personal guidance on the basis of health checkup results (including specific health guidance)	Cases	1,488	2,307
				2,687

*1 An indicator of health effect (risk), based on workload/discretion/support conditions. The above figures are calculated assuming the national average value (announced by the Ministry of Health, Labour and Welfare) to be 100. (A smaller value indicates a smaller risk.)

*2 An indicator of the organization's current health degree, based on the stress response and work engagement. Expressed as a deviation value.

People/Society

FY March 2023 Breakdown of Mazda Call Center Customer Responses by Type: Japan



Recalls: Japan

Unit	FY March 2023
Cases	2
10,000 vehicles	0.1

Expenses Related to Social Contribution Activities*

	Unit	(Consolidated) FY March 2023
Cash donations (including advertising sponsorships)		1,407
Labor costs for employees who volunteer during working hours		392
Contribution in kind (in monetary terms)	Million yen	49
Operating expenses (voluntary program expenses, facility openings, etc.)		212
Total		2,060

* Boundary of data collection: Mazda Motor Corporation and major domestic and overseas consolidated subsidiaries

Breakdown of Human Rights Consultations

	Unit	(Non-consolidated) FY March 2023
Harassment		36
Human relationships in the workplace		10
Other	Cases	11
Total		57

Number of Reports to the Mazda Global Hotline*

	Unit	(Consolidated) FY March 2023
Reports regarding Mazda		34
Reports regarding Group companies		30
Unknown	Cases	1
Total		65

* Including reports and consultations related to harassment and other labor-related problems, working hours management, and suspected violations of the Mazda working regulations

Percentage of Employees with Membership in the Mazda Workers' Union

	Unit	(Non-consolidated) FY March 2023
Members		Around 90
Non-members	%	Around 10

Global Employee Survey (Positive Answer Percentage)

Contents	Survey items	Unit	(Non-consolidated and consolidated)		
			FY March 2021	FY March 2022	FY March 2023
CSR ^{*1,2}	I'm working on CSR activities.		51	54	51
Human rights ^{*1,2}	I understand my company's basic philosophy and policy for human rights.		85	86	81
	My company takes appropriate action if there is a violation of human rights.		78	78	77
Compliance ^{*3}	Legal and company policy compliance is strictly observed in this company.	%	76	80	75
	I feel inspired/driven to achieve more than what is expected of me.		67	66	60
Motivation ^{*3}	I understand my role in helping the company be successful.		69	70	60
	I propose and implement new or better ways of working that enable me to deliver Mazda's Corporate Vision. ^{*4}		49	49	48

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

*2 Non-consolidated

*3 Consolidated

*4 https://www.mazda.com/globalassets/en/assets/sustainability/policy/corporate_vision_e.pdf

Number of Suppliers

	Unit	As of March 31, 2023
Automotive parts		547
Materials, etc.	Companies	141
Equipment and tools		371
Total		1,059

Purchasing Cooperative Organizations*

	Unit	As of March 31, 2023
Parts suppliers	Yokokai	167
Materials suppliers	Yoshinkai	78

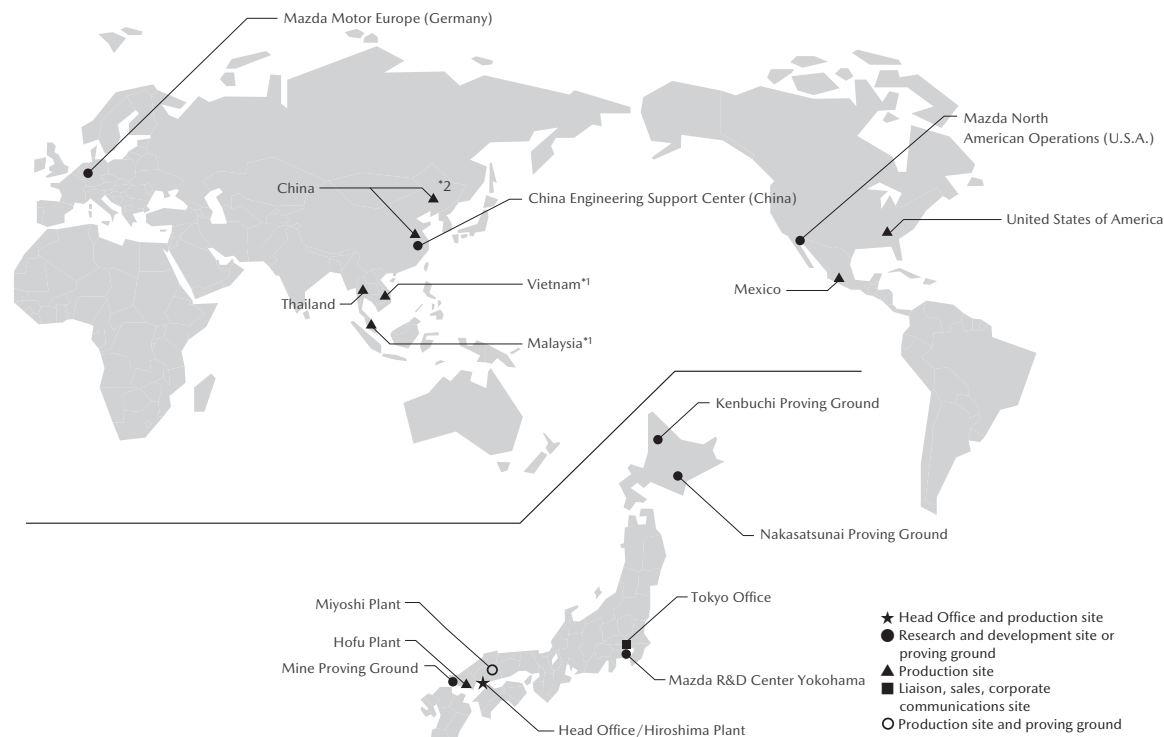
* An autonomous management organization, comprising suppliers that have a certain degree of transaction with Mazda, with the purpose of strengthening relationships between Mazda and its suppliers as well as promoting mutual growth and prosperity. The procurement amount from member companies of Yokokai and Yoshinkai accounts for about 90% of the whole.

COMPANY OUTLINE/ GLOBAL NETWORK

Company Outline (as of March 31, 2023)

Company name:	Mazda Motor Corporation
Founded:	January 30, 1920
Head Office:	3-1 Shinchi, Fuchu-cho, Aki-gun, Hiroshima 730-8670, Japan
Main business:	Manufacture and sales of passenger cars and commercial vehicles
Stock information:	Authorized: 1,200,000,000 Shares issued: 631,803,979 Number of shareholders: 132,385
Capital:	284 billion yen
Employees:	Non-consolidated total: 23,144 (male: 20,789, female: 2,355)* ¹ Consolidated total: 48,481* ²
Research and development sites:	Head Office, Mazda R&D Center (Yokohama), Mazda North American Operations (U.S.A), Mazda Motor Europe (Germany), China Engineering Support Center (China)
Production sites:	Japan: Hiroshima Plant (Head Office, Ujina), Hofu Plant (Nishinoura, Nakanoseki), Miyoshi Plant Overseas: China,* ³ Thailand, Mexico, U.S.A., Vietnam,* ⁴ Malaysia* ⁴
Sales companies:	Japan: 198, Overseas: 132
Principal products:	Four-wheeled vehicles, gasoline reciprocating engines, diesel engines, automatic and manual transmissions for vehicles

Global Network (as of March 31, 2023)



▶ For more details about major facilities, see Mazda Integrated Report 2023 (pp.78-86)

*1 Assembly only (Volume is not disclosed.)
*2 Production outsourcing at China FAW Group Corporation Limited ended in July 2023

Other Information

Mazda Motor Corporation Global Website

Download Report

▶ Sustainability

Mazda's sustainability initiatives and other general information

▶ Mazda Integrated Report

▶ Mazda Technical Review (For English, Summary is available)

*1 The "Non-consolidated" numbers exclude the number of employees dispatched to Mazda Motor Corporation from other companies, but include the number of Mazda Motor Corporation employees dispatched to other companies.
*2 The "Consolidated" numbers exclude the number of Mazda Group employees dispatched to companies outside the Group, but include the number of employees dispatched to Mazda Group companies from outside the Group.
*3 Production outsourcing at China FAW Group Corporation Limited ended in July 2023.
*4 Assembly only (Volume is not disclosed.)

THIRD-PARTY VERIFICATION

The Mazda Sustainability Report 2023 was verified by a third party to improve the reliability of the data disclosed in the report. Items verified by the third party are indicated by a check mark (✓).



No.1811004615-2
No.1811004736-2

Independent Verification Report

To: Mazda Motor Corporation

1. Objective and Scope

Japan Quality Assurance Organization (hereafter "JQA") was engaged by Mazda Motor Corporation (hereafter "the Company") to provide an independent verification on data listed below for FY March 2023 (hereafter "the Environmental and Social data") were correctly indicated in the "Mazda Sustainability Report 2023" (hereafter "the Report") created by the Company. The Environmental and Social data is included in the Company's calculation report assured by an independent third party on its verification report, and is indicated with the "✓" mark in the "Earth" and "People" in "Data / Materials" of the Report. The content of our verification was to express our conclusion, based on our verification procedure, on whether the Environmental and Social data was correctly indicated in accordance with the "Publish process of Mazda Sustainability Report: Environmental and Social data subject to third-party verification (dated August 10, 2023)" (hereafter "the Rules"). The purpose of the verification was to evaluate the Environmental and Social data indicated in the Report objectively, and to enhance the credibility of the Report.

*The fiscal year 2022 of Mazda Motor Corporation ended on March 31, 2023.

Environmental data

- Scope 1, 2 GHG emissions (energy-derived CO₂ emissions), energy consumption and Scope 3 GHG emission (Category 3)
Organizational boundaries:
four domestic production sites of the Company (Hiroshima Plant, Miyoshi Plant, Nishinoura district and Nakanoseki district of Hofu Plant) and five overseas production companies (Mazda Powertrain Manufacturing (Thailand) Co., Ltd., AutoAlliance (Thailand) Co., Ltd., Changan Mazda Engine Co., Ltd., Changan Mazda Automobile Co., Ltd., and Mazda Motor Manufacturing de Mexico, S.A. de C.V.)
- Scope 3 GHG emission (Category 5), water use and waste emissions
Organizational boundaries:
four domestic production sites of the Company (Hiroshima Plant, Miyoshi Plant, Nishinoura district and Nakanoseki district of Hofu Plant)
- Scope 3 GHG emissions (Category 6 and 7)
Organizational boundaries: the Company

Social data

- Injury frequency rate (Total injury frequency rate, Lost-time injury frequency rate) / Number of Employees (male, female, total) / Average age (male, female, total) / Average years of employment (male, female, total) / Number of workers re-employed after reaching retirement age / Number of female employees hired / Number of female managers and percentage of female managers (Assistant manager and above, Middle management and above) / Number of male managers (Middle management and above) / Average age of managers / Percentage of employees with special needs and number of employees with special needs / Employee turnover rate / Number of new graduates hired (University, college and high school graduates: each male and female)
Organizational boundaries: the Company
- Number of Employees
Organizational boundaries: the Company and consolidated subsidiaries

2. Procedure Performed

JQA conducted verification in accordance with "ISO 14064-3" for GHG emissions and energy consumption, and with "ISAE3000" for water use, waste emissions and social data, respectively.

The verification was conducted to a limited level of assurance and quantitative materiality was set at 5 percent each of the total environmental and social data in the Report. Our verification procedure included checking the Environmental and Social data indicated in the Report against that stated in the Company's calculation report, at the JQA office.

3. Conclusion

Based on the procedure described above, nothing has come to our attention that caused us to believe that the Environmental and Social data in the Report is not materially correct or has not been prepared in accordance with the Rules.

4. Consideration

The Company was responsible for preparing the Report, and JQA's responsibility was to conduct verification of the Environmental and Social data in the Report only. There is no conflict of interest between the Company and JQA.

Sumio Asada, Board Director
For and on behalf of Japan Quality Assurance Organization
1-25, Kandasudacho, Chiyoda-ku, Tokyo, Japan
November 17, 2023