

MAZDA SUSTAINABILITY REPORT 2025



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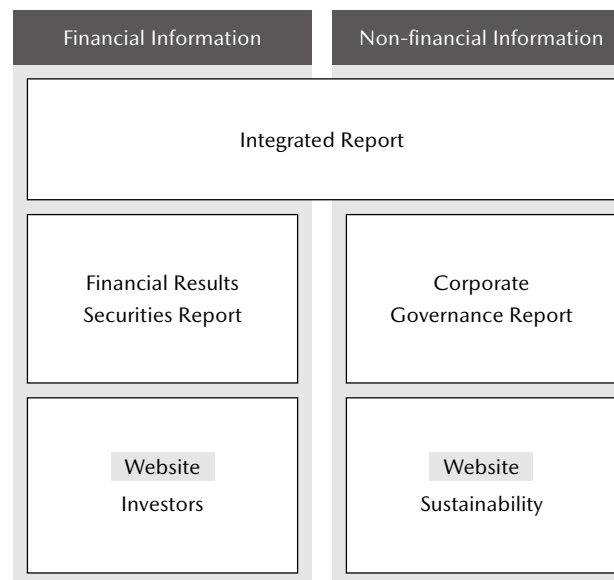
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EDITORIAL POLICY

Mazda's sustainability website is designed to supplement the non-financial information provided by the Company's integrated report and therefore focuses on historic data related to Mazda's business activities and initiatives for contributing to the sustainable development of society. Input gained from [stakeholders during engagement activities](#) was used to shape the content of this website so as to help our stakeholders gain a better understanding with regard to Mazda's sustainability policies and initiatives.

Positioning of Mazda's Sustainability Website



Referenced Guidelines

- GRI Sustainability Reporting Standards
- Japanese Ministry of the Environment's Environmental Accounting Guidelines (2005 Edition)
- Japanese Ministry of the Environment's Environmental Reporting Guidelines (2018 Edition)
- ISO 26000

Reporting Period

The sustainability website focuses on reporting activities from FY March 2025 (April 1, 2024–March 31, 2025), but also includes information on activities before and after this period.

Scope of Reporting

The entire Mazda Group, including Mazda Motor Corporation and Group companies, is covered by the sustainability website. (When a reporting item is not applicable to the entire Mazda Group, specific notification of the organizations applicable is provided.)

Disclaimer

The sustainability website includes future projections pertaining to the operating environment, business plans, and other factors in addition to actual past and present facts related to Mazda Motor Corporation and Group companies. Such forward-looking statements are predictions based on information or assumptions available at the time of edit, and may differ from future results due to changes in circumstances.



CEO MESSAGE

Creating the Joy of Living with a Joy of Driving that is Matched to the Times to Contribute to a Sustainable Society

Mazda established a corporate philosophy in 2023 that defined its Purpose as “enrich life-in-motion for those we serve.” To fulfill this purpose, we are practicing brand value management. We are committed to extending the value of creating moving experiences through the joy of driving to create the joy of living. We thereby aim to help enrich people’s lives and contribute to the realization of a sustainable society.

To support the execution of its corporate philosophy, Mazda established the 2030 Vision, which describes its goal for the Company in 2030 as “To be a car-loving company that creates moving experiences through the ‘joy of driving.’” We are also implementing the Management Policy up to 2030 for this purpose. In addition, we revised our Companywide sustainability promotion systems in FY March 2025 to better facilitate initiatives for contributing to the realization of a sustainable society.

Environmental

The Company has declared its intent to endeavor to achieve carbon neutrality across its supply chain by 2050, and we are working to achieve carbon neutrality at Mazda factories around the globe by 2035. Based on our outlooks for procurement of alternative fuels and for technological progress, in September 2025 we updated our road map for domestic factories and offices and our interim target for FY March 2031 to allow for more steadfast and flexible responses.

In its initiatives to promote electrification, Mazda has defined the period leading up to 2030 as the dawn of electrification, and we are systematically moving forward with a three-phased transition to electrification based on this positioning. For this period, we have formulated our Multi-Solution Strategy for technology development, which prescribes flexible responses based on customer values and regional characteristics. This strategy has been deemed effective for reducing total CO₂ emissions by helping as many customers as possible embrace low-emissions solutions through the provision of diverse solutions based on the energy sources and regulations of the regions we serve. We are seeing global revisions to the timetable for the transition to electrified vehicles, and Mazda's strategies and approach are beginning to produce results against this backdrop. Through flexible revisions to its approach based on changes in the market, Mazda seeks to enhance both brand value and corporate value. We are also moving forward with research on and the verification of CO₂ capture technologies as well as technologies for the production of carbon-neutral fuel from microalgae. These technologies are part of our vision for a future in which automobiles reduce the amount of CO₂ in the atmosphere the more they drive.

Social

The realization of an automotive society that offers safety and peace of mind is an incredibly important task. Recognizing this fact, Mazda will continue developing technologies and collaborating with communities and the greater society with the goal of achieving zero deaths resulting from its new vehicles by 2040, in terms of what Mazda can achieve through automotive technologies. To this end, we continue to develop sophisticated driving support technologies based on our human-centric research and to expand our lineup of products equipped with various advanced safety technologies such as our Driver Emergency Assist system.

People, meanwhile, are Mazda's most important form of capital, and the sum of employees skills and growth is also the source of the Company's growth. Truly, our people are an indispensable resource for surmounting the massive changes being seen in the operating environment. At the moment, we are endeavoring to encourage employees to act based on greater consideration for the feelings of others while respecting the growth and diversity of all employees. Moreover, we launched the Blueprint organizational culture reform initiatives in 2023 and then extended the application of this program to all employees in spring 2025. As one part of this program, I take part in forums for direct discussion with employees. These forums serve as an opportunity for frank discussion on topics such as the conditions facing Mazda and the direction we should take going forward. As such, I believe they are a valuable tool for fostering an organizational culture in which everyone at Mazda is united in our pursuit of ongoing business growth. Through this program, we aim to develop a workplace environment that is home to a culture of supporting the front lines and that allows for the exercise of creativity.

To guide our human rights initiatives, we established the Mazda Human Rights Policy and organized an internal human rights due diligence project team in 2023. Furthermore, a human rights impact assessment was carried out in FY March 2025 along with a survey to identify the human rights issues that the Mazda Group needs to prioritize. Additional investigations will be conducted going forward to verify the status and results of initiatives for addressing these issues. In this manner, we are working with business partners to bolster our frameworks for ensuring that human rights due diligence is practiced across the supply chain.

Governance

In order to respond to the current times of great change, where both risks and opportunities are emerging, we introduced a new team management approach and chief officer system in FY March 2024. These frameworks are anticipated to help management be more attentive to the front lines while incorporating input from customers in order to accelerate operations through swift and flexible responses to such input. We also revised officer remuneration systems in FY March 2025 to drive changes in management's perspectives and actions as part of our brand value management efforts. Specifically, we have defined evaluation indicators for performance-based remuneration that include return on equity and greenhouse gas emissions reductions amounts as well as indicators related to employee engagement and customer-oriented mindsets. The new systems are expected to contribute to medium- to long-term improvements in corporate value through higher shareholder value, increased employee engagement, greater emphasis on the customer, and stronger action to address social issues.

Mazda is a company that is dedicated to providing the joy of driving and creating the joy of living by adapting its technological innovation and business operation activities to match the times. We thereby aim to contribute to the realization of a sustainable society. With our human-centered focus, we will unite our diverse technologies with the knowledge and passion of our various co-creation partners in order to contribute to the realization of a carbon-neutral society where everyone feels safe and has peace of mind. In doing so, we aim to bring emotion in motion and excitement to everyday life, sharing happiness with family, friends, and those around us.



Masahiro Moro
Representative Director, President and CEO
Mazda Motor Corporation

CHAPTER

1

SUSTAINABILITY

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APPROACH TO SUSTAINABILITY

Mazda promotes sustainability initiatives through business activities conducted in line with its Basic Policy on Sustainability.

Basic Policy on Sustainability

While striving to sincerely meet the requests and expectations of all stakeholders under its [corporate philosophy](#), Mazda aims for sustainable growth as a company through its global business activities. The Company is determined to contribute to the sustainable development of society through efforts to resolve various social issues by making the most of its strengths.



Earth

Through environmental conservation initiatives, we aim to prevent global warming, realize a sound material-cycle society, and create a sustainable future in which people and vehicles coexist with a bountiful, beautiful earth.



People

Respecting diverse talents and values, Mazda understands that individuals working together each play an active role in their own way. This leads to innovation in products and services that offer true Joy of Driving and emotional enrichment to our customers.



Society

We will realize vehicles and a society where all people, wherever they live, can enjoy unrestricted mobility that offers safety and security and contributes to enriching lives and the sustainable development of local communities.



Management

While working to build a good relationship with all stakeholders, we will continue our efforts to enhance corporate governance by ensuring compliance and making fair, transparent, prompt, and decisive decisions.

(Established in December 2021)

Sustainability Promotion Framework

Sustainability issues have been a topic of discussion at meetings of Mazda's Board of Directors since FY March 2016. However, recognizing that more effective sustainability promotion frameworks were necessary to respond to the recent rise in interest pertaining to environmental, social, and governance (ESG) issues, Mazda revised its Companywide promotion framework in FY March 2025. This revision entailed reorganizing and renaming the former CSR Management Strategy Committee to create the Sustainability Committee. Under this committee, we established the Mirai (Future) Subcommittee for discussing future issues and the Issue Response Subcommittee for discussing urgent issues. This framework better equips the Company to address short-term, medium-term, and long-term issues and to develop more effective processes and systems for responding to urgent issues. Group companies, internal departments, and committees coordinate and carry out their duties in accordance with the initiatives, policies, and guidelines formulated by the Sustainability Committee.

Sustainability Committee

The Sustainability Committee discusses directives for sustainability initiatives from short-term, medium-term, and long-term perspectives based on changes in global social trends.

- Chair: Executive in charge of sustainability
- Frequency: Regularly
- Members: Members of the Executive Committee Meeting

Note: Frequency and members vary based on discussion agenda.

The following two subcommittees have been established for discussions based on certain agenda items.

- Mirai Subcommittee: Investigation of potential risks and opportunities from a medium- to long-term perspective and discussion of Groupwide sustainability directives to support the sustainability of the Group
- Issue Response Subcommittee: Discussion of policies for addressing urgent sustainability issues based on social expectations and international sustainability regulation trends

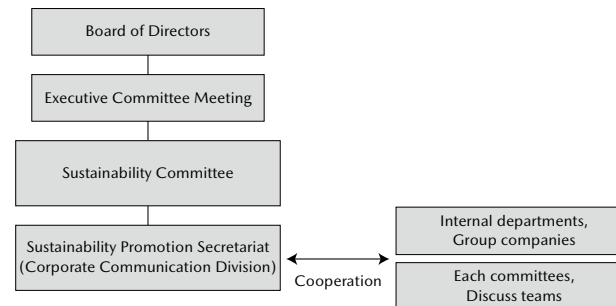
Discussions by the Mirai Subcommittee

In February 2025, the Mirai Subcommittee began arranging discussions of issues from a diverse range of perspectives among 15 members, including talented individuals from various internal departments. These members are charting a course for Mazda's sustainability initiatives based on a vision for society in 2040, and consideration for scenario projections and the risks and opportunities that may emerge for the Group. Suggestions are made to senior management in accordance with the results of these discussions.



CEO Moro and members of the Mirai Subcommittee

Overview of Sustainability Promotion Framework



Major Sustainability Promotion Framework Reforms and Initiatives

FY March 2005	• Start of Companywide CSR initiatives • Establishment of CSR Committee
FY March 2008	• Establishment of dedicated CSR Promotion Department
FY March 2009	• Integration of CSR initiatives and management • Reorganization of CSR Committee to form CSR Management Strategy Committee
FY March 2010	• Establishment of dedicated CSR & Environment Department
FY March 2013	• Formulation of CSR targets • Start of implementation of PDCA cycle to promote CSR initiatives based on ISO 26000
FY March 2014	• Commencement of studies to review and identify key CSR issues (materiality)
FY March 2015 - FY March 2016	• Disclosure of materiality review and identification process
FY March 2017	• Disclosure of results of materiality review and identified items
FY March 2018 - FY March 2021	• Ongoing implementation of materiality review and identification process
FY March 2022	• Completion of materiality review and identification process • Identification of social issues that Mazda should resolve through its business and clarification of relationship between these issues and United Nations Sustainable Development Goals • Formulation of Basic Policy on Sustainability
FY March 2023	• Revision of materiality
FY March 2024	• Revision of sustainability promotion framework
FY March 2025	• Reorganization and renaming of CSR Management Strategy Committee to create Sustainability Committee and establishment of Mirai Subcommittee and Issue Response Subcommittee under committee

Promotion of Sustainability Across the Entire Value Chain

In cooperation with suppliers and dealerships, Mazda has established a system for promoting sustainability initiatives across the entire value chain. The Company places emphasis on engagement with stakeholders to ensure that its sustainability initiatives not only comply with international rules as well as the laws and regulations of the relevant countries and regions but also respect local history, culture, and customs.

Research and development



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

Purchasing



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

Manufacturing



Pursuit of high-level manufacturing in countries such as Japan, Thailand, China, Mexico and the United States

Logistics



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

Sales and services



Provision of vehicles and services to customers in a range of countries and regions

Recycling end-of-life vehicles



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

MATERIALITY

Identification and Review of Materiality Themes

Based on the opinions of experts and various other external stakeholders as well as opinions from both management and relevant divisions, we identified the social issues that the Mazda Group should address, which were compiled and disclosed as key issues (materiality) in July 2016. Amid the growing worldwide interest in environmental, social, and governance (ESG) issues seen in the subsequent years, expectations from stakeholders became more specific and the social environment affecting the Mazda Group underwent some changes. In response to these changes, the Company commenced a review of its materiality themes in FY March 2018. Through this review, in 2021 we identified the social issues that the Mazda Group should address through its business and clarified and disclosed the relationship between these issues and the Sustainable Development Goals (SDGs) and targets adopted by the United Nations. Then, in response to the updates to the medium-term management plan and Management Policy up to 2030 announced in November 2022, Mazda once again reviewed its materiality theme.

In addition, we have updated the targets for directly operated factories and offices in Japan for FY March 2031 contained in our targets related to the materiality theme of endeavoring toward carbon neutrality by 2050.

Materiality Review and Identification Process

In reviewing its materiality themes, Mazda took into account two perspectives. The first was the perspective of stakeholders in reference to the SDGs adopted by the United Nations and the details of surveys conducted by global ESG rating organizations. The second perspective was the importance to the Mazda Group in relation to, for instance, business initiatives for enacting the Management Policy up to 2030.

Step 1: Selection of social issues

To select social issues from the stakeholders' perspective, Mazda analyzed and clarified what investors and the global society expect of the Company from the details of surveys conducted by global ESG rating organizations. As for the importance to the Mazda Group, specific issues described in the [Management Policy up to 2030](#), "[Sustainable Zoom-Zoom 2030](#)", and the [Company's securities report](#) were analyzed when selecting social issues.

Step 2: Evaluation of impact and prioritization of social issues

Mazda identified potential priority issues to be tackled by evaluating the social issues selected in Step 1 according to two axes: Impact on stakeholders*¹ and impact on the Mazda Group.*² The Company also clarified the themes to be addressed from a long-term viewpoint by correlating these themes with the 169 targets of the SDGs.

Step 3: Validation

To validate the priorities of themes identified in Step 2, discussions were held with management to reach a consensus regarding the priorities.

Step 4: Disclosure of materiality themes

A specific action plan is currently being prepared to ensure steady implementation of the materiality themes identified in Steps 1-3 and follow up on the progress. The materiality themes that Mazda recently identified and an action plan that will be formulated henceforth will be disclosed to stakeholders. By periodically evaluating and revising the materiality themes and plan, Mazda will implement a plan-do-check-act (PDCA) cycle.

*1 Expectations for the Mazda Group and the automotive industry

*2 Risks and opportunities for the Mazda Group

Eight Materiality Themes and Related Initiatives

Eight materiality themes	Social issues(Relevant keywords)	Initiatives, targets, and related statistics	Relevant SDG goals
Earth	Endeavoring toward carbon neutrality by 2050	Climate change issues (Carbon neutrality) [Initiatives] - Efforts to reduce CO₂ emissions over a vehicle's entire life cycle from the perspective of well-to-wheel and life cycle assessment - Accumulation of technological assets in line with Mazda's Building Block concept and utilization of these assets in highly efficient manufacturing - Initiatives for achieving carbon neutrality at Mazda's global factories by 2035 based on the three pillars of energy conservation, shift to renewable energy, and introduction of carbon-neutral fuels (Climate Change) [Targets] - Achieve carbon neutrality across the entire supply chain by 2050 - Achieve carbon neutrality at Mazda's global factories by 2035 - Achieve 46% or more decrease in CO₂ emissions at factories and offices in Japan*¹ by FY March 2031 in comparison to the level in FY March 2014 (revised from prior target to align with Japanese national target) [Statistics from FY March 2025] - Total Scope 1, Scope 2, and Scope 3 greenhouse gas emissions of 62,978,000 t-CO₂e*² - Total Scope 1 and Scope 2 greenhouse gas emissions of 649,000 t-CO₂e (24% reduction in comparison to FY March 2014)*¹	
	Promoting resource circulation	Increase in demand for resources and rising amount of waste Water resources issues (Circular economy) [Initiatives] - Increase in the recyclability of new vehicles - Initiatives to promote the 3Rs (reduce, reuse, and recycle) at plants and global efforts toward achieving zero emissions and expanding resource recycling (Resource Circulation) [Targets] - Resource recycling for materials: Achieve zero emissions in manufacturing and logistics processes on a global basis by 2030 - Resource recycling for water: Implement an optimal approach to water resources recycling and circulation at model plants*³ in Japan by 2030 [Statistics from FY March 2025] - Resource recycling for materials*⁴: CO₂ emissions from logistics processes of 59,600 t-CO₂e - Resource recycling for water*⁵: Water intake of 5,869 m³ (reduction of 37% in comparison to FY March 2014)	
	Uplifting the mind and body	Changes in values regarding mental and social health [Initiatives] - Creation of moving experiences in driving and mobility through a human-centered approach - Evolution of Mazda's <i>KODO</i> design approach - Enhancement of joy of driving (Efforts for Uplifting Customers' Minds and Bodies)	
People	Strengthening human capital	Decline in the labor force Globalization of the market and diversification of customer needs (Diversity, equity, and inclusion) [Initiatives] - Cultivation of organizational culture encouraging action based on the customer's perspective - Promotion of respect for diversity and success of diverse human resources (Human Capital) [Targets] - Number of female managers*⁴: 80 in FY March 2025, 100 in FY March 2026, and 110 in FY March 2027 - Ratio of applicable male employees taking child-rearing leave (including post-childbirth paternity leave)*⁴: 60% in FY March 2025, 70% in FY March 2026, and 75% in FY March 2027 [Statistics from FY March 2025] - Number of female managers (middle manager or above) of 87*⁴ - Ratio of applicable male employees taking child-rearing leave (including post-childbirth paternity leave) of 60%*⁴	

*¹ Sites including Mazda's Head Office and Hiroshima Plant (Aki-gun and Hiroshima City in Hiroshima Prefecture), Hofu Plant (Hofu City, Yamaguchi Prefecture), and Miyoshi Plant (Miyoshi City, Hiroshima Prefecture)*² Scope 1 and Scope 2 figures are for Mazda Motor Corporation, 20 domestic consolidated subsidiaries, 10 domestic equity-method affiliates, 24 overseas consolidated subsidiaries, and four overseas equity-method affiliates. Scope 3 figures are for applicable consolidated subsidiaries and equity-method affiliates.*³ Model plants are pilot plants where new measures are tested ahead of implementation at other facilities.*⁴ Figures are for Mazda Motor Corporation (non-consolidated basis).*⁵ Figures are for Mazda Motor Corporation, 20 domestic consolidated subsidiaries, and 10 domestic equity-method affiliates.

Eight Materiality Themes and Related Initiatives

Eight materiality themes		Social issues(Relevant keywords)	Initiatives, targets, and related statistics	Relevant SDG goals
Society	Realizing an automotive society that offers safety and peace of mind	Fatal road traffic accidents	【Initiatives】 - Promotion of technology development based on Mazda Proactive Safety original safety concept (Realization of an Automotive Society that Offers Safety and Peace of Mind) 【Targets】 - Reduce deaths caused by new Mazda vehicles to zero through automotive technologies by 2040	
	Creating a system that enriches people's lives	Declining population, falling birthrate and aging society, and concentration of population in urban centers Traffic jams and congestion in urban areas and expansion of rural areas where no public transportation is available (MaaS)	【Initiatives】 - Build a model for social contribution that will enrich lives by offering safe, secure, and unrestricted mobility to people everywhere - Testing of a shared mobility service leveraging mobility technologies (Creation of Frameworks for Enriching People's Lives)	
Common to Earth, People, and Society	Improving quality	Quality issues	【Initiatives】 - Promotion of consistent quality in all stages, from planning to production - Early detection and early solution of market problems - Building of special bonds with customers (Quality)	
	Exploring partnerships for co-creation with others	Once-in-a-century transformation (CASE technologies)	【Initiatives】 - Inter-company collaboration: Promotion of coordination for enhancing technological capabilities and generating synergies - Industry-academia-government collaboration: Contribution to communities by developing new creative technologies and fostering human resources capable of bringing about innovation through collaboration with local companies, universities, and government agencies (Open Innovation (Exploration of Partnerships for Co-Creation with Others))	 

INITIATIVES TO ADDRESS ISSUES RELATED TO THE EARTH: ENDEAVORING TOWARD CARBON NEUTRALITY BY 2050

Sustainable Development Goals



Relevant SDGs Targets

- 3.9 Reduce illnesses and death from hazardous chemicals and pollution.
- 7.2 Increase global percentage of renewable energy.
- 7.3 Double the improvement in energy efficiency.
- 7.a Enhance international cooperation to facilitate access to clean energy research and technology, and promote investment in clean energy technology.
- 9.4 Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes.
- 11.6 Reduce environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.
- 13.2 Integrate climate change measures into national policies, strategies, and planning.

Social Issues

The average global temperature has already risen by about 1.1°C from preindustrial levels. The Special Report on Global Warming of 1.5°C published by the Intergovernmental Panel on Climate Change (IPCC) states that if global warming continues to increase at the current rate and the rise in temperature far exceeds 1.5°C, there will be a significant impact on nature and our activities. This report also points out the need to achieve zero total global carbon emissions by around 2050 in order to limit the temperature rise to 1.5°C. In response to this forecast, more than 150 countries and regions* have declared their intention to achieve carbon neutrality by 2050 or other defined years, with nations around the globe stepping up their measures to implement carbon pricing and other mechanisms and invest in the development of energy technologies. As for the automotive industry, initiatives are being accelerated to change energy and industrial structures, promote decarbonization throughout the supply chain based on life cycle assessment, and encourage the effective use of carbon-free and low-carbon technologies to reduce greenhouse gas emissions.

* For more information, please refer to [FY2022 Annual Report on Energy \(Japan's Energy White Paper 2023\)](#) (external link, in Japanese only)

Reasons for Addressing Social Issues

By around 2030, Mazda predicts that the fuel economy of vehicles as a whole will be further improved through the combination of highly efficient combustion engines, electric device technologies, high-efficiency transmission systems, and reduced vehicle weight. The Company also foresees technological innovation accelerating in response to fuel diversification. In addition, electric vehicles will be selected more often in regions where electricity can be generated with renewable energy or other cleaner sources. The entire transport sector is responsible for approximately 20% of Japan's total CO₂ emissions, with the automotive industry accounting for about 90% of CO₂ emissions from the sector. The Company understands that, as a member of the automotive industry, it has a duty to reduce CO₂ emissions with the aim of curbing global warming. In order to preserve our beautiful earth for future generations, we will advance initiatives for contributing to the realization of a sustainable mobility society.

Examples of Initiatives

[Climate Change \(Endeavoring Toward Carbon Neutrality by 2050\)](#)

INITIATIVES TO ADDRESS ISSUES RELATED TO THE EARTH: PROMOTING RESOURCE CIRCULATION

Sustainable Development Goals



Relevant SDGs Targets

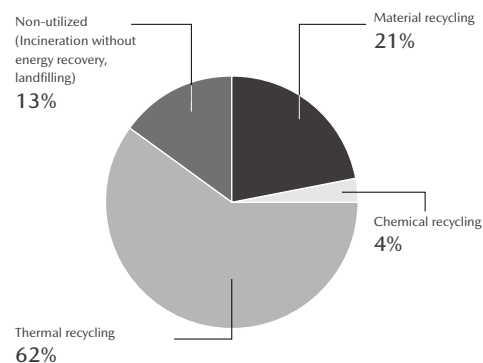
- 6.3 Improve water quality through various measures.
- 9.4 Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes.
- 12.4 Achieve the environmentally sound management of chemicals and all wastes, and significantly reduce their release in the air, water, and soil.
- 12.5 Substantially reduce waste generation.

Social Issues

Resource Circulation (Materials)

In conjunction with global population growth, the international community is facing challenges due to an increase in demand for resources and ever more serious environmental issues, including the rising amount of waste. To address these challenges, it is necessary to promote the 3Rs (reduce, reuse, and recycle) across all economic activities and to transition to a circular economy over the medium to long term. A circular economy involves generating new value while reducing resource inputs and consumption and making effective use of resource stocks. Plastic recycling is indispensable in achieving a circular economy. In Japan, currently an estimated 60% of plastic waste goes through thermal recycling, which involves combusting waste in incinerators to produce energy. In Western countries, however, combustion generally is not considered a form of recycling. Also, a minute amount of dioxin is generated during the process of combustion. For these reasons, there is a call for companies to contribute to the circular use of resources (material recycling and chemical recycling) or to use biomass plastics.

Breakdown of Plastic Waste Recycling by Method (Japan)



The above pie chart was created by Mazda, based on "An Introduction to Plastic Recycling 2023" published by the Plastic Waste Management Institute.

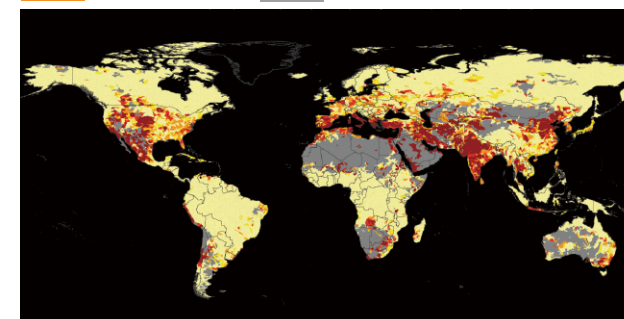
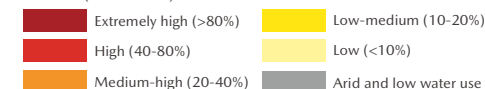
Resource Circulation (Water)

Of the total volume of water existing on the earth, only 0.01% is usable by humans. This small amount of water is not evenly distributed around the world, resulting in a number of countries and regions facing high water stress.* If the earth's temperature continues to increase due to climate change in the future, the sea levels will rise owing to the thermal expansion of the oceans and melting ice caps. Such a situation could result in rivers being contaminated with salt water, a rise in groundwater levels, or other disasters with the potential to reduce the amount of fresh water available to humans. Meanwhile, United Nations World Water Development Report 2023 states that global water use volumes have risen by around 1% each year over the past 40 years, and this pace of increase is expected to continue until 2050 as a result of factors such as population growth and social and economic development. In light of this situation, companies must address the issues regarding global water resources in order to conduct sustainable business activities.

* Degree of stress in the water supply-demand balance

Water Stress Levels Around the World

Baseline (water stress)



Source: "25% of the global population faces extremely high water stress each year," World Resources Institute (External link)

Reasons for Addressing Social Issues

Mazda forecasts progress in various initiatives aimed at realizing a recycling-oriented society from the perspective of natural capital to be seen around 2030. This progress will be achieved by using resources without any losses; promoting the 3Rs to encourage the reuse of water, plastic, and other resources; and establishing circular economies and other resource circulation systems. Meanwhile, a significant reduction in energy and resource losses can be expected as a result of efforts to make processes more energy and resource efficient across the vehicle manufacturing supply chain. Dramatic progress will also likely be made in recycling and waste reduction initiatives through the promotion of the 3Rs and the transition to a circular economy. Aiming to become a company that can coexist in harmony with the earth, Mazda will continue to implement exhaustive recycling and waste reduction initiatives.

Examples of Initiatives

[Resource Circulation](#)

INITIATIVES TO ADDRESS ISSUES RELATED TO PEOPLE: UPLIFTING THE MIND AND BODY

Sustainable Development Goals



Relevant SDGs Targets

- 3 Ensure healthy lives and promote well-being for all at all ages.
- 9.1 Develop sustainable and resilient infrastructure to support economic development and human well-being.

Social Issues

The preamble to the Constitution of the World Health Organization (WHO) explains that "Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity." Here, health is expressed with the word "well-being." In addition, respondents' emotional experiences were used as one of the key measurement indicators in a survey of more than 140 countries and regions conducted by a U.S. company. The survey results revealed that during the period from 2006 to 2022, Positive Experience Index scores (feeling well-rested, feeling treated with respect, laughing and smiling, enjoyment, and learning or doing something interesting) stayed about the same, whereas Negative Experience Index scores (physical pain, worry, sadness, stress, and anger) have shown an adverse trend since 2015. Presumably, increasing the opportunities for positive experiences will lead to improvement in people's emotional health in the future. Meanwhile, the industrial sector—the information technology industry in particular—has begun to see some companies incorporating the perspective of well-being, which encompasses not only physical health but also mental and social health, into the process of product and technology development.

Reasons for Addressing Social Issues

Mazda predicts that, by around 2030, while people will benefit from the economic affluence achieved by mechanization and automation, they will be less associated with society due to weakening real-world human connections, with reduced opportunities to live spiritually rich lives, realize a society where all people harmoniously coexist, and feel the pleasure of ownership. Furthermore, people may be subject to high stress caused by the vulnerability of the social systems, which will have been optimized to seek higher efficiency. Given these circumstances, the value of vehicles is expected to become more diversified, leading people to select vehicles according to their own desired purpose, which could include driving supported by vehicle-infrastructure cooperative systems, enjoying driving, or feeling the joy of ownership. The Company aims to deliver empowering experiences and to help uplift people's minds and bodies through vehicles that provide the joy of driving.

Examples of Initiatives

[Efforts for Uplifting Customers' Minds and Bodies](#)

INITIATIVES TO ADDRESS ISSUES RELATED TO PEOPLE: STRENGTHENING HUMAN CAPITAL

Sustainable Development Goals



Relevant SDGs Targets

- 5.1 End all forms of discrimination against all women and girls everywhere.
- 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.
- 8.4 Decouple economic growth from environmental degradation in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production.
- 8.5 Achieve full and productive employment and decent work for all women and men, and achieve equal pay for work of equal value.

Social Issues

In Japan, the workforce continues to shrink, making recruiting human resources increasingly challenging, and competition for human resources with digital skills is intensifying as a result. The way people think about work is also changing. It is therefore necessary to promote measures to retain employees, such as introducing new workstyles unbound by prior conventions and offering opportunities to work globally.

Reasons for Addressing Social Issues

Mazda seeks to ensure the sustainability of society as well as of companies. Our ability to contribute to tackling environmental and social issues and create unique value is fueled by the power of the people who work for the Mazda Group. The Company recognizes that people are its most important resource and aims to be a company staffed by people who are uplifted by work. Mazda respects the diversity of its employees from various backgrounds with respect to their race, nationality, faith, gender, social status, family origin, age, mental or physical disability, sexual orientation, and gender identity. By pursuing a comfortable and rewarding work environment in response to changes in the workforce workstyles, the Company aims to be an attractive company where everyone can work with pride and energy.

Examples of Initiatives

[Human Capital](#)

INITIATIVES TO ADDRESS ISSUES RELATED TO SOCIETY: REALIZING AN AUTOMOTIVE SOCIETY THAT OFFERS SAFETY AND PEACE OF MIND

Sustainable Development Goals



Relevant SDGs Targets

- 3.6 Halve the number of global deaths and injuries from road traffic accidents.

Social Issues

Data from 2021 indicates that approximately 1.2 million people are killed in traffic accidents around the world each year.* Accordingly, reducing traffic accidents is a pressing global task. In 2020, the United Nations unveiled its Global Plan for the Decade of Action for Road Safety 2021-2030 and declared its goal of reducing road deaths and injuries by at least 50% by 2030. Against this backdrop, the automotive industry is expected to promote vehicle safety measures with a view to reducing the number of fatal road traffic accidents to zero by ensuring the safety of pedestrians and vehicle occupants, preventing serious accidents, and encouraging the effective and proper use of autonomous driving-related technologies.

* Source: [Global status report on road safety 2023](#), World Health Organization (external link)

Reasons for Addressing Social Issues

Mazda approaches vehicle development with the goal of protecting drivers and vehicle occupants from accidents and of preventing accidents throughout society. By implementing feasible automobile technology safety measures, we aim to achieve zero deaths resulting from new vehicles by 2040. Mazda will continue to evolve its safety technologies and will incorporate these technologies in all vehicles as standard to contribute to the realization of an automotive society that offers safety and peace of mind.

Examples of Initiatives

[Realization of an Automotive Society that Offers Safety and Peace of Mind](#)

INITIATIVES TO ADDRESS ISSUES RELATED TO SOCIETY: CREATING A SYSTEM THAT ENRICHES PEOPLE'S LIVES

Sustainable Development Goals



Relevant SDGs Targets

- 9.1 Develop sustainable and resilient infrastructure to support economic development and human well-being.
- 11.2 Provide access to sustainable transport systems for all, improving road safety.
- 11.6 Reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.
- 11.a Support positive economic, social, and environmental links between urban, peri-urban and rural areas.

Social Issues

According to the Ministry of Internal Affairs and Communications, Japan has been identified as a country with advanced challenges. The country began to experience a declining population, an aging society prompted by a falling birthrate, and increasing concentration of its population in urban centers sooner than other countries, and various issues have been emerging in recent years. In urban areas, daily traffic jams and congestion have caused extended traveling and commuting times and other problems that lead to social losses. Meanwhile, there has been an increase in areas in rural Japan where there is no public transportation due to the reduction or discontinuation of public transportation services such as trains and buses. As a result, freedom of mobility is limited for people who have difficulty using private vehicles as their main means of transport. Mobility as a Service (MaaS)* frameworks are gaining attention as a means of efficiently catering to such mobility needs, which can vary based on the differing characteristics and issues of specific communities. Amid ongoing discussions nationwide about MaaS in Japan, the automotive industry is striving to develop related technologies and establish mobility service frameworks.

* Mobility as a Service: An integrated transport service encompassing search, reservation, payment, and other functions that optimally combines multiple public transportation and other travel services in response to the travel needs of individual community members or travelers on a trip-by-trip basis.

Reasons for Addressing Social Issues

Mazda predicts that, around 2030, against the backdrop of global digitalization and widespread use of work efficiency improvement tools, the automotive industry will seek to increase convenience by linking automobiles and communications systems and continuing to offer various new services, making the selection of which convenience-oriented services to provide a decision of significant value. Metropolitan areas with advanced infrastructure built to accommodate a greater concentration of people should be able to resolve any concerns or inconveniences regarding mobility with little difficulty, thanks to the development of shared services as well as expanded vehicle use and services, which will become comparable to those of public transportation systems. Conversely, depopulated areas in hilly and mountainous regions of Japan will continue to suffer a lack of transportation means due to the discontinuation of public transportation services, making it harder for local residents to get around. This issue will also pertain to regional revitalization, which cannot be achieved by merely providing relevant services alone. The Company will leverage available automobile and mobility technologies to help create communities where local residents help one another and facilitate interpersonal interaction, assisted by drivers from both within and outside these communities.

Examples of Initiatives

[Creation of Frameworks for Enriching People's Lives](#)

Five Types of Communities Identified to Promote Japanese-Style MaaS Frameworks

	(1) Metropolitan area	(2) Metropolitan suburban area	(3) Urban area outside of metropolitan area	(4) Suburb/Depopulated area	(5) Tourist destination
Regional characteristics	- Population size: Large - Population density: High - Transport system: Primarily trains	- Population size: Large - Population density: High - Transport system: Trains/automobiles	- Population size: Medium - Population density: Medium - Transport system: Primarily automobiles	- Population size: Small - Population density: Low - Transport system: Primarily automobiles	- Population size: - - Population density: - - Transport system: -
Regional issues	- Response to diversifying mobility needs - Lack of information about potential demand - Daily traffic jams and congestion	- Lack of first-/last-mile transportation services and connectivity - Focused congestion due to events, weather, etc.	- Reliance on private automobiles - Decrease in convenience and profitability of public transportation - Insufficient transportation for non-automobile owners and elderly people who have relinquished their driver's license	- Reliance on private automobiles - Decline in local transportation - Expansion of areas where no public transportation is available - Increasingly insufficient transportation for non-automobile owners and elderly people who have relinquished their driver's license	- Lack of secondary transportation and need to provide tourism transportation in rural areas - Need to facilitate smooth movement of foreign visitors to Japan, whose numbers have been rapidly increasing - Necessity for finely tuned response to diversifying tourism needs

The above table was created by Mazda based on the ["Outline of the Interim Report from the Roundtable on New Mobility Services for Cities and Rural Areas"](#) of the Ministry of Land, Infrastructure, Transport and Tourism. (external link, in Japanese only)

STAKEHOLDER ENGAGEMENT

Basic Approach

Mazda is promoting brand value management activities with the aim of exercising its corporate philosophy and continuing to grow as a corporate group that earns the trust of all its stakeholders. Brand value management is the philosophy of providing value that resonates with customers and other stakeholders to form emotional bonds that contribute to long-term relationships for driving enhancement of brand value and ultimately corporate value. Guided by its brand value management philosophy, Mazda will continue diligent efforts to enhance its value while also practicing proactive engagement with stakeholders. The information gained through such engagement will be relayed to the respective divisions or reported at meetings attended by officers so that it can be used in planning day-to-day operations and in facilitating improvement activities.

Opportunities for Engagement with Stakeholders and Information Disclosure

To ensure effective communication with stakeholders, the Company has defined major stakeholder groups, clarified its responsibilities and duties in relation to each group, and determined the frequencies of providing opportunities for engagement and information disclosure for each group.

Major Stakeholder Group	Responsibilities and Duties	Major Engagement and Information Disclosure Opportunities (Frequency)
Customers	- Improvement of customer satisfaction - Provision of safe, reliable, and attractive products and services - Appropriate disclosure and explanation of information regarding products, services, and technical terms - Provision of customer support in a timely and appropriate manner - Appropriate management of customer information	- Establishment of call centers (regular) - Mazda official website and social media (regular) - Day-to-day sales activities (regular) - Customer satisfaction surveys (occasional) - Holding of events (occasional) - Interviews with customers (occasional) - Meetings with Mazda vehicle owners (occasional)
Shareholders and other investors Investor Relations	- Timely and appropriate information disclosure - Maximization of corporate value - Respect for voting rights (at the general meeting of shareholders) - Active investor relations (IR) activities	- Website for shareholders and other investors (regular) - Publication of the asset securities report and the semi-annual financial reports (two times a year) - Publication of the summary of financial results (four times a year) - Quarterly presentation of financial results (four times a year) - Presentations and plant tours for investors (occasional) - Ordinary general meetings of shareholders (once a year) - Publication of corporate governance report (occasional) - Publication of integrated report (once a year)
Business partners • Suppliers • Domestic and overseas dealerships	- Fair and equitable transactions - Open and transparent business opportunities - Support and requests for collaboration in promoting sustainability - Appropriate disclosure and sharing of information	- Hotlines linking Mazda with dealerships (regular) - Conferences with representatives of dealerships (once a year) - Commendation of outstanding suppliers (once a year) - Commendation of outstanding dealerships (once a year) - Day-to-day purchasing activities (regular) - Conferences with supplier executive officers (once a year) - Supplier communication meetings (once a month) - Supplier meetings (once a year) - Production trend briefing meetings (once a month)
Employees	- Fostering of understanding and acceptance of corporate philosophy - Respect for human rights - Mutual understanding and trust between labor and management - Promotion of diversity - Provision of safe and comfortable workplace environments - Promotion of a healthy work-life balance - Optimal matching of people, work, and treatment - Provision of opportunities for choice and self-actualization	- Blueprint organizational culture reform initiatives (occasional) - Connection Salon events for cross-division and cross-rank networking (once a month) - Lectures (occasional) - Opportunities for two-way communication with the CEO (occasional) - Internal communication sites for employees (regular) - Labor-Management Council (three times a year) - Global Employee Engagement Survey (twice a year) 360-degree evaluations of management (twice a year) - Career meetings for discussing growth and contributions with supervisors (four times a year) - Open application systems and internal career consulting programs (occasional) - Group and optional training (occasional)
Global society and local communities • Community members • Government and administrative agencies • NGOs and NPOs • Experts and specialists • Educational institutions	- Respect for local cultures and customs - Prevention of workplace accidents and disasters - Activities for contributing to local communities (including cooperative work) - Disaster-relief activities in regions in which Mazda does business - Compliance with laws and regulations - Payment of taxes - Cooperation with government policies - Cooperative work and support in search of solutions to global social issues - Foundation activities	- Opening to the public of the Mazda Museum and plant tours (regular) - Social contribution activities and participation in and promotion of volunteer activities (occasional) - Communication through economic and industry organizations (occasional) - Interaction/exchange of views and cooperation with local communities (occasional) - Response to hearings, information disclosure, etc. (occasional) - Communication, cooperation, and support through industry-academia-government collaboration (occasional) - Communication through donations, public endorsements, and aid (occasional)
Future generations (environment)	- Consideration for the environment - Response to energy- and global warming-related issues - Resource recycling - Pollution prevention - Environmental management	- Organization and participation in environmental events (occasional) - On-site lectures on the environment (occasional)

Dialogue with Shareholders and Investors

In its pursuit of continued growth and the enhancement of corporate value over the medium to long term, Mazda promotes IR through timely and appropriate disclosure of information to shareholders and investors and through constructive dialogue. The officer who oversees finance will have overall responsibility for dialogue with shareholders under the leadership of the CEO and CFO, and the financial planning department (IR department) will be in charge. To enhance dialogue, they will cooperate with departments in charge, including the Corporate Planning & Development Division, the Corporate Communications Division, and the Corporate Services Division, and create a framework for the proper provision of information.

In addition to general meetings of shareholders, the Company holds quarterly briefings on financial results to explain its business results and other activities. The Company is working to increase opportunities for dialogue in both financial and non-financial areas by holding business briefings for securities analysts, institutional investors, and individual investors. The Company endeavors to disclose information in a timely manner by posting notices of the general meetings of shareholders, financial results information, information on medium-term management plans, securities reports, corporate governance reports, integrated reports, and other information on [the Company website](#). The Company also discloses information on its dialogue with shareholders and investors. Opinions from shareholders and investors are relayed to the Board of Directors or the management team as necessary by the officer who oversees finances. Based on these dialogues and opinions, the Company is expanding information disclosure.

【Statics from FY March 2025】

Events	Number	Main Attendees from Mazda
Financial results briefings	4	Representative Director, President and CEO; Representative Director, Senior Managing Executive Officer and CFO; Senior Managing Executive Officer
Product and technology briefings, plant tours, and test drive events	4	Representative Director, President and CEO; Director, Senior Managing Executive Officer and Chief Technology Officer (CTO); Managing Executive Officer; Executive Officer
Business briefings and small meetings	6	Representative Director, President and CEO; Representative Director, Senior Managing Executive Officer and CFO; Director and Senior Managing Executive Officer and Chief Strategy Officer (CSO); Senior Managing Executive Officer; Executive Officer
Overseas investors visits for dialogue (incl. online meetings)	4	Representative Director, President and CEO; Representative Director, Senior Managing Executive Officer and CFO; Senior Managing Executive Officer
Conferences organized by securities firms	6	Representative Director, Senior Managing Executive Officer and CFO; Senior Managing Executive Officer; Managing Executive Officer
Briefings for individual investors	3	Executive Officer; General Manager of Financial Services Division
Dialogues	Number	Main Attendees from Mazda
Dialogues with investors	250	Representative Director, President and CEO; Representative Director, Senior Managing Executive Officer and CFO; Director and Senior Managing Executive Officer; Senior Managing Executive Officer; Managing Executive Officer; Executive Officer; IR Group
Dialogues with analysts	100	Representative Director, President and CEO; Representative Director, Senior Managing Executive Officer and CFO; Director and Senior Managing Executive Officer; Senior Managing Executive Officer; Managing Executive Officer; Executive Officer; IR Group

Main Themes and Concerns of the Dialogues

Recent financial results	- Details and progress of cost reduction and fixed cost reduction activities - Sales status and profit contribution of new products such as those in the large product group - Demand and sales trends in major markets such as the United States - Impact of and response to U.S. tariff policy / response to environmental regulations
Medium- to long-term strategies	2030 Management Policy Phase 1 achievements and Phase 2 initiatives - Multi-Solution Strategy and Lean Asset Strategy - Profitability of battery EVs and Skyactiv-Z, a new engine under development
ESG	- Roadmap toward carbon neutrality - Initiatives to strengthen human capital and reform the corporate culture - The Board's effectiveness and advice and recommendations from outside directors
Others	- Initiatives to enhance corporate value - Capital strategy and capital allocation - Policy on shareholder returns

Information Exchanges and Communication with Suppliers

Mazda believes that all its suppliers are important business partners, and we therefore proactively offer opportunities for communication with suppliers to ensure that the Company can work in close concert with them in promoting sustainability and risk management initiatives. The Company takes steps to promptly brief suppliers on medium- to long-term business strategies and on matters related to sales and production and arranges opportunities for information exchanges and communication on a regular basis. As part of such efforts, the Company also organizes seminars with the aim of enhancing awareness of sustainability and environmental, social, and governance (ESG) issues. In addition, the Company also maintains close liaisons with supplier-managed purchasing cooperative organizations.*¹ In the constantly changing operating environment, the Company will maintain close communication with all suppliers as it strives to achieve mutual prosperity.

【Statistics from FY March 2025】

- Six information exchange meetings with purchasing cooperative organizations involving a total of 240 companies
- Once monthly information exchange meetings with Toyukai Affiliated Corporation*² (information sharing regarding production trends and sustainability and ESG issues)

*¹ Purchasing cooperative organizations, which include Yokokai and Yoshinkai, are autonomous management organizations comprised of suppliers that have a certain degree of transactions with the Company with the purpose of strengthening relationships between the Company and its suppliers as well as promoting mutual growth and prosperity. The procurement amount from member companies of Yokokai and Yoshinkai accounts for approximately 90% of the Company's total procurement volume.

*² Established in 1952 as a voluntary organization by 20 collaborating companies having trading relationships with Mazda (then Toyo Kogyo Co., Ltd.), Toyukai Affiliated Corporation currently has a membership consisting of 63 companies. While sharing information with one another and with the Company and deepening cross-industrial exchange primarily through various committee activities, these member companies continue constant efforts to hone their skills.

Communication with Dealerships

Mazda works to provide all its dealerships in Japan and overseas with information on medium- and long-term management strategies, products, and services in a timely manner, and also makes proactive efforts to collect information from dealerships.

Opportunities for Communication with Distributors and Dealerships in Japan

Venue	Participants	Frequency	Objectives and Details
Conferences for dealership representatives	Representatives of dealerships and Mazda officers	Once a year	Communication of Mazda policies
Mazda Dealership Association in Japan executive board of directors' meetings	Executive board members and others from Mazda Dealership Association in Japan	Twice a year	Exchange of opinions concerning sales strategies, product planning, used vehicle policies, services, quality concerns, and other topics
Mazda Dealership Association in Japan committees	Committee members from Mazda Dealership Association in Japan and Mazda representatives	As needed	

Opportunities for Communication with Distributors and Dealerships Overseas

	Participants	Frequency	Objectives and Details
Product launch events	Representatives from major overseas bases in the United States, Europe, China, Australia, etc.	Irregular basis	Global sharing of information and exchanging of opinions regarding product launches
Global brand events	Representatives from major bases in the United States, Europe, China, Australia, Japan, etc.	Twice a year	Common understanding and consensus building on brand strategies and sharing of information on initiatives
Distributor events	Representatives from Southeast Asia, Central and South America, Middle East, and Africa regions	Once or twice a year	Explanations and information sharing regarding businesses, product launches, and brand value management

Employee Awareness Raising

Mazda endeavors to raise awareness among all its executive officers and employees to enable them to undertake sustainability initiatives in the course of their daily business activities. The level of sustainability awareness is confirmed through the Global Employee Engagement Survey and training programs instituted by rank, and initiatives are implemented to ensure constant improvement in the sustainability awareness level.

Examples of Awareness-Raising Activities

- Preparation of sustainability website and Mazda Sustainability Report (once a year)
- Implementation of sustainability training programs by rank (occasional)
- Organization of seminars on ESG targeting officers (occasional)

【Statistics from FY March 2025】

- Administration of rank-based training programs to 1,013 employees (non-consolidated basis)

Communication Through Mazda's Sustainability Website

Mazda's sustainability website is compiled in accordance with Global Reporting Initiative (GRI) Reporting Principles for Defining Report Content with the aim of informing stakeholders on Mazda's sustainability initiatives. Opinions regarding the website's content obtained from stakeholders are communicated to executive officers and the employees responsible for their division's contribution to the website, and are utilized for designing the next year's initiatives and for determining the information to be disclosed.

PARTICIPATION IN INITIATIVES AND EXTERNAL EVALUATIONS

as of September 30, 2025

Participation in Initiatives

Initiative / Organization	Details	Logo
United Nations Global Compact	Signatory since June 2018 Mazda will work to uphold the 10 principles of the United Nations Global Compact, which relate to such tasks as protecting human rights, eliminating all forms of inappropriate labor, undertaking environmental initiatives, and working against corruption.	
Task Force on Climate-related Financial Disclosures	Support declared and TCFD Consortium^{*1} joined in May 2019 Since FY March 2021, the Company has been working to enhance the quality and quantity of its information disclosure in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in the four areas of "Governance," "Strategy," "Risk Management," and "Metrics and Targets."^{*2} ^{*1} The TCFD Consortium is an organization established in Japan for the purpose of holding discussions on effective corporate information disclosure related to climate change and efforts for tying disclosed information to appropriate investment decision-making by financial institutes and other entities. ^{*2} Source: https://tcfcd-consortium.jp/en/about	
The Valuable 500	Member since January 2021 The Valuable 500 is an organization through which business leaders promote reforms to draw out the latent value that people with disabilities can offer to businesses, the economy, and the greater society. Mazda joined this organization because we endorse its ideals. We have declared our own commitments to ending disability exclusion and are accelerating initiatives aimed at accomplishing this goal.	

To fulfill its social responsibility, Mazda is actively collaborating with external organizations, including local governments and industrial organizations.

External Recognition

Mazda identifies key external ratings and recognition both from within Japan and overseas. By analyzing the results, the Company evaluates its own initiatives. Mazda continuously makes active efforts to disclose information by responding to the requirement from investors and rating organizations under situation of further closeup of ESG investment which invest to the company with is selected by environment, social, and governance (ESG) viewpoint.

Inclusion in ESG Indices

Index	Details	Logo
FTSE4Good	ESG index developed by the FTSE Russell, a fully-owned by the London Stock Exchange. Mazda selected since March 2011.	 FTSE4Good
ECPI Global Developed ESG Best in Class	ESG index by ECPI (E. Capital Partners Indices), which is an ESG evaluate organization based in Italy and Luxemburg. The index is constituted by companies which received high ESG (Environmental, Social, and Governance) evaluation in globally. Mazda selected since September 2015.	 ECPI
SOMPO Sustainability Index	SOMPO Sustainable Investment was developed by Sompo Asset Management which asset broadly to high evaluated company in ESG. The index is investment product for pension fund and institutional investor. Mazda selected since the index was established in August 2012.	 Sompo Sustainability Index

Inclusion in ESG Indices adopted by GPIF

Index	Details	Logo
FTSE Blossom Japan Index	FTSE Russell evaluates Japanese companies' ESG based on disclosed information, and selects high evaluated companies from each sector. Mazda selected since the index was established in July 2017.	 FTSE Blossom Japan
FTSE Blossom Japan Sector Relative Index	FTSE Russell evaluates Japanese companies' ESG based on disclosed information, and selects high evaluated companies from each sector. Also reflect management stance of the company which have high carbon intensity (GHG exposure per revenue) to their evaluation. Mazda selected since the index was established in March 2022.	 FTSE Blossom Japan Sector Relative Index
MSCI Nihonkabu ESG Select Leaders Index	ESG index developed by MSCI (Morgan Stanley Capital International), which is based in the United States. The index consists of corporations that receive high evaluation in their sector in terms of ESG region. Mazda selected since the index was established in January 2024.	 2024 CONSTITUENT MSCI日本株 ESGセレクト・リーダーズ指数
S&P/JPX Carbon Efficient Index	Carbon performance index which is evaluating Tokyo Stock Price Index (TOPIX) companies' carbon emission disclosure or carbon efficiency. Mazda selected since the index was established in September 2018.	
MSCI Japan Morningstar Japan ex-REIT Gender Diversity Tilt Index	The index is designed to emphasize companies in the Japanese market that have strong gender diversity policies embedded in their corporate culture and that ensure equal opportunities to employees, irrespective of their gender. Mazda selected since the index was established in February 2023.	 Japan ex-REIT Gender Diversity Tilt Index

Major Recognition / Certifications

Recognition / Certifications	Details	Logo
CDP	A not-for-profit charity in the UK that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts. Mazda's score of CDP 2024 was B in the Climate Change and A- in the Water Security.	
Ecovadis	Evaluation organization based in France, which conducts sustainability survey of companies' supply chain. The evaluation covers over 75,000 organizations and companies in 160 countries and 200 industries. Participant companies are provided with sustainability ratings on their performance in four areas: environment, labor and human rights, ethics, and sustainable procurement. Mazda's overall score for 2025 was 51.	—
PRIDE Index	Certification by work with Pride, an organization which supports companies' diversity management related to sexual minorities such as LGBTQ+. Mazda received Gold certification in 2024.	
D&I AWARD	Certification by Job Rainbow, Inc., a company that evaluates corporate diversity and inclusion. Mazda received the highest ranking of Best Workplace in 2024.	
Kurumin	Certification by the Ministry of Health, Labour and Welfare for companies' support for childcare. Mazda received the Kurumin certification in 2007.	

CHAPTER

2

ENVIRONMENT

CONTENTS

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BASIC APPROACH AND FRAMEWORKS

Basic Approach

Philosophy and Policies

Mazda has established the [Mazda Global Environmental Charter](#) as the environmental basic policy for guiding the entire Mazda Group. Based on the environmental philosophy encapsulated by the charter and its five Action Guidelines, the Company integrates consideration for the environment into corporate activities related to products and technologies; manufacturing, logistics, and office operations; and social contributions. We also strive to address various social issues, including those related to climate change and resource recycling, while placing emphasis on collaboration with external organizations and international initiatives.

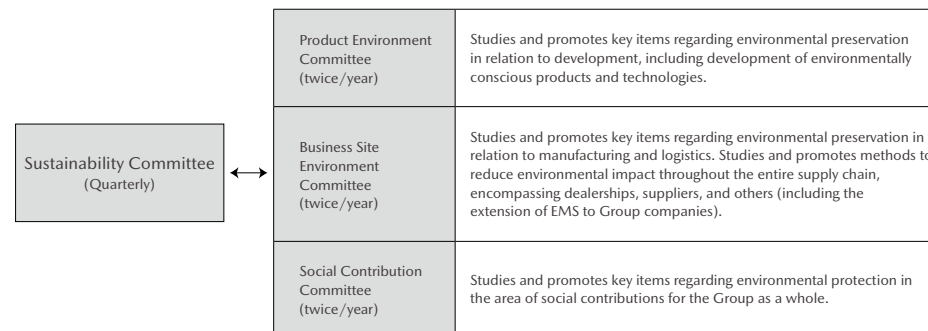
【Related Information (Sustainability Website)】

[Mazda Environmental Policy](#)
[Participation in Initiatives](#)

Frameworks

Mazda has established the Sustainability Committee, which is chaired by the executive in charge of sustainability, as well as the Product Environment Committee, the Business Site Environment Committee, and the Social Contribution Committee, which coordinate with the Sustainability Committee. These committees are responsible for environmental management at the Company and at Group companies. Moreover, Mazda reviews this promotion framework in order to further enhance its initiatives.

Mazda Environmental Promotion Framework



CLIMATE CHANGE (ENDEAVORING TOWARD CARBON NEUTRALITY BY 2050)

Basic Approach

Mazda recognizes the importance of initiatives for reducing CO₂ emissions across the entirety of the vehicle life cycles. For this reason, the Company is adopting a well-to-wheel perspective and a life cycle assessment perspective. In FY March 2019, the Company assessed the CO₂ emissions across the life cycles of internal combustion engine vehicles and electric vehicles (EVs) in five regions around the world. These assessments found that the CO₂ emissions across the life cycles of such vehicles vary depending on regional conditions such as electricity-related circumstances, fuel economy and electric efficiency, and total travel distances. Based on the results of such assessments, the Company is adopting a Multi-Solution Strategy toward achieving fundamental reductions to CO₂ emissions by providing the most ideal option to match the needs of the energy sources, generation methods, and customers found in specific markets. Cross-supply chain efforts will be imperative to accomplishing our objectives, and the Company will thus be working toward these goals with the cooperation of local governments and other industries. Moreover, Mazda is making steady progress in line with its plans in carbon neutrality initiatives that contribute to the reduction of CO₂ emissions and the prevention of global warming in the areas of automobile creation (production), transportation (logistics), use (productions), and return (resource circulation).

Life Cycle Assessments

Life cycle assessments entail calculating and assessing the environmental impact across the entire life cycle of a vehicle, which begins with raw material procurement and goes on to include manufacturing, use, recycling, and ultimately disposal. Mazda began conducting life cycle assessments in 2009 as a way to identify opportunities for reducing environmental impacts across the vehicle life cycle, and the Company is actively working to minimize these impacts at every stage. In addition, the Company carries out objective and reliable evaluations of new technologies that influence the environmental performance of vehicles based on methods that comply with international standards (ISO 14040 and ISO 14044).

Well-to-Wheel

Mazda approaches CO₂ emissions reductions from a well-to-wheel perspective that combines two perspectives. The first is well-to-tank emissions, which refers to emissions over the process of extracting (well) and refining fuel and then putting it in a vehicle's tank. The second is tank-to-wheel emissions, which occur when a vehicle's tank is filled with fuel and used to drive (wheel). Based on this perspective, we aim to reduce exhaust gas and CO₂ emissions from driving as well as greenhouse gas emissions from the series of processes beginning with fuel extraction.

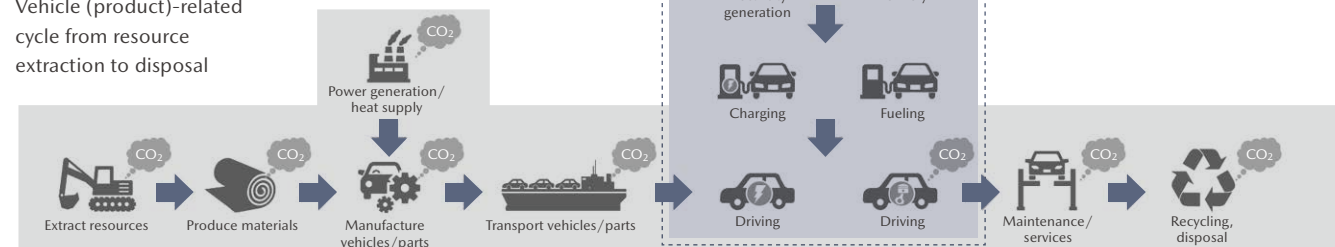
【Related Article (Mazda Mirai Base)】

[What is LCA? Sustainability Management at Mazda - The Road to Carbon Neutrality Episode 2](#)

Mazda's perspective: "Well-to-Wheel" and "LCA"

Life-Cycle

Vehicle (product)-related cycle from resource extraction to disposal



Targets

FY March 2031: Reduction of CO₂ emissions from domestic factories and operating sites

2035: Achieve carbon neutrality at Mazda's global factories

2050: Achieve carbon neutrality across the entire supply chain

As a milestone on its road to achieving carbon neutrality throughout the entire supply chain by 2050, Mazda will endeavor to achieve carbon neutrality at its factories worldwide by 2035.

In September 2025, we updated our road map and medium-term target for achieving carbon neutrality at Mazda plants and operating sites in Japan,^{*1} which account for approximately 75% of our global total CO₂ emissions. This update was meant to facilitate more flexible responses in light of trends in the alternative fuel procurement and technological advancements.

In accordance with this road map, Mazda switched the fuel used to supply the in-house power generation facilities at the Hiroshima Plant, Ujina District from the originally planned coal to ammonia. However, we now plan to transition to a gas cogeneration system^{*2} fueled by city gas produced using liquefied natural gas (LNG), a proven power generation technology, to more steadily pursue decarbonization. This system will allow us to undertake a phased shift toward hydrogen fuel, which is gaining attention as a carbon-neutral form of fuel, with only small-scale equipment renovations. In this manner, we look to promote decarbonization in step with society's future adoption of carbon-neutral fuels. Going forward, we will work to determine ideal specifications for this generation system through co-creation with Kawasaki Heavy Industries, Ltd. in order to achieve high energy efficiency while allowing for optimal energy management to be practiced based on actual factory operating conditions.

In conjunction with the introduction of this system, the coal-fired thermal power generation systems currently in operation at the Hiroshima Plant and the Hofu Plant are schedule to be decommissioned around 2030. This plan will be advanced together with the community as we enlist the support of local power producers HIROSHIMA GAS Co., Ltd. and The Chugoku Electric Power Co., Inc.

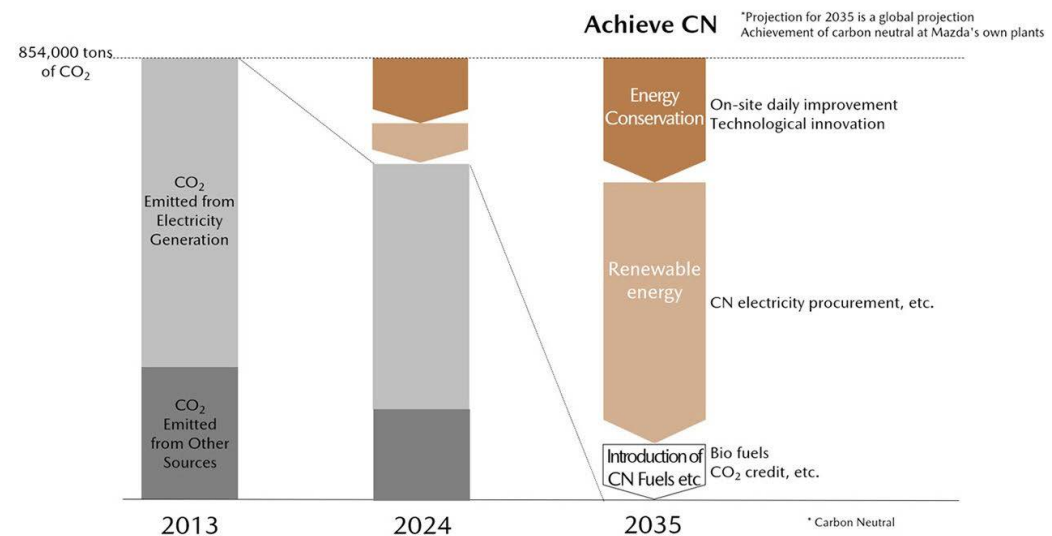
Moreover, the update to the road map entailed reassessing our interim CO₂ emissions reduction target for FY March 2031 and resulted in us announcing a new target of a reduction of 46% or more in comparison to FY March 2014 in line with the Japanese national target. This target replaces the prior target of a 69% reduction from the same year. The new target will guide Mazda's steadfast efforts toward achieving carbon neutrality.

^{*1} Sites including Mazda's Head Office and Hiroshima Plant (Aki-gun and Hiroshima City in Hiroshima Prefecture), Hofu Plant (Hofu City, Yamaguchi Prefecture), and Miyoshi Plant (Miyoshi City, Hiroshima Prefecture)

^{*2} Gas cogeneration systems use primary energy sources (fuel) to power gas turbines and engines in order to continuously generate multiple forms of secondary energy (electricity, steam, etc.).

Creation (Production)

To achieve carbon neutrality at its factories worldwide, Mazda is working together with municipal government agencies and other industries to advance initiatives based on three pillars: energy conservation, shift to renewable energy, and introduction of carbon-neutral fuels. At the same time, we are seeking out the optimal approach toward reducing emissions at overseas factories through initiatives modeled after those implemented in Japan.



Scope: Sites including Mazda's Head Office and Hiroshima Plant (Aki-gun and Hiroshima City in Hiroshima Prefecture), Hofu Plant (Hofu City, Yamaguchi Prefecture), and Miyoshi Plant (Miyoshi City, Hiroshima Prefecture)

1. Energy Conservation

Mazda is working to achieve Companywide improvements in operational productivity and efficiency while reforming the operating practices for production and infrastructure equipment, heightening efficiency, and promoting technological innovation to conserve energy. These initiatives are shared with business partners so that we can pursue energy conservation together.

【Statistics from FY March 2025】

- Reduction of total CO₂ emissions from domestic and operating sites*¹ of 24% (649,000 t-CO₂)*² compared with FY March 2014
- Reduction of 55.9% in emissions per unit of sales revenue (18.3 t-CO₂ / ¥100 million) compared with FY March 2014

Introduction of Low-CO₂-Emissions Technologies and Energy Conservation Initiatives by Area

Materials	Material weight is reduced by using thinner cast and forged parts, and energy consumption is reduced by shortening forging cycle time and downsizing the capacity of melting and heat treatment equipment.
Processing and assemble	Conventional flexible production lines are being evolved to realize higher-efficiency, mixed-flow production while more efficient manufacturing is pursued by rationalizing, consolidating, and integrating production lines.
Pressing	The amount of scrap generated in manufacturing of press parts is reduced, and parts are retrieved from scrap to reduce the amount of steel sheets used. Meanwhile, a multi-pressing approach involving molding of several parts using a single die has been adopted, resulting in both consolidation of processes and reduction of energy consumption.
Painting	• Introduction at the Hofu Plant No. 2 has been completed for the Aqua-Tech Paint System, a new water-based painting technology developed through the integration of painting functions and highly efficient painting technologies. The Aqua-Tech Paint System has also been introduced at global production sites, resulting in reduced energy use and a substantial reduction of volatile organic compound (VOC) emissions. • Coating apparatuses with higher coating attachment ratios have been introduced at the Ujina Plant No. 1, contributing to reductions in environmental impacts. 1. Paint Use and VOC Emission Reduction During prior painting processes, it was common for a portion of paint to fail to attach to the vehicle body and thus be deflected off. However, the introduction of painting apparatuses with higher paint attachment ratios has made it possible to apply paint while only using the amount necessary to coat the specific area. This has resulted in reductions in paint use as well as VOC emissions. 2. Energy Use Reduction The introduction of painting apparatuses with higher paint attachment ratios has enabled us to lower the wind volume and speed of the fans used to prevent the spread of deflected paint, which in turn has led to a massive reduction in energy use.

Note: Mazda has introduced an internal carbon pricing system (framework for promoting low-carbon investment and policies via use of internally decided carbon pricing) as part of its efforts to prioritize measures that promise major contributions to CO₂ emissions reductions. This system currently uses a price of ¥9,100 per t-CO₂.

*¹ Sites including Mazda's Head Office and Hiroshima Plant (Aki-gun and Hiroshima City in Hiroshima Prefecture), Hofu Plant (Hofu City, Yamaguchi Prefecture), and Miyoshi Plant (Miyoshi City, Hiroshima Prefecture)

*² Market-based: Calculated using emissions factors provided in the Ministry of the Environment's greenhouse gas accounting and reporting system

2. Shift to Renewable Energy

Mazda plans to transition to a gas cogeneration system fueled by city gas produced using LNG for the in-house power generation facilities used at the Hiroshima Plant to facilitate a steady approach toward decarbonization. This system will make enable a phased shift toward hydrogen fuel requiring only small-scale equipment renovations and thereby allow us to pursue decarbonization in conjunction with society's future adoption of carbon-neutral fuels. In addition, the Company intends to decommission the coal-fired thermal power generation systems it is currently using by around 2030. At the same time, we are examining the possibility of expanding solar power use and adopting storage battery systems as we gradually decarbonize together with our partners and with the community.

Expansion of Solar Power Use

Solar panels have been installed at Mazda's Hiroshima Plant, and operation of a solar power generation system was started at these sites in July 2021. Electricity generated by this system is used to charge the batteries of the plug-in hybrid electric vehicles (PHEVs) produced at the plant and for other manufacturing processes

【Statistics from FY March 2025】

Generation of 1,723 MWh of power at Mazda's Head Office and Hiroshima Plant

- A solar power generation system has been installed on the roof of the radio wave experiment building of the Miyoshi Plant. Electricity generated by this system is used to provide power and lighting for the building.

【Statistics from FY March 2025】

Generation of 26 MWh of power at the Miyoshi Plant

- Affiliates have been systematically introducing solar power generation systems and purchasing low-CO₂-emissions electricity. In FY March 2025, a significant increase was seen in the use of electricity generated by solar power generation systems at overseas affiliates.

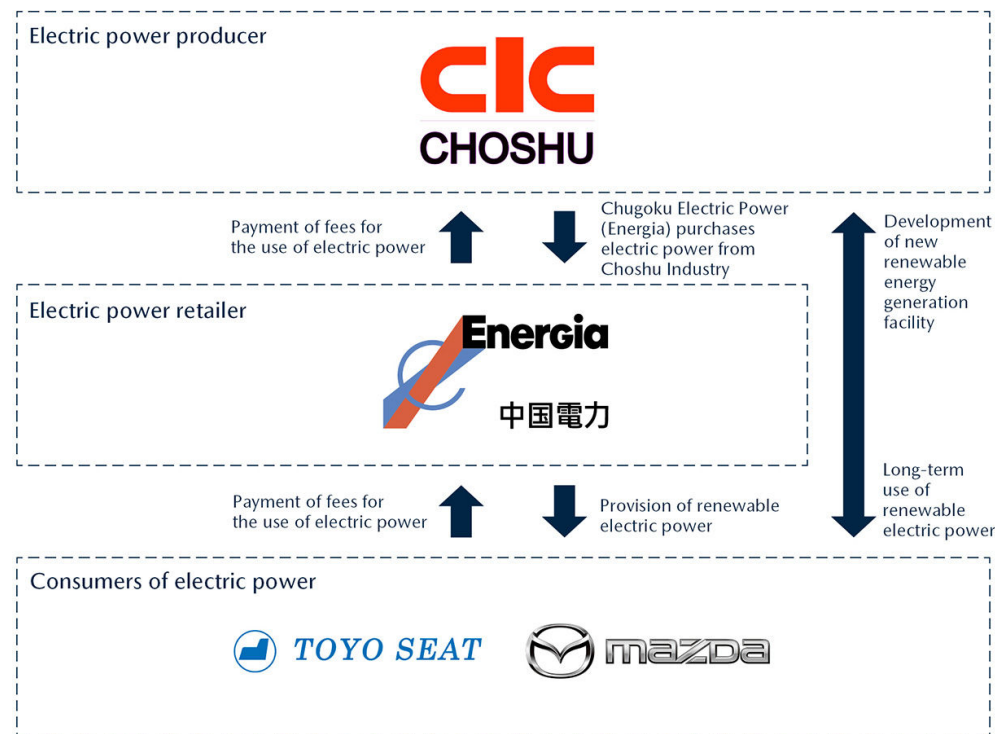
[Environmental data \(Amount of electricity generated from renewable energy\)](#)

【Related Article (Mazda Mirai Base)】

[Generating Clean Energy to Build Mazda's First EV: How a Team Initiative Launched Mazda's Solar Power Project - The Road to Carbon Neutrality Episode 3](#)

Conclusion of Off-Site Corporate PPAs Related to Solar Power Generation

Mazda prioritizes cooperation with local industries when it comes to introducing PPAs in conjunction with new renewable energy development projects. Accordingly, the Company invests in renewable energy generation through an approach that matches the characteristics of the regions in which we position our domestic bases. As Step 1 of this approach, in March 2023 Mazda concluded an off-site corporate PPA^{*1} with Toyo Seat Co., Ltd.; Choshu Industry Co., Ltd.; and The Chugoku Electric Power Co., Ltd. involving solar power generation.^{*2} This was the first instance of an off-site corporate PPA involving coordination among multiple power users in the Chugoku region of Japan. Based on this agreement, new solar power generation systems will be installed on idle land held by Choshu Industry and Mazda in the Chugoku region, for which Choshu Industry will act as the power generation business operator. The electricity generated by these systems will be sold to Chugoku Electric Power, which will then supply this electricity to Toyo Seat and Mazda as renewable energy. In April 2023, Chugoku Electric Power commenced the supply of approximately 4,900 kW of renewable energy generated by solar panels to plants and other places of business belonging to Toyo Seat and Mazda. These arrangements have reduced annual CO₂ emissions by approximately 2,610 tons. Going forward, we will move forward with on-site corporate PPA^{*3} and off-site corporate PPA plans, which call for increased coordination with business partners and other local businesses, as Step 2 of this approach. We will then go on to expand the scope of these efforts as a business advanced together with local industries, which will constitute Step 3.



【Related Article (Mazda Mirai Base)】

[Building a Regional Ecosystem Through Renewable Energy: Mazda's Offsite Corporate PPA Initiative - The Road to Carbon Neutrality Episode 4](#)

^{*1} An off-site corporate PPA is a long-term contract for the purchase of electricity under which a company producing electricity through solar power generation facilities agrees to provide power generated using those facilities to a designated user or users based in a location separate from the solar power generation facilities, supplying that power to them via an electricity transmission network operated by an electricity retailer.

^{*2} In 2022, Japan's Ministry of Economy, Trade and Industry provided subsidies to cover a portion of the expense of installing solar power generation facilities in cases where users of electricity coordinated with an electricity producer to build such facilities. These subsidies were intended to promote such collaboration and to encourage wider adoption of independent initiatives to establish renewable energy sources with the goal of contributing to a reliable, long-term supply-demand balance in energy use during the period up until 2030, thereby supporting the achievement of ambitious targets for the reduction of greenhouse gas emissions. The aforementioned PPA arrangement was applicable under this subsidy program.

^{*3} An on-site corporate PPA is a contract that involves a company installing solar power, wind power, or other renewable energy generation facilities on its premises and directly purchasing electricity generated by those facilities.

Expansion of Carbon-Neutral Electricity Supply and Demand in the Chugoku Region

Mazda believes that coordination with communities as well as with other companies, government agencies, and academic organizations is imperative to the ongoing expansion of renewable energy use. To facilitate such coordination, Mazda joined the Carbon Neutral Electricity Promotion Subcommittee, an expert subcommittee of the Chugoku Region Carbon Neutrality Promotion Council, in 2021. As a member of this subcommittee, the Company has worked with its collaboration partners to formulate a road map to help expand supply and demand for electricity generated from renewable energy sources. Mazda began verification tests aimed at putting this road map into practice in 2023 and is moving toward the implementation stage.

【Related Article (News Release)】

[Start of Activities of Carbon Neutral Electricity Promotion Subcommittee for Chugoku Region \(in Japanese only\)](#) 

Utilization of Automotive Batteries

In August 2025, Toyota Motor Corporation and Mazda commenced a verification test that involves connecting the Sweep Energy Storage System* utilizing Toyota automotive batteries to the internal power systems at Mazda's Hiroshima Plant. This verification test is geared toward contributing to the development of battery ecosystems to support the stable procurement of critical resources and building a resilient supply chain, which is part of the issues that the Japan Automobile Manufacturers Association is addressing across the industry. Moreover, we aim to promote the sustainable reuse of batteries in Japan through this project. In the future, the storage system will be used to regulate power supply and demand from renewable energy, which fluctuates depending on weather and time of day, to contribute to carbon neutrality.

【Related Article (News Release)】

[Aiming to Build Battery Ecosystem, Toyota and Mazda Start Tests of Energy Storage System Using Electrified Vehicle Batteries](#) 

* The Sweep Energy Storage System rapidly switches power flow of batteries on and off, even when new batteries are connected to degraded or different capacity batteries.

3. Introduction of Carbon-Neutral Fuels

The process of creating automobiles involves the use of fuels, such as petroleum gas (gaseous fuel), gasoline and diesel oil (liquid fuels), and coke (solid fuel), in stages including research and development, transportation of people and parts in factories, and manufacturing of engines and vehicles. The use of such fuel results in emissions of CO₂. As such, it is crucial to introduce carbon-neutral fuels to replace fossil fuels for processes that cannot be performed using only electricity. The introduction of carbon-neutral fuel requires coordination across the fuel supply chain, which encompasses the production, transportation, storage, and use of fuel. Accordingly, the Company is pursuing such coordination. In cases where generating power from alternative fuel sources proves difficult, we will make use of J-Credits to promote forest preservation and reforestation in order to absorb CO₂ in the Chugoku region and other regions.

Carbon-Neutral Coke Initiatives

Demonstration Operation of Cupola Melting Furnace Fueled Entirely by Biomass

At Mazda's headquarters and Hiroshima Plant, cupola melting furnaces are used to melt plating sheet offcuts produced during the automobile body pressing process so that the resulting materials can be reused to produce cast parts. We are working to achieve the carbon-neutral operation of these furnaces, a feat that has yet to be accomplished anywhere in the world, by transitioning from fossil-derived coke to biomass-derived bio-coal briquettes by FY March 2031. In February 2025, Mazda was able to announce that it had succeeded in the verification operation of a cupola melting furnace fueled entirely by bio-coal briquettes created from coconut shells. We are currently moving forward with concrete initiatives for developing a supply chain in the Chugoku region spanning from the collection of biomass waste to the production of biomass fuel. Mazda thereby aims to develop schemes for the cyclical local production and consumption of energy to further contribute to the community and the invigoration of local industries.

【Related Article (News Release)】

[Mazda Conducts Demonstration Operation of Cupola Melting Furnace using Biomass Fuel 100%](#) 

Carbon-Neutral Gasoline Initiatives

Participation in Research Association of Biomass Innovation for Next-Generation Automobile Fuels

In March 2023, Mazda announced that it would be joining the Research Association of Biomass Innovation for Next-Generation Automobile Fuels, an organization formed by ENEOS Corporation, Suzuki Motor Corporation, Subaru Corporation, Daihatsu Motor Co., Ltd., Toyota Motor Corporation, and Toyota Tsusho Corporation. As a member of this organization, we will work with other members to advance research and development of bioethanol fuel production technologies to expand the possibilities for carbon-neutral fuels that function as a viable option for contributing to carbon neutrality.

【Related Article (News Release)】

[Mazda Joins Research Association of Biomass Innovation for Next Generation Automobile Fuels](#) 

Carbon-Neutral Diesel Fuel Initiatives

Underwriting of Convertible Bonds Issued by Euglena

In January 2023, Mazda decided to underwrite the unsecured convertible bonds to be issued by Euglena Co., Ltd. Through the underwriting, the Company will support Euglena's biofuels business aimed at expanding the use of next-generation biofuels. The next-generation biofuels produced by Euglena boast excellent sustainability since they do not compete with food production and do not cause deforestation, unlike conventional biofuels made from food crops such as corn. Moreover, these next-generation biofuels differ from conventional biofuels, such as bioethanol and fatty acid methyl ester,* in that they are hydrocarbon fuels similar to gasoline and diesel fuel. For this reason, the Company expects them to be able to completely replace petroleum-based fuels. Mazda is examining the possibility of procuring the next-generation biofuels to be manufactured by Euglena for use in logistics and other internal processes.

* Fatty acid methyl ester is a fuel produced using vegetable oils and animal fats. It is widely used as a form of eco-friendly diesel fuel due to its similarity to conventional diesel fuel.

Research on Microalgae

It is currently common to create next-generation biomass fuel with used edible oils, but it can be expected that there will be difficulties in securing such resources in the future. With the aim of achieving mass production of next-generation biofuels, Mazda is turning its attention to the mass cultivation of microalgae, which boast a high production capacity per unit area when compared to vegetable resources, which are used to produce edible oils. To facilitate such mass cultivation, the Company is currently promoting research on microalgae through industry-academia-government collaboration.

Microalgae absorb CO₂ and carry out photosynthesis and also have the characteristic of gaining nutrition from nitrogen and phosphorus and storing large amounts of lipids and proteins in their cells in addition to oils. Mazda is advancing research on utilizing this characteristic to clean wastewater produced during the automobile manufacturing process, which contains nitrogen and phosphorus, and to provide a source of nutrients for people. With the aim of recycling waste to produce new resources, in 2023 the Company began using outdoor microalgae cultivation facilities at its headquarters to verify the CO₂ reduction benefits and wastewater purification capabilities of microalgae.

Going forward, the Company will continue to pursue the various possibilities for microalgae with the goal of creating circular ecosystems that make the most of the warm climate and long hours of sunlight facing the Seto Inland Sea.

【Related Article (Mazda Mirai Base)】

[Next-Gen Biofuel: High School Students Explore Mazda and Hiroshima University's Joint Microalgae Project](#)

Expansion of Next-Generation Biofuel Supply and Demand in the Chugoku Region

Mazda aims to develop supply chains in the Chugoku region that encompass the production, transportation, storage, and use of next-generation biofuels. To this end, the Company joined, as a leading member, the Carbon Neutral Fuel Promotion Subcommittee, which was established in June 2023 as an expert subcommittee of the Chugoku Region Carbon Neutrality Promotion Council created by the Chugoku Economic Federation. Together with partners in this subcommittee, we have formulated a road map to help expand supply and demand for next-generation biofuels and are preparing recommendations for government policy. The road map formulated by the subcommittee as well as the policy recommendation submitted in March 2025 will be used to guide joint public-private efforts to expand supply and demand for next-generation biofuels.

J-Credits

With the goal of contributing to the realization of a carbon-neutral society, Mazda has concluded a sales and purchase agreement with Mitsui & Co., Ltd., covering J-Credits generated through appropriate forest management. The credits are certified by the Japanese government under the J-Credit Scheme. As the first company to use J-Credits, Mazda will purchase credits based on the absorption of CO₂ through forest preservation initiatives over an eight-year period spanning from FY March 2023 to FY March 2030. The Company decided to purchase J-Credits with the aims of contributing to CO₂ absorption and decarbonization in the Chugoku region, where it is based, while also helping protect and nurture local forest resources, preserve water sources, prevent landslides, and protect biodiversity.

Logistics (External Transportation)

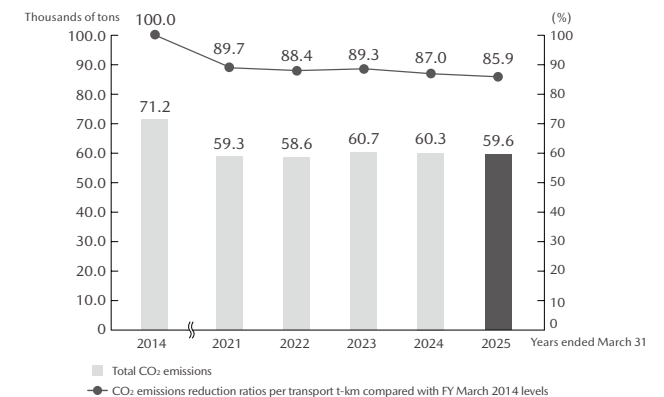
Mazda is working together with logistics companies, dealerships, and other automobile manufacturers in its external transportation of vehicles, parts, and other items. We thereby seek to supply customers with the volumes of vehicles and parts they require, delivered with the precise timing they expect. The Company is also looking to reduce CO₂ emissions during product shipment through highly efficient logistics across the entire supply chain in order to contribute to more sustainable logistics practices. In 2021, we began collecting data on Scope 1 and Scope 2 CO₂ emissions by Tier 1 suppliers as well as emissions associated with logistics for deliveries by these suppliers to Mazda. In addition, we established an award system to honor the efforts of our suppliers in FY March 2023.

【Statistics from FY March 2025】

- Total domestic transportation volume of approximately 476 million ton-kilometers
- Reduction of CO₂ emissions per ton-kilometer by 14.1% compared with FY March 2014 levels

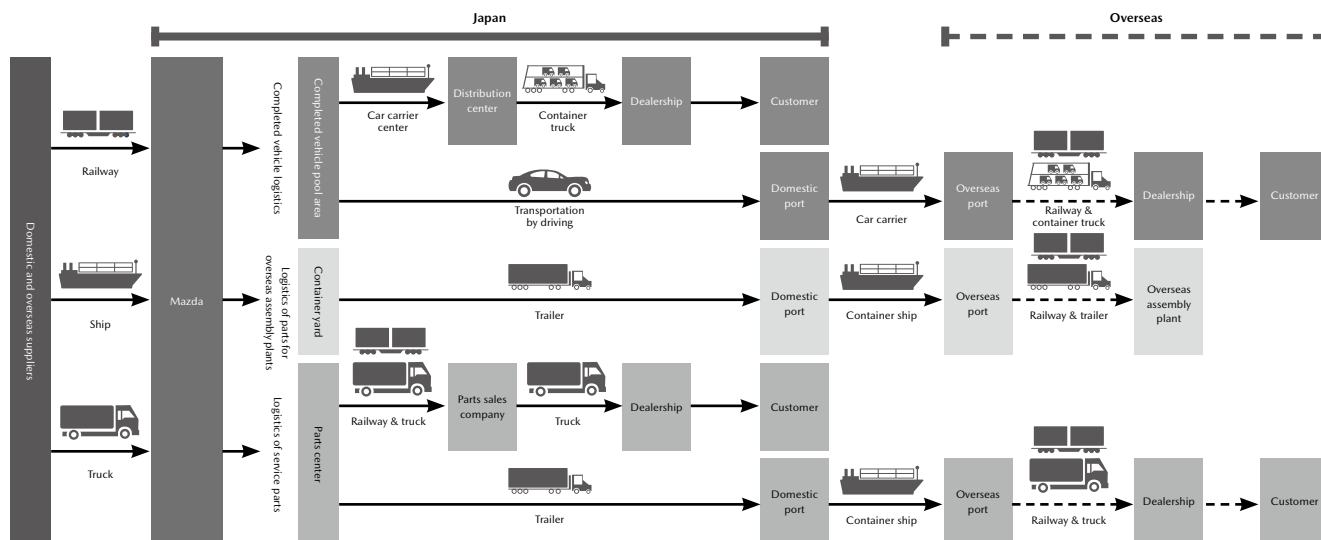
[Environmental data \(CO₂ emissions from logistics\)](#)

Logistics CO₂ Emissions Volumes and Reductions (Japan)



Logistics Tracking

Mazda takes steps to track the logistics processes used for the transportation of completed vehicles, parts to domestic and overseas factories, and service parts so that this information can be used to guide reductions in environmental impacts and CO₂ emissions as well as energy savings through improved transportation efficiency.



Scope of Supply Chain CO₂ Emissions Tracking

Range of the tracking capability for CO₂ emissions in the supply chain
 (—) Current tracking line (---) Tracking line to be extended by 2030

1. Completed Vehicles

Mazda is promoting shared transport with other companies to improve efficiency in the marine transport of completed vehicles to Japan while also examining the possibility of utilizing alternative fuel sources. For marine transport of completed vehicles to overseas destinations, the Company seeks to ensure that ships are fully loaded to transport more vehicles and actively utilizes eco-friendly liquefied natural gas (LNG) tankers. Furthermore, we are moving forward with discussions and investigations with a range of partners—including shipping companies, logistics companies, energy-related companies, and local government agencies—to explore the technologies, fuels, equipment, and other methods of contributing to greater decarbonization benefits in the future.

2. Transportation of Parts to Domestic and Overseas Factories

In 2016, Mazda introduced the Cloud-based Transportation/Delivery Progress Management Service for Logistics Operators* for use with the trucks utilized for transportation of parts to domestic factories. Through the use of this system, we are working to improve transportation efficiency and quality while also reducing environmental impacts and the burden placed on drivers. We have also revised cargo handling procedures in conjunction with the introduction of this system to heighten truck turnover rates and reduce truck waiting time at factories.

Meanwhile, Mazda has adopted a straight logistics approach for certain parts shipped to overseas factories. In this approach, parts are packaged at the production sites of businesses partners in Japan before being loaded in containers at nearby logistics sites and then onto ships at the neighboring ports. We are also utilizing returnable containers for transportation of parts to factories to reduce waste. These containers are now being used for engines, transmissions, and vehicle body parts. Moreover, we are also examining the possibilities of expanding transportation via freight trains, fully loading trailers, and introducing biofuel alternatives for delivery trucks. At the same time, the Company is introducing [new standard containers](#) for parts to be transported in containers to overseas factories. These containers make it possible to eliminate the empty space inside the containers while also reducing the number of containers and the number of transportation truck services needed. The Company is also working to reduce inventories of surplus parts by shipping the parts to overseas plants in conjunction with their production schedules. Meanwhile, Mazda is engaged in discussions with shipping companies regarding the potential future use of container carriers that utilize alternative fuels with lower CO₂ emissions.

* The Cloud-based Transportation/Delivery Progress Management Service for Logistics Operators was developed by DOCOMO Systems, Inc.

3. Transportation of Service Parts

Mazda has been increasing its use of transportation methods with lower emissions for the transportation of service parts within Japan. We are also utilizing large returnable containers, originally introduced to transport service parts overseas, to improve the loading efficiency for transportation via freight trains in Japan. In addition, the introduction of semi-trailers has made it possible to transport larger loads of cargo with a single truck, contributing to higher loading efficiency. These initiatives have helped reduce the number of truck services used for transportation and thereby contribute to lower CO₂ emissions.

Meanwhile, the Company relocated production of replacement bumpers and some sheet metal parts shipped to overseas factories from the Hiroshima Plant to the Tokai region to enable these items to be sent directly overseas, without transporting them to the Hiroshima Plant first, via the Nagoya Port. Furthermore, in 2023 Mazda relocated production of replacement bumpers previously produced in Japan to the United States, the primary market where they are used.

Use (Products)

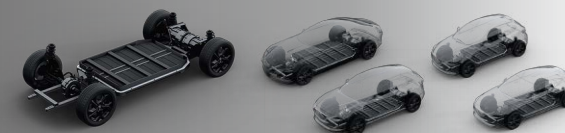
Power sources, environmental regulations, and customer needs can vary substantially by country and region. To accommodate these differences while achieving business growth and advancing effective carbon neutrality initiatives based on life cycle assessment and well-to-wheel perspectives, Mazda is advancing its multi-solution approach, which entails responding to market characteristics and customer lifestyles by providing the ideal options from among battery electric vehicles (BEVs), PHEVs and other hybrid electric vehicles and internal combustion engine vehicles.

Vehicle Development for Achieving Carbon Neutrality

To realize its goal of reducing CO₂ emissions and raising the average fuel economy of its vehicles, Mazda has formulated the Building Block concept, which enables the efficient development of superior technologies by layering fundamental technologies atop one another in stages. Based on this concept, the Company is rolling out a Multi-Solution Strategy through efficient development and production via measures such as comprehensive planning methodologies and common architecture. Through the Building Block concept and process innovations, such as model-based development and [Mazda Monozukuri Innovation](#), the Company will efficiently utilize its limited management resources to offer products and technologies that exceed customers' expectations.

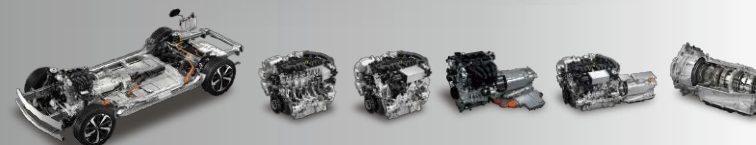
EV Product Group

SKYACTIV EV
Scalable Architecture



LARGE Product Group

Longitudinal Layout
SKYACTIV Multi-Solution
Scalable Architecture



SMALL Product Group

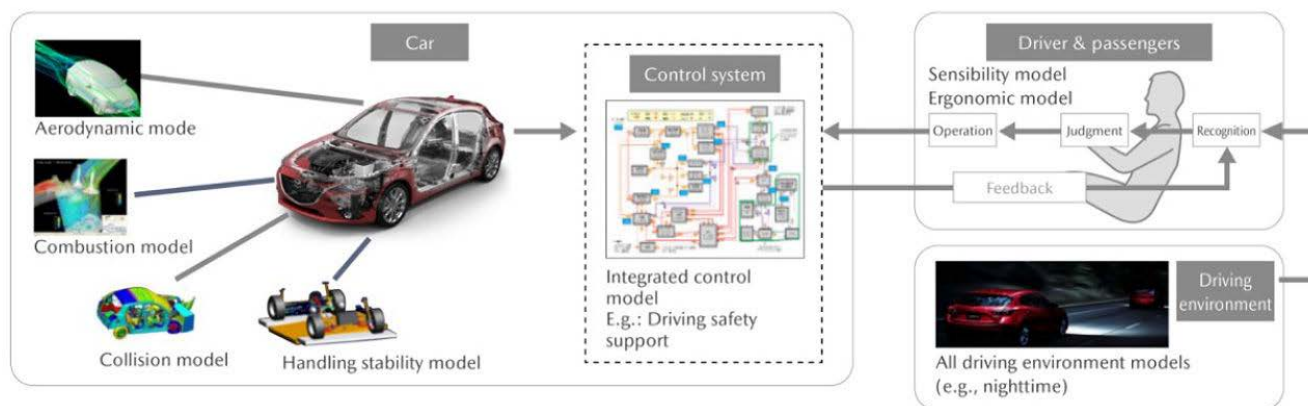
Transverse Layout
SKYACTIV Multi-Solution
Scalable Architecture



Model-Based Development

Automobiles are being called on to provide increasingly advanced and diverse functions, while vehicle architecture and control systems are becoming more and more complex. Model-based development, which uses computers to efficiently replicate development processes, is essential to keep developing complex systems quickly and with limited resources. Model-based development involves creating computer models of vehicles, control systems, drivers, passengers, driving environments, and other development subjects and conducting development via computer simulation, making it a highly efficient development method. Mazda is carrying out model-based powertrain and vehicle development through simulations for stages spanning from design to vehicle evaluation. The Company thereby strives to reduce the number of prototype parts and actual unit verification processes in order to develop complex, highly sophisticated technologies and products quickly and with minimum resources while also ensuring quality. Mazda believes that to further promote model-based development, universities working on cutting-edge technologies and automobile manufacturers and suppliers that cooperate in manufacturing must build upon [the SURIAWASE 2.0 concept](#), which is aimed at enhancing development efficiency by using virtual models across the engineering chain. To that end, the Company is playing an active role in activities by the Japan Automotive Model-Based Engineering center (JAMBE). In this manner, the Company is engaging with domestic automobile manufacturers and business partners to spread the SURIAWASE 2.0 concept throughout the Japanese automotive industry.

Overview of Model-Based Development



Mazda's Electrification Strategies Leading Up to 2030

Mazda recognizes that the period leading up to 2030 will be a time of transitioning to electrified vehicles. We are therefore promoting electrification based on [the Management Policy up to 2030](#) and through our Multi-Solution Strategy for furnishing flexible responses to diversifying customer needs and environmental regulations. Moreover, the Company is enacting its Lean Asset Strategy to improve corporate value in a manner that takes advantage of its small scale. Specifically, this strategic will entail increasing the extent to which we use existing assets to facilitate the timely development, production, and launch of diverse products and electrification technologies.

[Related Information (MULTI-SOLUTION BRIEFING 2025)]

[Lean Asset Strategy and Mazda Monozukuri Innovation 2.0: Underpinning Mazda's Multi-Solution in the Age of Electrification](#)

Given the trends in electrification-related policies and regulations seen around the world, we project that the portion of automobiles on the global market represented by EVs will rise to between 25% and 40% by 2030. Seeking to respond flexibly to changes, such as those pertaining to regulatory trends, consumer needs, electrified vehicle acceptance levels, and social infrastructure development, Mazda is advancing electrification together with partners through the following three-phase electrification approach.

Phase 1 (2022–2024): Enhance technology development for the age of electrification

- Full utilization of existing multiple electrification technology assets
- Introduction of large products to improve earning power with PHEVs, mild hybrid electric vehicles, and other products that deliver excellent environmental and driving performance while advancing full-fledged development of BEVs

Phase 2 (2025–2027): Transition to electrification

- Introduction of new hybrid systems to reduce CO₂ emissions through improvements in fuel economy
- Start of global launch of BEVs
- Creation of competitive next-generation electric drive unit through coordination with core electric drive unit operations
- Establishment of joint venture with partners in Chugoku region to create highly efficient production technology development, production, and procurement frameworks
- Conclusion of joint development agreements and establishment of joint ventures to develop the inverters that are core elements of electric drive systems
- Conclusion of joint development agreements and establishment of joint ventures for researching and cultivating motor technologies
- Procurement of batteries from partner companies while advancing ongoing in-house advanced battery technology research and development project adopted by the Green Innovation Fund Project

Phase 3 (2028–2030): Full-scale launch of BEVs

- Advancement of full-fledged launch of BEVs
- Focus on electrification including possible investment in battery production based on the extent of changes in the operating environment and progress in strengthening financial base

Electrification Transition Road Map

	Phase 1 2022–2024	Phase 2 2025–2027	Phase 3 2028–2030
Skyactiv-Z			Combustion improvement technology to be rolled out to in-line 6-cylinder engine, to be utilized for rotary engine
In-house HEV Mazda Hybrid System		First adoption in new Mazda CX-5 scheduled for launch in 2027	Considering to roll out technical elements of in-house HEV to large platform products
MHEV		Compact SUV built in Thailand 	Launch in Japan and Global South
PHEV	Large products (CX-60, CX-70, CX-80, CX-90)	Continuous improvement	
Dedicated EV platform		BEV 	Considering to offer derivatives
HEV with partner Toyota hybrid system	CX-50 equipped with Toyota hybrid system 	Continuous improvement	
BEV with partner Joint venture with Changan Automobile	MAZDA EZ-6 (BEV & PHEV) MAZDA6e (BEV) 	EZ-60 crossover SUVs (BEV & PHEV) 	Considering 3rd and 4th models

Popularization of Carbon-Neutral Fuels

Each country and region faces radically different conditions in terms of energy-related circumstances, power sources, and BEV adoption rates. This reality underscores the importance of providing customers with a diverse range of options. Mazda is developing engine technologies that allow for the accommodation of various carbon-neutral fuels based on this recognition. We have been participating in the Super Taikyu Series of car races since late 2021 with the goal of using these events as a venue for testing these engine technologies. Mazda enters two vehicles in these races: the MAZDA SPIRIT RACING 3 Future concept (No. 55) and the MAZDA SPIRIT RACING RS Future concept (No. 12). Moreover, we have partnered with Kawasaki Heavy Industries, Subaru, Toyota, and Yamaha Motor Co., Ltd. to accelerate the development of such technologies.

MAZDA SPIRIT RACING 3 Future concept (No. 55) is fueled by hydrotreated vegetable oil, a next-generation biodiesel fuel that is widely available in Europe. This vehicle is able to operate without significant changes to engine hardware while also realizing a 90% reduction in CO₂ emissions across the stages of creating, using, and transporting vehicles when compared to conventional diesel fuel.

Since the 2023 season, MAZDA SPIRIT RACING RS Future concept (No. 12) has been using a renewable fuel synthesized from ethanol derived from non-edible biomass. This vehicle has thus been a vessel for verifying the viability of technologies for withstanding the extreme conditions presented by car races without changing engine hardware. Moreover, we are racing this vehicle with the E20 low-carbon fuel produced by ENEOS in the Fuji Super TEC 24 Hour Race, the third race of ENEOS Super Taikyu Series 2025 Empowered by BRIDGESTONE, and have been able to confirm the performance and reliability of this fuel.

Going forward, Mazda will continue to verify its technologies through events like the Super Taikyu Series while also expanding the scope of fuels it explores to include such options as microalgae-derived biofuel and e-fuel.

Participating Vehicles	MAZDA SPIRIT RACING 3 Future concept (No. 55)	MAZDA SPIRIT RACING RS Future concept (No. 12)
		
	Class	ST-Q
	Base vehicle	MAZDA3
	Engine	Diesel engine 「SKYACTIV-D 2.2」
	Fuel used	Diesel Alternative Carbon-Neutral Fuel

Participating Vehicles	MAZDA SPIRIT RACING RS Future concept (No. 12)	MAZDA SPIRIT RACING 3 Future concept (No. 55)
		
	Class	ST-Q
	Base vehicle	MAZDA ROADSTER
	Engine	Gasoline engine 「SKYACTIV-G 2.0」
	Fuel used	Gasoline Alternative Carbon-Neutral Fuel

Carbon Capture Technology Research

Mazda is advancing research and development of technologies for capturing the CO₂ emitted from vehicles to contribute to the realization of a carbon-neutral society. Microalgae and other biofuel materials absorb CO₂ as they grow via photosynthesis, and the CO₂ emitted during the combustion of these fuels is no more than the CO₂ absorbed through this process. Accordingly, in theory, biofuels do not contribute to increases in the total CO₂ in the atmosphere, when excluding the CO₂ emitted during production and processing.

This process of producing biofuel requires energy, and CO₂ may be emitted to generate this energy. The amount of CO₂ emitted for energy generation is estimated to be around 10% that emitted during fuel combustion. Accordingly, biofuels contribute to a 90% reduction in total CO₂ emissions when compared to fossil fuels.

Moreover, the CO₂ emitted during the production of biofuels can be offset by capturing the CO₂ released through the combustion of this fuel. This entails decarbonization technologies similar to direct air capture. However, as exhaust gas contains concentrations of CO₂ significantly greater than the air, this higher concentration means that capturing CO₂ from exhaust gas is more efficient and requires less energy and space than other capture methods. If more than 10% of the CO₂ emitted during the combustion of biofuels could be captured, it would offset the CO₂ emitted during the production process and mean that, in theory, vehicles using biofuel could contribute to greater reductions in the amount of CO₂ in the atmosphere the more they drive, becoming effectively carbon negative. This potential for decarbonization is something that is unique to internal combustion engines and not found in BEVs.

Future challenges for these technologies include finding ways to adjust the temperature of exhaust gas to a level at which CO₂ can be captured more efficiently, address increases to vehicle weight or decreases to in-vehicle space that could result from the introduction of capture equipment, and use the captured CO₂. Possible uses for CO₂ include applications pertaining to the cultivation of microalgae, use as material for creating e-fuel, and greenification applications. By combining such technologies, Mazda is committed to providing the joy of driving while supporting sustainable mobility.

【Related Article (Mazda Spirit Racing)】

[Capturing CO₂ while driving \(Only in Japanese\)](#)

Return (Resource Circulation)

Automobiles are made of various materials. Plastic, for example, is a material derived from petroleum, and therefore releases CO₂ into the atmosphere when burned to produce heat energy after disposal. To reduce CO₂ emissions associated with the disposal of automobiles, Mazda designs its vehicles to be easier to disassemble and also develops material and parts technologies for expanding the reuse and recycling of resources.

【Detailed Information (Sustainability Website)】

[Resource Circulation](#)

TCFD

Basic Approach

In May 2019, Mazda declared its endorsement of the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)*¹ and joined the TCFD Consortium,^{*2} thereby showing its commitment to ramping up its efforts to address climate change. Going forward, we will continue to proactively disclose information based on the TCFD recommendations.

For more information on Mazda's basic approach with regard to climate change, please refer to the Climate Change section of its sustainability website.

[Climate Change](#)

*¹ The TCFD is a private-sector organization set up by the Financial Stability Board in response to a request from the G20 Finance Ministers and Central Bank Governors.

*² The TCFD Consortium is an organization established in Japan for the purpose of holding discussions on effective corporate information disclosure related to climate change and efforts to link disclosed information to appropriate investment decision-making by financial institutions and other entities. The Ministry of Economy, Trade and Industry, the Financial Services Agency, and the Ministry of the Environment participate in the consortium as observers.

Governance

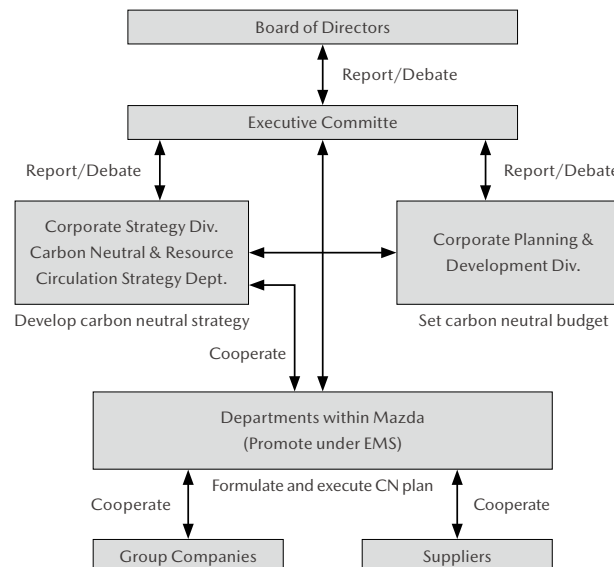
- Board's oversight of climate-related risks and opportunities
- Management's role in assessing and managing climate-related risks and opportunities

Transition Risks

At Mazda, the Board of Directors appoints an officer responsible for overseeing and promoting carbon neutrality strategies. This individual heads a dedicated department that has been set up within the Corporate Strategy Division to formulate carbon neutrality strategies and lead internal organizations in implementing these strategies. The Company has integrated the management of carbon neutrality-related processes into its ISO 14001-compliant environmental management system in order to more effectively promote business activities that are considerate of the environment at all Group companies and across the entire supply chain. Carbon neutrality action plans are drafted and enacted by the relevant internal divisions, and the twice-annual Carbon Neutrality Promotion Meeting, which is attended by the officer responsible for carbon neutrality-related matters, is used as an opportunity to share information on the progress of carbon neutrality initiatives. Carbon neutrality strategies, climate change, and other sustainability issues are reported and discussed at Executive Committee Meetings and meetings of the Board of Directors, in which the president participates.*

* Sustainability issues had been reported and discussed at Board of Directors' meetings nine times as of May 2025.

Carbon Neutrality Initiative Management System



Role of the Board of Directors

The Board of Directors deliberates and makes decisions on important operational execution matters, such as responses to climate change and other aspects of management strategies and basic management policies. This organization also supervises the execution of duties by individual directors.

<Major Climate Change-Related Matters Discussed in FY March 2025>

- Strategies and initiatives for phased transition to electrification based on market-specific trends and other specific conditions
- Collaboration with partners to promote the electrification of vehicles through means such as the procurement of automotive batteries and the introduction of battery electric vehicles
- Investment in production of in-house battery electric vehicles

Director Skills Matrix

Mazda seeks to enhance the effectiveness of its efforts to address climate change and other environmental, social, and governance (ESG) issues. To this end, the Company has included ESG among the items of its director skills matrix to guide it in appointing directors who possess the experience and expertise necessary to appropriately supervise the promotion of sustainability initiatives.

[Skills Matrix of the Board of Directors \(Corporate Governance\)](#)

Incorporation of Climate Change Targets into Executive Remuneration System

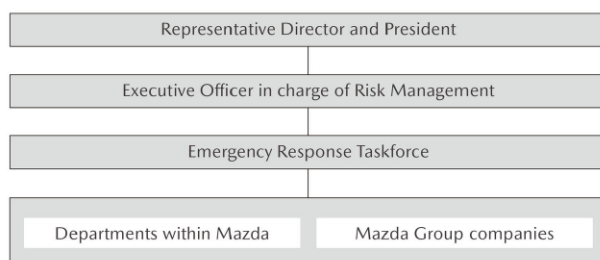
In June 2024, the Company established four climate change-related performance indicators, including the reduction of greenhouse gas emissions, for use in determining performance share unit remuneration. The number of shares to be issued is determined based on whether the target for each performance indicator has been achieved.

[The Company's annual securities report "\(4\) Remuneration for Directors" under "4. Corporate Governance"](#)

Physical Risks

Measures for responding to physical risks, such as those of torrential rains, an acute physical risk associated with climate change, are managed through an emergency risk management structure as part of the Company's business continuity plan (BCP). In addition, the Company is promoting the reinforcement of seawall infrastructure and water resources conservation efforts through dedicated divisions in response to concerns about storm surges and water depletion, which are chronic physical risks.

Emergency Risk Management Structure



In the event of an incident that falls outside the scope of existing risk management organizations and requires a coordinated interdepartmental response, the executive officer in charge of risk management will consult with the president and then establish an emergency response taskforce and appoint a leader for this taskforce.

Strategy

- a) Climate-related risks and opportunities identified for the short, medium, and long term
- b) Impact of climate-related risks and opportunities on business, strategy, and financial planning
- c) Resilience of strategies based on climate-related scenarios

With reference to the scenarios released by the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA), policy and regulatory trends, and industry trends, Mazda has formulated a scenario based on its own assumptions, which the Company has used to identify the following major opportunities and risks.

Major Risks and Opportunities

Transition Risks	Policy and Legal	• Stricter regulations on fuel economy and exhaust gas emissions and carbon pricing, including introduction of carbon tax
	Technology	• Increase in resources to develop electrification technologies, including electric drive system or batteries
	Market	• Rise in raw material prices for electrification and weight reduction and tight procurement situation for semiconductor components • Energy price spikes and supply instability due to tight fossil fuel and renewable energy supplies caused by political conditions and market forces
	Reputation	• Implications on ESG-minded investment decisions by investors
Physical Risks	Acute	• Damage by torrential rain, production halts caused by supply chain disruptions, and health hazards caused by heat waves
	Chronic	• Increasing impact of production halts due to more severe and frequent natural disasters and higher frequency of high tide caused by rising sea levels, water resource depletion and rising prices of water necessary for operations, and spread of tropical diseases
Opportunities	Resource Efficiency	• Efficient use of raw materials through thorough material recycling
	Energy Resource	• Stable reception of carbon-neutral electricity by promoting the expansion of demand and supply of electricity • Diverse selection of renewable energy sources
	Products, Services, and Markets	• Deployment of products that suit each region through building block concept and Multi-Solution Strategy • Diversification of products that adapt to next-generation automobile fuels (alternative fuels such as biofuels, synthetic fuels, etc.) • Expansion of market opportunities through deployment of products that suit each region and diversification of products

■ Measures for Capitalizing on Opportunities and Avoiding or Minimizing Risks

	Area	Initiatives
Capitalization on opportunities, Transition risk avoidance	Creation (Production)	Advancement of initiatives based on following three pillars: (1) Energy conservation • Adoption of low-CO₂-emissions production technologies and advancement of production energy conservation initiatives • Introduction of internal carbon pricing system (¥9,100 per 1 t-CO₂) (2) Shift to renewable energy • Introduction of gas cogeneration systems for supporting shift to carbon-neutral fuels • Procurement of LNG and other low-emissions fuels as well as carbon-neutral fuels • Expansion of solar power use • Conclusion of off-site solar power corporate power purchase agreements • Expansion of carbon-neutral electricity supply and demand in the Chugoku region (3) Introduction of carbon-neutral fuels • Verification testing of cupola melting furnace using 100% biomass fuel • Participation in Research Association of Biomass Innovation for Next-Generation Automobile Fuels • Underwriting of convertible bonds issued by Euglena Co., Ltd. • Research on microalgae • Expansion of carbon-neutral electricity supply and demand in the Chugoku region • Utilization of J-Credits Creation (Production)
	Transportation (Logistics)	• Commencement of collection of CO₂ data for Scope 1 and Scope 2 emissions by Tier 1 suppliers and for emissions from logistics for delivery to Mazda since 2021 • Introduction of award system to honor the efforts of suppliers in FY March 2024 • Tracking of logistics processes to reduce environmental impacts and CO₂ emissions and achieve energy savings through transportation efficiency increases with regard to transportation of completed vehicles, transportation of service parts, and transportation of procured parts Logistics (External Transportation)
	Use (Products)	Development of carbon-neutral vehicles • Promotion of model-based development • Implementation of electrification strategies leading up to 2030 (promotion of electrification in three phases) The Lean Asset Strategy and Mazda Monozukuri Innovation 2.0 supporting Mazda's Multi-Solution Strategy for the age of electrification Expansion of use of carbon-neutral fuel Use (Products)
	Return (Resource circulation)	Resource Circulation
Physical risk evasion and minimization	Establishment of systems for rapid response to torrential rains, etc.	• Continuous improvement of both tangible and intangible natural disaster response measures as part of BCP(Reinforcement of buildings, equipment, seawalls, etc.; introduction of safety confirmation system; development of emergency contact network; and establishment of self-disaster defense team organization) • Introduction of SCR (Supply Chain Resiliency) Keeper supply chain risk management system to expedite initial response in cooperation with business partners by quickly gathering on-site information in the event of a disaster • Establishment of systems for emergency communication with transportation companies and systems for minimizing impacts of typhoons and heavy rains on operations by assigning ranks based on potential impacts and advancing measures for preventing damages in accordance with ranks while coordinating with production systems
	Future-oriented measures for maintaining seawalls	• Annual reinforcements and maintenance work on seawalls • Completion of construction of seawalls for protection against flooding damages caused by the highest tide level and maximum tsunami height estimated by prefectural government in the event of Nankai Trough earthquake
	Water resources conservation in preparation for water resources depletion	• Promotion of water resource reuse and recycling activities at domestic model plant in pursuit of target for 2030 to eliminate wasteful water use and circulate water resources by treating used water so that it is returned the same quality as when it was taken from nature

Risk Management

- a) Processes for identifying and assessing climate-related risks
- b) Climate-related risk management processes
- c) Status of integration of climate-related risk management processes into overall risk management

<Transition Risks>

Mazda has identified major risks and opportunities based on scenarios released by the IPCC and the IEA, government policies, regulatory and industry trends, and is advancing initiatives to capitalize on the identified opportunities and avoid the indicated risks. Strategies derived from these processes are discussed at Executive Committee Meetings and meetings of the Board of Directors, both of which are attended by the president. Mazda also regularly shares climate-related information with suppliers through a shared platform.

<Physical Risks>

- Mazda has established a system for rapid response to torrential rain and other natural disasters. These risks are managed through an emergency risk management system as part of our BCP. In addition to these efforts, the Company has been taking steps to enhance its ability to collect weather forecast information and facilitate making quick disaster prevention decisions based on a predetermined time schedule. These steps are being taken in response to the recent rise in the frequency and severity of torrential rain disasters. Moreover, the Company's response measures are reviewed every heavy rain season to improve response capabilities.
- In response to concerns about storm surges and water resources depletion, Mazda is promoting the reinforcement of seawall infrastructure and water conservation efforts by dedicated departments.
- To combat the heat waves that have become more frequent in recent years, we regularly measure and evaluate the heat environment of each workplace as part of employee health management, and the information gained is used to guide the appropriate maintenance and management of air conditioning equipment. In addition, we use heat-insulating materials and heat-insulating paints in our buildings as part of our eco-friendly measures.
- Measures against the spread of epidemics include the implementation of workplace guidelines providing support when an employee or a member of their family residing with them has become infected.

Metrics and Targets

- a) Metrics used to assess climate-related risks and opportunities
- b) Scope 1, Scope 2, and Scope 3 greenhouse gas emissions and related risks
- c) Targets and performance for managing climate-related risks and opportunities

<Global Warming Response>

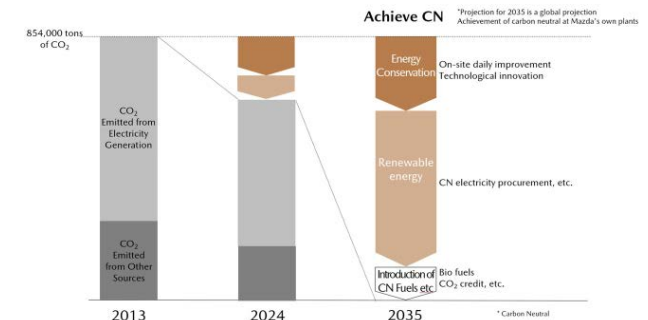
Achieving carbon neutrality throughout Mazda's entire supply chain by 2050 will require the Company to track Scope 1, Scope 2, and Scope 3 greenhouse gas emissions. To facilitate these efforts, Mazda has defined metrics and targets, and is managing progress toward these goals through a plan-do-check-act (PDCA) cycle. Furthermore, we officially participated in the GX League* sponsored by the Ministry of Economy, Trade and Industry, in May 2023. As part of this participation, Mazda will present its emission reduction targets for domestic factories and operating sites and disclose progress toward these targets through the GX dashboard.

* The GX League is an organization that aims to provide value for social structural reform toward carbon neutrality together with member companies through the four initiatives of voluntary emission trading (implementation), market rule formation (co-creation), business opportunity creation (dialogue), and "GX studios" (exchange). "GX" is an abbreviation for "green transformation."

■ Major Metrics and Targets

FY March 2026 target	Reduce Mazda's non-consolidated CO ₂ emissions by 27% compared to FY March 2014
FY March 2031 target	Reduce Mazda's non-consolidated CO ₂ emissions by 46% or more compared to FY March 2014
2035 target	Achieve carbon neutrality at Mazda's global factories
2050 target	Achieve carbon neutrality across the entire supply chain

Roadmap for Achieving Carbon Neutrality



As a milestone on its road to achieving carbon neutrality throughout the entire supply chain by 2050, Mazda will endeavor to achieve carbon neutrality at its factories worldwide by 2035. To guide us toward this goal, in September 2025 we updated our road map and medium-term target for FY March 2031 at Mazda factories and offices in Japan, which account for approximately 75% of total CO₂ emissions. This update was meant to facilitate more flexible responses in light of trends in the alternative fuel procurement and technological advancements.

As part of its measures for working toward this goal, Mazda switched the fuel used to supply the in-house power generation facilities at the Hiroshima Plant, Ujina District from the originally planned coal to ammonia. However, we now plan to transition to a gas cogeneration system fueled by city gas produced using liquefied natural gas (LNG) to more steadily pursue decarbonization. This system will allow us to undertake a phased shift toward hydrogen fuel, which is gaining attention as a carbon-neutral form of fuel, with only small-scale equipment renovations. In this manner, we look to promote decarbonization in step with society's future adoption of carbon-neutral fuels.

In conjunction with the introduction of this system, the coal-fired thermal power generation systems currently in operation at the Hiroshima Plant and the Hofu Plant are schedule to be decommissioned around 2030. Moreover, the update to the road map entailed reassessing our interim CO₂ emissions reduction target for FY March 2031 and resulted in us announcing a new target of a reduction of 46% or more in comparison to FY March 2013 in line with the Japanese national target. This target replaces the prior target of a 69% reduction from the same year.

[Mazda Updates Roadmap for Achieving Carbon Neutrality](#)

Scope 1 and Scope 2 Greenhouse Gas Emissions Targets (Domestic factories and offices, values registered with GX League)

	Unit	FY March 2014 (base year)	FY March 2026 targets	FY March 2031 targets	2050 target
Total (Scope 1 + Scope 2)	1,000t-CO ₂ e	854	625	461	Net-zero CO ₂ emissions
Reduction (from FY March 2014)	%	-	27	46	

Scope: Sites including Mazda's Head Office and Hiroshima Plant (Aki-gun and Hiroshima City in Hiroshima Prefecture), Hofu Plant (Hofu City, Yamaguchi Prefecture), and Miyoshi Plant (Miyoshi City, Hiroshima Prefecture)

■ Progress Related to Carbon Neutrality Metrics and Targets**Global*****Scope 1, Scope 2, and Scope 3 Greenhouse Gas Emissions**

	Unit	FY March 2021	FY March 2022	FY March 2023	FY March 2024	FY March 2025
Scope 1	1,000t-CO ₂ e	97	97	113	112	119
Scope 2 (market basis)	1,000t-CO ₂ e	736	739	754	815	776
Scope 3	Category 11	1,000t-CO ₂ e	27,386	25,777	55,240	57,574
	Other categories	1,000t-CO ₂ e	4,217	4,020	4,809	4,507
Total	1,000t-CO ₂ e	32,436	30,633	31,389	60,976	62,976

* Scope for FY March 2025

Scope 1 and Scope 2: Mazda Motor Corporation, 20 domestic consolidated subsidiaries, 10 domestic equity-method affiliates, 24 overseas consolidated subsidiaries, and four overseas equity-method affiliates

Scope 3: • Categories 1, 2, 6, and 7: Mazda Motor Corporation

• Category 3: Four Mazda Motor Corporation domestic production sites and six overseas production companies (two consolidated subsidiaries and four equity-method affiliates)

• Categories 4 and 9: Mazda Motor Corporation, 20 domestic consolidated subsidiaries, and 10 domestic equity-method affiliates

• Category 5: Four Mazda Motor Corporation domestic production sites

• Categories 8, 10, 13, 14, and 15: Mazda Motor Corporation, 20 domestic consolidated subsidiaries, 10 domestic equity-method affiliates, 24 overseas consolidated subsidiaries, and four overseas equity-method affiliates

• Categories 11 and 12: All vehicles sold by Mazda (including those produced by OEMs)

Note: For Category 11, the following revisions were implemented to the calculation method in FY March 2023 in order to improve comprehensiveness and accuracy.

- Prior to 2022: Calculated based on vehicle sales volumes in Japan and major sales regions (North America, Europe, and China) using the Tank-to-Wheel (fuel consumption during driving) method

- From 2023 forward: Calculated based on global production volume using the Well-to-Wheel (fuel extraction, refining, and electricity generation and fuel consumption during driving) method Emissions for FY March 2024 calculated using the previous calculation method amount to 29,763 (1,000t-CO₂e). The increase in emissions is primarily due to an increase in sales volume (approximately 12% year on year).

Ratios of Electric Vehicle Sales to Global Sales Volume*

		Unit	FY March 2024		FY March 2025	
			Sales volume	% of total sales	Sales volume	% of total sales
	Electric vehicles	Units/%	272,831	22.0	340,336	26.1
	Hybrid electric vehicles	Units/%	230,969	18.6	289,898	22.3
	Plug-in hybrid electric vehicles	Units/%	34,149	2.8	45,210	3.5
	Battery electric vehicles	Units/%	7,713	0.6	5,228	0.4
	Internal combustion engine vehicles	Units/%	967,837	78	962,208	73.9
Total		Units/%	1,240,668	100	1,302,544	100

* Sales volume includes OEM units. Hybrid electric vehicles includes mild hybrids.

Directly Operated Factories Worldwide*

Scope 1 and Scope 2 Greenhouse Gas Emissions

	Unit	FY March 2014 (base year)	FY March 2023	FY March 2024	FY March 2025
Directly operated factories worldwide	1,000t-CO ₂ e	928	785	802	778
Reduction (from FY March 2014)	%	-	15.5	13.6	16.2

Greenhouse Gas Emissions per Vehicle Produced

	Unit	FY March 2014 (base year)	FY March 2023	FY March 2024	FY March 2025
Global production volume	Units	1,269,296	1,134,982	1,219,139	1,207,069
Greenhouse gas emissions per vehicle produced	t-CO ₂ e per unit	0.731	0.691	0.658	0.645
Reduction (from FY March 2014)	%	-	5.5	10.1	11.9

Energy Consumption and Use of Renewable Energy-Derived Electricity

		Unit	FY March 2023	FY March 2024	FY March 2025
Directly operated factories worldwide	Energy consumption	MWh	2,975,150	2,803,330	2,659,155
	Renewable energy consumption	MWh	4,923	7,395	15,086
	Renewable energy usage ratio	%	0.2	0.3	0.6
Four domestic production sites	Energy consumption	MWh	2,144,465	2,092,415	1,904,582
	Renewable energy consumption	MWh	1,948	4,130	6,368
	Renewable energy usage ratio	%	0.1	0.2	0.3
Overseas factories	Energy consumption	MWh	830,686	710,915	754,573
	Renewable energy consumption	MWh	2,975	3,265	8,718
	Renewable energy usage ratio	%	0.4	0.5	1.2

* Scope: Four Mazda Motor Corporation domestic production sites (headquarters factory; Hofu Plant, Nishinoura District, Hofu Plant, Nakanoseki District; and Miyoshi Plant) and six overseas production companies (two consolidated subsidiaries and four equity-method affiliates)

Directly Operated Factories and Offices in Japan*

Scope 1 and Scope 2 Greenhouse Gas Emissions

	Unit	FY March 2014 (base year)	FY March 2024	FY March 2025
Total Scope 1 and Scope 2 emissions	1,000t-CO ₂ e	854	667	649
Reduction (from FY March 2014)	%	-	22	24

* Scope: Sites including Mazda's Head Office and Hiroshima Plant (Aki-gun and Hiroshima City in Hiroshima Prefecture), Hofu Plant (Hofu City, Yamaguchi Prefecture), and Miyoshi Plant (Miyoshi City, Hiroshima Prefecture)

<Conservation of Water Resources>

Water is essential in automobile manufacturing processes such as cooling (e.g., cooling furnaces in casting), dilution (dilution of the mother liquor used for cutting and cleaning in the machining process), and cleaning (e.g., cleaning of vehicle bodies in the painting process). In preparation for potential risks and concerns for the future related to matters such as water resources depletion and rising water prices, we are testing water resource reuse and recycling initiatives to be deployed on a wider scale in 2030 at a domestic model plant. By 2050, we aim to implement these initiatives throughout our global production processes.

Major Metrics and Targets

Target for FY March 2031	Reduce water intake by domestic Mazda Group companies by 38% compared to FY March 2014
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[Resource Circulation \(Water\)](#)

Progress Related to Water Resources Conservation Metrics and Targets

Water Intake (Domestic Mazda Group Companies)

	Unit	FY March 2014 (base year)	FY March 2021	FY March 2022	FY March 2023	FY March 2024	FY March 2025
Water intake	1,000m ³	9,244	6,659	6,424	6,402	6,475	5,869
Reduction (from FY March 2014)	%	-	28	31	31	30	37

Scope for FY March 2025: Mazda Motor Corporation, 20 domestic consolidated subsidiaries, and 10 domestic equity-method affiliates

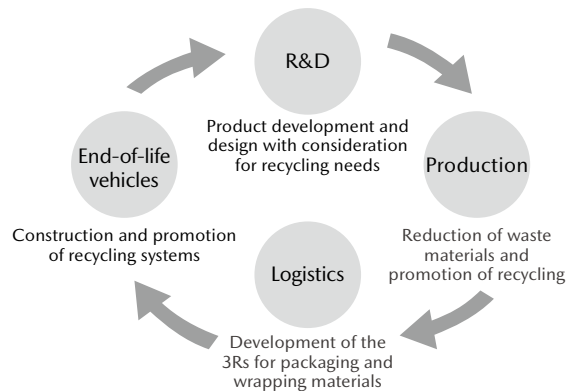
RESOURCE CIRCULATION

Materials

Basic Approach (Materials)

Mazda aspires to be a company that coexists in harmony with the planet and is committed to comprehensive resource recycling and waste reduction measures. Development-related resource recycling measures include promotion of the 3Rs (reduce, reuse, and recycle) and circular economies for a perspective encompassing the entirety of automobile life cycles. Meanwhile, the Company will advance initiatives in production, logistics, and other areas to contribute to the realization of a recycling-oriented society from a "well-to-wheel" perspective and a global and supply chain perspective, taking into account the entirety of the automobile supply chain.

Resource recycling based on the 3Rs



Product and Technology Development

Efforts to Increase Recyclability of New Vehicles

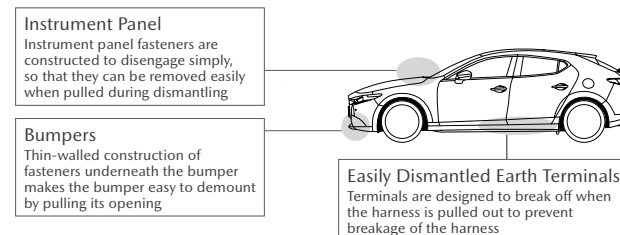
Many limited resources, such as steel, aluminum, plastics, and rare metals, are used in the production of vehicles. Mazda is incorporating 3Rs design principles into all vehicles currently under development to increase the recyclability of new models.

Specific Initiatives

- Research into vehicle design and dismantling technologies that simplify dismantling and separation to make recyclable parts and materials easier to remove
- Use of easily recyclable plastics, which constitute the majority of automobile shredder residue (ASR)* by weight

* ASR refers to the residue remaining after the crushing or shredding of what is left of the vehicle body (following the removal of batteries, tires, fluids, and other parts requiring appropriate processing as well as the removal of engines, bumpers, and other valuable parts) and separating and recovering metals.

Design Provisions for Simplified Dismantling and Separation of Vehicle Parts



Expanded Adoption of Biomaterials

Mazda has been developing plant-derived biomaterials that have the potential to help reduce environmental impacts by curbing the use of fossil fuels and lowering CO₂ emissions. In 2006, the Company became the first in the automotive sector to develop high heat-resistant, high-strength bioplastic for vehicle interior parts. In 2007, Mazda succeeded in the development of the world's first^{*1} biofabric for vehicle seat covers made with completely plant-derived fibers. In 2014, a bio-based engineering plastic^{**2} suitable for use in vehicle exterior parts was developed by the Company. Mazda is currently expanding its adoption of these materials.

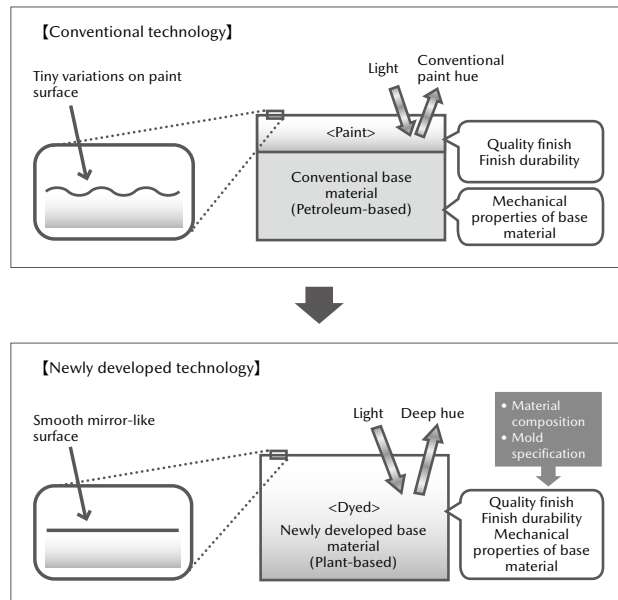
^{*1} Source: Mazda Motor Corporation (September 2007)

^{**2} The bio-based engineering plastic was developed by Mazda Motor Corporation in collaboration with Mitsubishi Chemical Corporation.

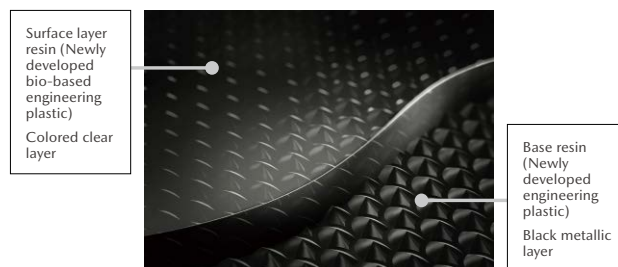
Bio-Based Engineering Plastic Development Initiatives

2014	Mazda developed a bio-based engineering plastic featuring a high-quality finish without painting. By developing paint-less technologies for interior and exterior parts that take advantage of the characteristics of this material, the Company not only endowed this material with excellent environmental performance but also created a high-quality finish that could not be achieved with conventional paint, thereby contributing to environmental protection while reducing production costs by eliminating the painting process.
2017	Mazda developed materials suitable for making large, intricately shaped exterior parts, such as front grilles, and optimized the die specifications in order to substantially enhance the formability of these parts.
2018	Mazda developed a new technology for two-layer molding of pattern-designed bio-based engineering plastic that enabled the molding of a transparent surface layer and a base layer with a pattern-engraved surface, both of which are made of eco-friendly bio-based engineering plastic. The new technology reduced environmental impacts while making it possible to provide elaborate shaded patterns of deep color that were not possible with prior technologies.
2020	Mazda received the Award for Science and Technology (Development Category) of the 2020 Commendation for Science and Technology by the Minister of Education, Culture, Sports, Science and Technology for the development of the aforementioned bio-based engineering plastic.
2021	Mazda received the Aoki Katashi Innovation Award from the Japan Society of Polymer Processing for the development of the aforementioned technology for two-layer molding of pattern-designed bio-based engineering plastic.
2023	Mazda received a METI Minister's Prize at the Ninth Monodzukuri Nippon Grand Awards for the development of the aforementioned technology for two-layer molding of pattern-designed bio-based engineering plastic.

Paint-less technology for interior and exterior parts (developed in 2014)



Technology for two-layer molding of pattern-designed bio-based engineering plastic (developed in 2018)



Production and Logistics

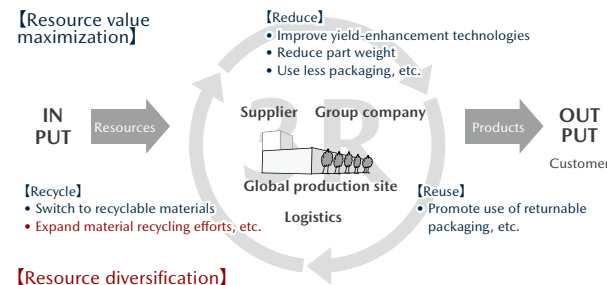
Plant 3Rs and Global Zero-Emissions and Resource Recycling Initiatives

The Mazda Group continues to expand its global efforts to achieve zero emissions and recycle resources through measures such as efficiently using resources to prevent waste and promoting the 3Rs for resources.

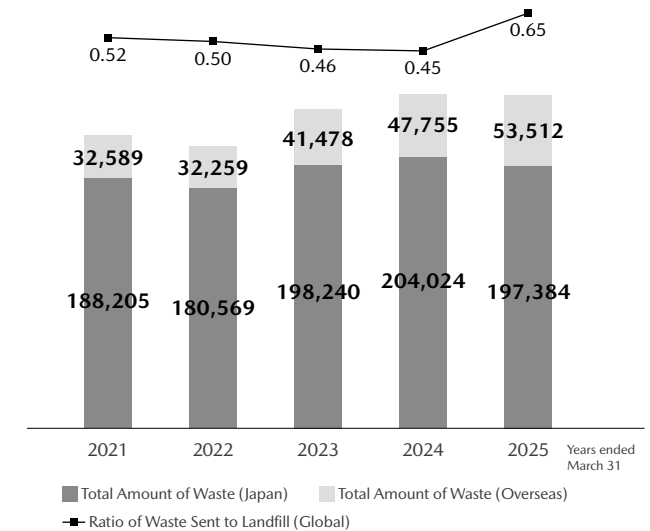
2030 Goals	2050 Goals
Achieve zero emissions in manufacturing and logistics processes on a global basis • 0.1% or lower rate of waste sent to landfill among total waste generated (achieved by domestic Group companies in 2018)	Zero emissions through expanded resource recycling initiatives in manufacturing and logistics processes on a global basis • Elimination of dependence on thermal recycling and other combustion-based recycling methods • Expansion of material recycling

Vision

【Resource value maximization】



Total Amount of Waste/Ratio of Waste Sent to Landfill (t/%)



Production Materials: Maintenance of Zero Landfill Waste Status and Reduction of Waste

To reduce landfill waste at its four principal domestic sites* to zero, Mazda is promoting reductions in the volume of manufacturing by-products and waste, more rigorous sorting of waste, and increased recycling. The Company was thereby able to achieve zero landfill waste, and it has maintained this status from FY March 2009 to FY March 2025. As part of its waste reduction efforts, the Company has been recycling materials to ensure that plastic packaging materials used in the vehicle and transmission assembly processes can be reused as raw materials through stricter sorting of packaging by material and quality. Furthermore, Mazda has been proactively utilizing plastic pallets made from recycled materials to transport parts overseas.

【Statistics from FY March 2025】

- Reduction in total amount of waste generated of 85% in comparison to FY March 1991

[Environmental data \(Amount of landfill waste, amount of recycled materials, recycling ratio\)](#)

* Headquarters (Hiroshima); Miyoshi Plant; Hofu Plant, Nishinoura District; and Hofu Plant, Nakanoseki District (including product development and other non-manufacturing areas)

Logistic Materials: Reduction of Packaging and Wrapping Materials

Mazda is moving forward with 3Rs initiatives including using returnable containers, simplifying packaging specifications, and recycling materials. In regard to the transportation of repair parts in Japan and overseas and the export of parts to overseas plants, ongoing coordination is being promoted between departments in five areas—development, production, procurement (purchasing), logistics, and quality—to optimize parts procurement and vehicle manufacturing from the stage of product development and to facilitate strong cooperation across the supply chain. These efforts are anticipated to result in reduced volumes of packaging and wrapping materials and an increased packaging filling rate.

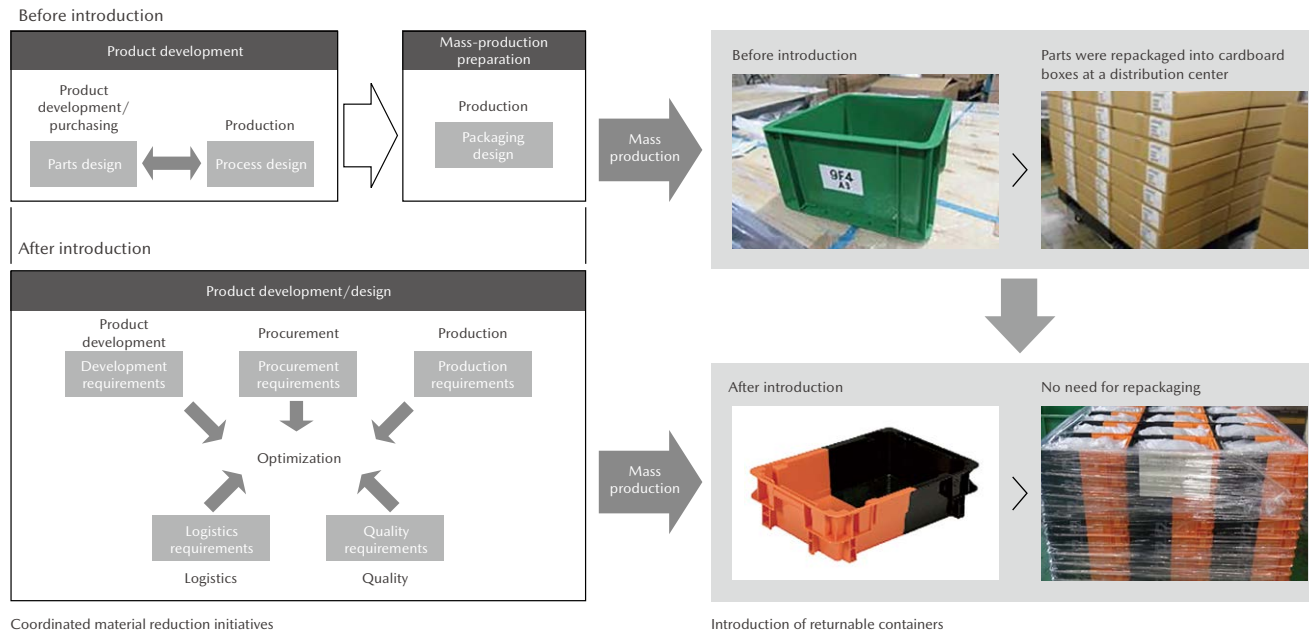
[Statistics from FY March 2025]

- Reduction in volumes of packaging and wrapping materials used of 19.7% in comparison to FY March 2020

In the past, Mazda has adopted an approach toward transporting parts to overseas plants and repair parts to overseas bases that involved repacking parts delivered from suppliers in cardboard boxes at distribution bases. However, the Company has since begun utilizing returnable containers that can be reused in order to reduce the use of packaging and wrapping materials. This new approach has contributed to reductions in the amount of packaging and wrapping materials used by eliminating the need for repacking in cardboard boxes at distribution bases and of later disposal of those boxes.

Mazda is also expanding its use of returnable new standard containers for parts to be transported to overseas plants. These containers make it possible for parts to be delivered to overseas plants in the state they were packed at suppliers with no need for repacking at distribution bases. Moreover, the new standard containers come in standardized sizes, contributing to more efficient use of container space and subsequently increased container filling rates. As of March 31, 2024, Mazda had completed introduction of new standard containers for transportation to plants in the United States, China, Mexico, and Thailand. Furthermore, we began asking suppliers in Mexico to use these containers when delivering certain parts in FY March 2025. These efforts have resulted in the container filling rate rising from 70% to 90%, leading to reductions in packaging and wrapping materials, the number of containers needed, and the number of transportation truck services used. These gains have also contributed to lower CO₂ emissions. Going forward, Mazda will continue to expand the use of new standard containers to further reduce packaging and wrapping material use and environmental impacts.

[Environmental data \(Use of wrapping and packaging materials\)](#)



Collection and Recycling of Vehicles and Parts

Almost all materials used in vehicles can be recycled. Implementing thorough recycling and waste reduction initiatives to ensure that limited resources are used effectively, Mazda promotes efforts to contribute to the realization of a recycling-oriented society.

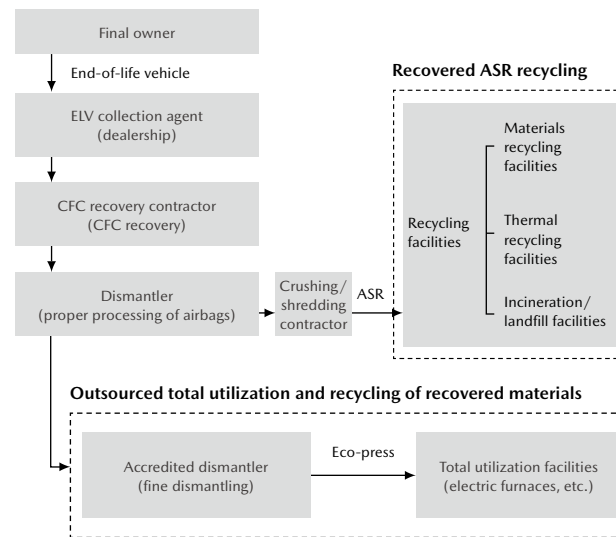
Measures in Response to Japan's Act on Recycling of End-of-Life Automobiles

Mazda properly processes three designated items in accordance with the Act on Recycling of End-of-Life Automobiles (chlorofluorocarbons, airbags, and ASR). In addition, the Company is actively working to recycle these items through unique technologies and measures. In regard to ASR, Mazda is working through the Automobile shredder residue Recycling promotion Team (ART), a consortium of 12 companies including Nissan Motor Co., Ltd., Mitsubishi Motors Corporation, and Mazda, to comply with the law and achieve progress in the reuse of resources. The Company also promotes recycling at dealerships. Dealerships collect vehicle recycling fees at the time of sale of new vehicles and collect end-of-life automobiles from their final owners in order to transfer them to disposal processing companies.

The Act on Recycling of End-of-Life Automobiles was revised in February 2012 to include lithium-ion batteries (LiBs) and nickel-metal hydride (NiMH) batteries as items for advance collection before dismantling of end-of-life automobiles. Mazda is committed to collecting LiBs installed in its vehicles through the LiB Joint Collection System of Japan Auto Recycling Partnership, Ltd. The Company also collects NiMH batteries. Moreover, Mazda publishes disposal work procedure guidelines on its website and promotes appropriate disposal to ensure that the relevant business operators can safely recycle vehicles using LiBs and NiMH batteries as well as those equipped with deceleration energy regeneration system capacitors.

[End-of-life automobile recycling initiatives](#)

End-of-Life Automobile Recycling Process



[Resource Recycling Results in FY March 2025]

Number of vehicles from which ASR was collected		102,818
Number of vehicles from which airbags were collected		100,787
Number of vehicles from which chlorofluorocarbons were collected		98,881
Recycling ratios	ASR	96.7%
	Airbags	96.9%
Total contracting deposits received		¥1,267,142,261
Total expenses for recycling		¥1,249,901,505

[Promoting Recycling](#)

ASR and Japan's Act on Recycling of End-of-Life Automobiles

Disposed vehicles consist of about 80% useful metals and about 20% automotive ASR that includes resin. Useful metals are recycled in cooperation with dismantlers, crushing and shredding contractors, steel manufacturers, and metal recycling-related companies. ASR, which used to be disposed by landfill, is now subject to the Act on Recycling of End-of-Life Automobiles, which was enacted in January 2005. This law was instituted in response to the rise in the risk of illegal dumping of end-of-life automobiles on the back

of a surge in disposal costs due to overstrained final landfill sites and low iron scrap prices. As a result of the enactment of this law, car manufacturers are now responsible for recycling chlorofluorocarbons, which lead to global warming and ozone depletion; airbags, which require specialist knowledge for disposal; and ASR, using recycling fees deposited by final owners of end-of-life automobiles.

Recycling of End-of-Life Automobiles Overseas

Mazda is committed to the recycling of end-of-life automobiles overseas in accordance with the laws in each country and region through efforts centered on local distributors. In countries and regions planning to implement recycling-related laws, Mazda is preparing to respond in cooperation with the distributors in these areas. For vehicles equipped with LiBs and capacitors, the Company publishes disposal work procedure guidelines on its website and promotes appropriate disposal, as is also done in Japan, to ensure that the relevant business operators are able to safely dispose of these vehicles.

Europe

Based on European Union directives, European regional headquarters Mazda Motor Europe GmbH provides dismantling manuals to recycling contractors when introducing new models and has established a network to collect used vehicles from their final owners free of charge in cooperation with local distributors.

China

In accordance with Chinese regulations, Chinese production base Changan Mazda Automobile Co., Ltd. leads efforts to prepare dismantling manuals and manage substances with environmental impacts.

Collection and Recycling of Used Parts in Japan

Mazda collects damaged bumpers replaced through repairs so they can be recycled as plastic materials for use in plastic parts (new vehicle bumpers, undercovers, etc.).

[Statistics from FY March 2025]

Collection of 41,389 damaged bumpers to be recycled

[Environmental data \(Parts recycling\)](#)

Water

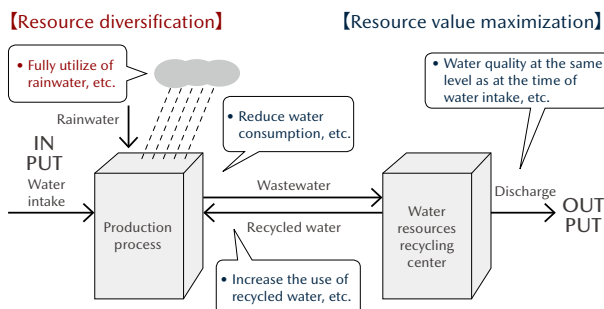
Basic Approach (Water)

To conserve water resources, the Mazda Group promotes activities to eliminate wasteful water use and circulate water resources by treating used water so that it is the same quality as when it was drawn from nature.

Shared Goals	
- Fully utilize water without any waste as a valuable resource that is a natural blessing - Circulate water as a valuable resource that is a natural blessing by treating used water so that it is the same quality as before it was used and returning it to nature.	
2030 Goals	2050 Goals
Implement an optimal approach to water resource recycling and circulation at a model plant* in Japan	Implement an optimal approach to water resource recycling and circulation in global manufacturing processes

* A model plant is a pilot plant at which new innovations are tested in advance of introduction at other facilities.

Vision



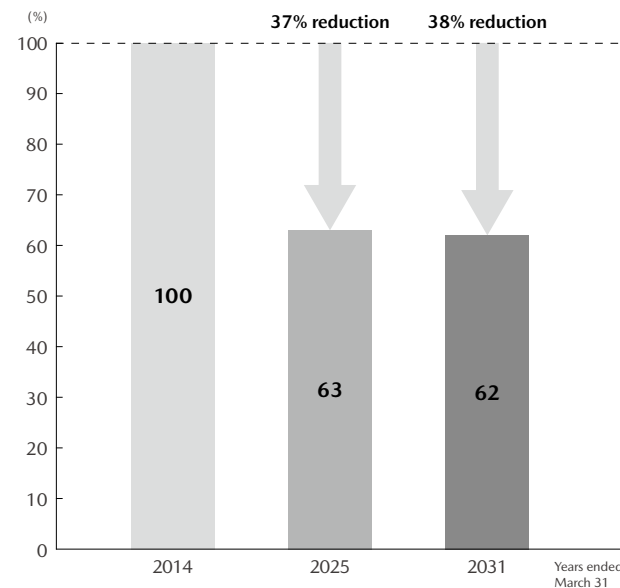
Goals (Water)

To guide its water resource reuse and recycling initiative at a domestic model plant, the Company has set a target of reducing water intake by all domestic Group companies by 38% by FY March 2031 compared with levels in FY March 2014. In order to achieve this target, the Company aims to reduce annual water use by 2% through measures including expanded use of rainwater and recycled water.

【Statistics from FY March 2025】

- Reduction of 37% in total domestic water intake in FY March 2025 (compared with FY March 2014)

Water intake by domestic Mazda Group companies



[Environmental data \(Water intake and wastewater\)](#)

Water Resource Preservation

By clarifying inputs, processes, and outputs involving water resources in its business activities, Mazda is promoting initiatives to efficiently use these valuable resources (i.e., utilizing water resources without wasteful use). We thereby seek to minimize water usage and circulate water resources by treating used water so that it is the same quality as when it was drawn from nature.

To advance these initiatives, the Water Resource Group* was established consisting of members involved in water resource conservation. Six major themes have been defined for the activities of this group: (1) Elimination of wasteful use, (2) Reduction, (3) Reuse, (4) Recycling, (5) Utilization of rainwater, water sludge, and waste fluid, and (6) Building of communities and systems and development of human resources. Moreover, the group is divided into two teams that are tasked with analyzing current conditions, responding to issues, sharing information on initiatives with overseas plants, and supporting overseas plants' efforts to address relevant issues.

Water Resource Group

- Recycling and Circulation Team: Studies models in the field of wastewater treatment and reviews models and implements trials in the field of water intake
- Use Reduction Team: Introduces models and results of trials reviewed by the Recycling and Circulation Team at plants

* The Water Resource Group is a working group affiliated with the Business Site Environment Committee, an organization that examines and promotes environmental protection methods in manufacturing and logistics, as well as measures for reducing environmental impacts throughout the entire supply chain.

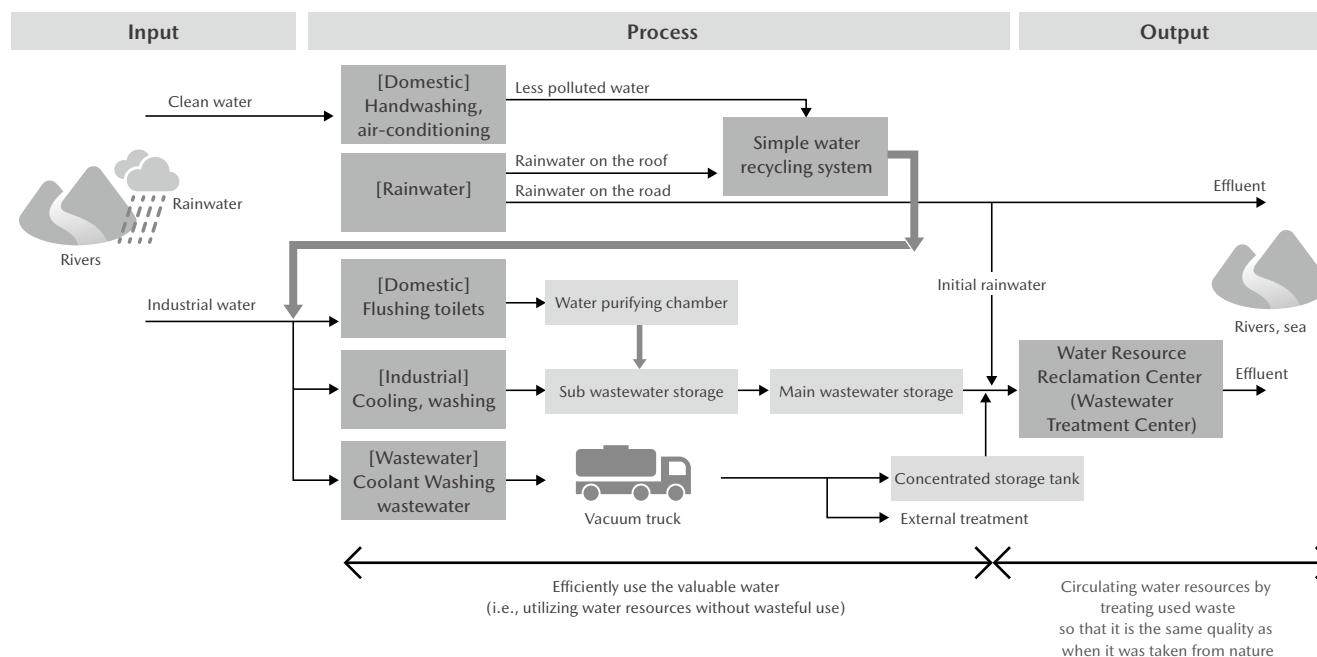
Specific Water Use Minimization Initiatives

Use Minimization and Reuse

- Prevention of overflows at cooling towers caused by excessive water supply and reuse of less-polluted water in circulation without draining in accordance with internal standards
- Installation of sensor on toilets that allow flushing only when the sensor detects the presence of the user to conserve water
- Reuse of water used in vehicle body cleaning processes at painting facilities through appropriate management based on water pollution standards; utilization of bacteria removal devices for water surpassing defined pollution thresholds so that it can be reused for other processes

Recycling of Wastewater and Utilization of Rainwater

- Recycling of less-polluted water, such as hand washing water and air conditioning drainage, through simple recycling systems so that it can be used together with stored rainwater for flushing toilets, watering green spaces, and other applications at Mazda sites



ENVIRONMENTAL MANAGEMENT

Basic Approach

In order to promote environmental initiatives within the ISO 14001 scope of certification, the Company has implemented the Mazda Environmental Policy.

Mazda Environmental Policy

Basic Policy

Through business activities that coexist with local communities and society, we will realize a carbon-neutral and recycling-oriented society.

Action guidelines

- (1) Mazda will strive to recycle resources, reduce energy consumption, introduce renewable energy, and conserve biodiversity.
- (2) Mazda will promote the use of environmentally friendly products and services by providing products and services whose life cycle was considered.
- (3) Mazda will not only comply with environmental laws and regulations, but also consider the environmental impact of its corporate activities on local communities and society and ensure a comfortable environment of the society of the future.
- (4) Mazda will raise the environmental awareness of each employee and contribute to the realization of a sustainable society through the Company's entire corporate activities, while placing importance on the appropriate disclosure of information and mutual communication.

Establishment of Environmental Management Systems

Mazda is promoting the establishment of environmental management systems across its entire supply chain and in all Group companies. The purpose of these systems is to facilitate more effective eco-friendly business activities based on ISO 14001 and other standards.

【Statistics from FY March 2025】

- Acquisition of ISO 14001 certification by Mazda and 14 of 15 Group manufacturing companies in Japan and overseas
- Promotion of receipt of certification under EcoAction 21 (EA21),* an environmental management system, by domestic directly operated dealerships and owner-managed dealerships; acquisition of certification at a total of 113 dealerships comprised of 23 dealerships for the Mazda/Mazda Enfini sales channel, 89 dealerships for the Mazda Autozam sales channel, and the Mazda Chuhan (as of March 31, 2025)

* EA21 is a simplified environmental management system established by Japan's Ministry of the Environment for application at companies of various scales, such as small to medium-sized companies.

List of ISO 14001-Certified Production and Business

Domestic Production and Business Sites

Hiroshima district	Hiroshima Plant	June 2000
	Miyoshi Plant	
Hofu Plant	Nishinoura district	September 1998
	Nakanoseki district (Expand)	September 1999
Tokyo Headquarters		September 2016
Mazda R&D Center Yokohama		
Proving Grounds (Mine, Kenbuchi and Nakasatunai)		
Osaka Corporate Sales Office		

Four Domestic Consolidated Subsidiaries (Excluding Sales Companies)

Mazda E&T Co., Ltd.* ¹	June 2000
Mazda Ace Co., Ltd.* ¹	June 2000
Mazda Logistics Co., Ltd.* ¹	June 2000
Kurashiki Kako Co., Ltd.	December 2001

Four Domestic Equity-Method Affiliates

Toyo Advanced Technologies Co., Ltd.* ²	June 2000
Japan Climate Systems Corporation	May 2000
Yoshiwa Kogyo Co., Ltd.	April 2002
MCM Energy Service Co., Ltd.* ³	June 2008

Five Overseas Production Sites (Consolidated Subsidiaries and Equity-Method Affiliates)

AutoAlliance (Thailand) Co., Ltd.* ⁴	May 2000
Changan Mazda Automobile Co., Ltd.* ⁴	December 2008
Changan Mazda Engine Co., Ltd.* ⁴	February 2009
Mazda Motor Manufacturing de Mexico, S.A. de C.V.* ⁵	December 2014
Mazda Powertrain Manufacturing (Thailand) Co., Ltd.* ⁵	November 2016

*¹ Some or all of the organizations at each of the companies acquired ISO 14001 certification in the certification scope of Mazda.

*² The company received ISO 14001 certification within the scope of Mazda's certification. As a separate business facility, the company individually acquired the certification in March 2016. However, as a separate company, the company acquired re-certification in April 2017, resulting in the exclusion of the company from the certification scope of Mazda.

*³ Although the company was within Mazda's scope of certification, it acquired the certification on its own in March 2013.

*⁴ Equity-method affiliate

*⁵ Consolidated subsidiary

Implementation of Environmental Audits

To confirm that environmental management systems, such those based on ISO 14001, EA21, and other standards, are functioning effectively, both internal audits and external audits are carried out annually at Mazda and all domestic and overseas Group companies that have obtained certification. The results of internal audits and external audits are reported to senior management, and any problems are swiftly and appropriately rectified.

Issues Identified by External Audits Based on ISO 14001 Standards*

	FY March 2021	FY March 2022	FY March 2023	FY March 2024	FY March 2025
Serious noncompliance issues	0	0	0	0	0
Minor noncompliance issues	0	0	1	0	0
Areas with room for improvement	5	5	8	6	12

* Scope of audits: Mazda Motor Corporation

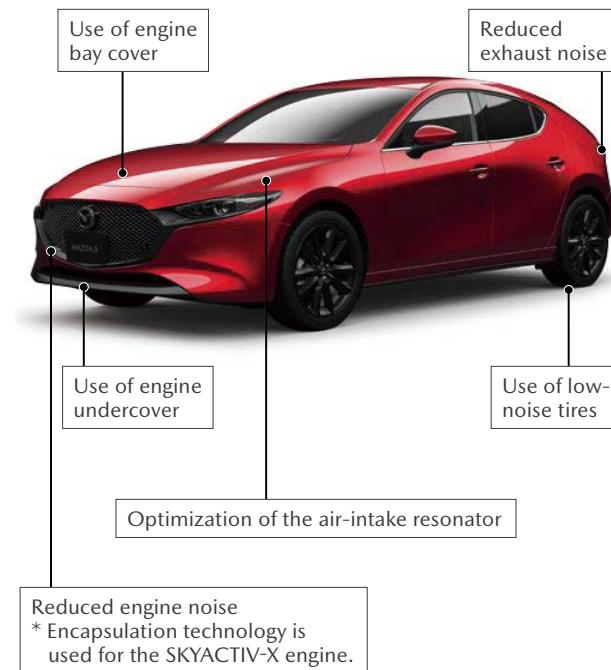
Elimination of Sensory Pollution

Sensory pollution includes noise, vibration, and odors that have a sensory or psychological impact on people. Mazda recognizes that clearing legal regulations may not be enough to prevent noise, vibration, and odors from annoying the surrounding individuals. For this reason, the Company is systematically stepping up measures to alleviate the causes of such pollution as well as measures to improve noise insulation and odor removal.

Reduction of Vehicle Noise

Mazda has established its own noise standards for all vehicle models that are even stricter than the most recent legal requirements. Compliance with said standards is pursued to reduce road traffic noise from Mazda vehicles. The Company has also been actively developing technologies to reduce the three major types of vehicle noises: engine noise, air intake and exhaust system noise, and tire noise.

Example of Anti-Noise Measures (Mazda3)



Environmental Risk Management

Environmental Monitoring

Drills are conducted at individual production sites and offices to prepare to respond to accidents, incidents of environmental pollution, and other risks while regular environmental monitoring is performed in relation to air and water pollution and other environmental risks.

[Statistics from FY March 2025]

Environmental Monitoring Category	Monitoring Target	Items Monitored	Monitoring Frequency
Air quality	Boilers, melting furnaces, heating furnaces, drying furnaces, etc.	Sulfur oxides, nitrogen oxides, soot, volatile organic compounds, and hydrogen chloride (5 items)	Approx. 280 times per year
Water quality	Treated wastewater	Cadmium, cyanide, organic phosphorus, lead, hexavalent chromium, etc. (43 items)	Approx. 1,700 times per year
Noise and vibration	Site boundaries	Noise level and vibration level (2 items)	12 times per year
Odors	Site boundaries, etc.	Odor index (1 item)	12 times per year
Waste	Slag, sludge, scrap metal, etc.	Cadmium, cyanide, organic phosphorus, lead, hexavalent chromium, etc. (25 items)	Approx. 100 times per year

Environment-Related Legal Violations and Complaints

The Company is taking appropriate actions and is implementing measures to prevent recurrence of environment-related legal violations and complaints.

[Statistics from FY March 2025]

	Mazda Motor Corporation			Group Companies		
	Number of incidents	Details	Response	Number of incidents	Details	Response
Legal violations	0	-	-	0	-	-
Complaints	0	-	-	4	Noise (3), others (1)	Issues to address causes, etc., completed

Environmental Education Programs

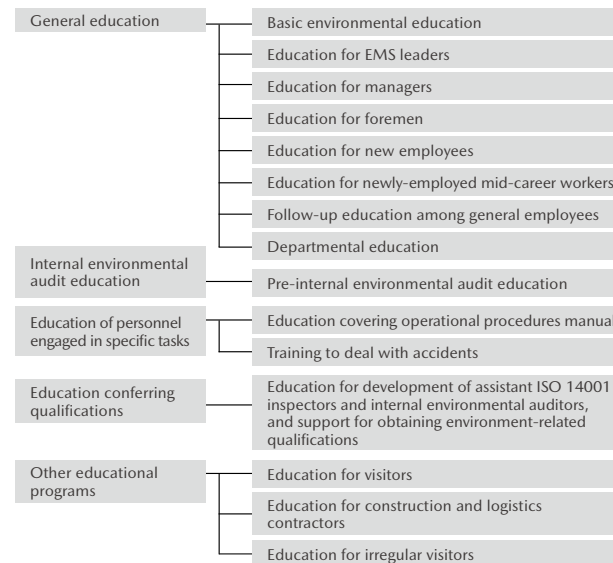
As part of its environmental management system, Mazda implements environmental education programs—covering topics such as global environmental issues, trends inside and outside Japan, the Company's environmental initiatives, and environmental preservation activities at different workplaces—for all employees once a year and for environmental management system leaders twice a year. The Company also encourages employees to obtain environment-related public qualifications and offers support for employees working toward these qualifications, including financial support through the Mazda Flex Benefit System.*

* The Mazda Flex Benefit System 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 scope of allocated points.

Qualifications that Employees Are Encouraged to Obtain:

- Qualified Person for Energy Management
- Head pollution control supervisor
- Air and water pollution control supervisor (Class 1 to 4)
- Noise- and vibration-related pollution control supervisor
- Dust and particulate pollution control supervisor (Specified, General)
- Dioxide pollution control supervisor
- Special management-designated industrial waste disposal supervisor
- Environmental Society Test (Eco Test)
- Environmental management system auditor
- Internal environmental auditor
- Environmental measurer
- Construction environment hygiene control engineer

Environmental Education Structure



Environment-Related Accident Prevention Activities

Oil Spill Prevention and Traffic Safety Campaign

Together with Mazda Logistics Co., Ltd. and several truckload transportation companies, Mazda Motor Corporation conducts an awareness-raising campaign aimed at improving traffic safety awareness and preventing oil spills on roads during vehicle delivery. In this campaign, which is held twice a year, awareness-raising leaflets are distributed to drivers of vehicles delivered to the Hiroshima Plant and the Hofu Plant. In doing so, the Company strives to improve such drivers' awareness of the environment and safety and create a system to ensure that employees can make a quick and appropriate response in the event of an accident. As part of its efforts to prevent oil spills from occurring, Mazda has established a record system* that consolidates databases on the maintenance status of each vehicle and information on past environmental defects and presents this information in a visual format. The system began operation in March 2021, and introduction of the system had been completed at all participating truckload transportation companies as of March 31, 2024. In FY March 2025, a series of briefings was held for the purpose of encouraging the adoption of this system at other transportation companies. Going forward, the Company will strive to utilize this system as an effective tool for preventing oil spills.

* The record system entails integrated management of various transportation vehicle information in the possession of truckload transportation companies to allow for alert messages to be sent to these companies as necessary. Information recorded by this system includes vehicle models, registration dates, travel distances, and dates of legally mandated and annual inspections and maintenance.



Awareness-raising leaflets being distributed

PREVENTION OF POLLUTION

Basic Approach

Mazda is committed to managing chemical substances across all stages of vehicle life cycles, spanning from production to disposal, and to reducing exhaust emissions and fuel consumption from driving. We thereby seek to comply with all relevant regulations while ensuring that we can continue to coexist with a bountiful, beautiful earth into the future.

Cleaner Emissions

Cleaner Gas Emissions

Mazda is committed to mitigating air pollution from exhaust gas. To this end, the Company is actively developing low-emissions vehicles and launching vehicles that comply with the emissions regulations of the respective countries and regions.

Emissions Reduction Technologies

Mazda pays attention to global movements toward tighter control of exhaust emissions and fuel economy, market expansion due to rapidly growing emerging countries, and depletion of scarce resources. The Company has developed its unique high-performance, three-way catalytic converters and soot (particulate matter) oxidation catalysts, which it uses to reduce the use of precious metals and help to clean exhaust gases.

Latest Emissions Reduction Technologies

Gasoline engines

Mazda uses a system based on a three-way catalytic converter to clean emissions from both its conventional 2.5-liter straight-4-cylinder engines and its 3.3-liter straight-6-cylinder gasoline turbo engines. Combined with improved fuel control technologies that increase the speed at which the catalyst activates after starting or restarting the engine, this system enables Mazda to clear the strict emissions regulations of different countries and regions, including the super-ultra-low-emission vehicle 30 (SULEV30) regulations of the United States.

Diesel engines

To clean emissions from its 3.3-liter straight-6-cylinder diesel turbo engines, Mazda uses a system based on oxidation catalysts that also utilizes ceramic filters able to catch, collect, and clean soot. Making use of a proprietary distribution-controlled partially premixed compression ignition (DCPCI) technology developed in pursuit of ideal combustion conditions, as well as larger displacement, this simple and affordable system does not require a nitrogen oxide (NOx) purification catalyst to achieve clean emissions that easily clear Japan's Real Driving Emission (RDE) regulations.

Proper Management of Chemical Substances

Management Standards for Environmentally Hazardous Materials

Mazda has prepared its Management Standards for Environmentally Hazardous Materials for management of chemical substances facing restrictions to use across the supply chain (whether those restrictions be in the form of bans or reporting requirements) based on the relevant domestic and overseas laws and regulations.

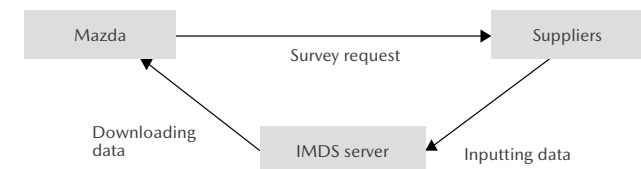
Collection and Management of Chemical Substance Information

Mazda utilizes a global-standard International Material Data System to collect information on the chemical substances contained in its products. This information is used to facilitate the appropriate management of environmentally hazardous materials, such as lead, mercury, hexavalent chromium, and cadmium, across the entire supply chain.

International Material Data System-Related Measures

- The Company has developed and published a guideline that helps suppliers to correctly utilize the international material data system to communicate information.
- The chemical substance information gathered through the international material data system is used to calculate the Company's vehicle recycling rate and to comply with various regulatory regimes for chemical materials, such as Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) in Europe.

International Material Data System Framework



VOC Reduction

Reduction of VOCs in Vehicle Cabins

To maintain a comfortable cabin environment, Mazda is committed to reducing the use of volatile organic compounds (VOCs) such as formaldehyde, toluene, and xylene, which have been implicated as possible causes of sick building syndrome. In new models, starting with the Demio launched in 2007 (named the Mazda2 overseas at time of launch in 2007), Mazda is reducing VOCs in the main materials used in the cabin, such as plastics, paints, and adhesives, thereby conforming with the indoor aerial concentration guidelines established by Japan's Ministry of Health, Labour and Welfare.

Reduction of VOCs in Painting Processes

Mazda has developed and subsequently introduced low-VOC paints for use with the Three Layer Wet Paint System, the standard process at major plants in Japan and overseas, and with the Aqua-Tech Paint System that delivers world-leading environmental performance. We have also implemented measures to achieve improved efficiency in thinner recovery for cleaning.

【Statistics from FY March 2025】

- Reduction of VOC emissions from vehicle body paint in body-painting lines to 13.0 g/m²

[Environmental data \(VOC waste emissions\)](#)

Adoption of Eco-Friendly Fuels

Mazda is continuing efforts to reduce the emission of sulfur oxides (SOx), NOx, dust and soot, fine particles, vapors, and VOCs. In addition, the Company is shifting from the use of fuel oil to the use of city gas for fuel and making other efforts to actively adopt materials that reduce its environmental impacts.

[Environmental data \(NOx emissions and SOx emissions\)](#)

Reduction of Emissions of PRTR-Listed Substances

Mazda is constantly working to reduce emissions of substances listed in Pollutant Release and Transfer Register (PRTR) legislation* as it moves forward with initiatives such as the introduction of the Aqua-Tech Paint System into the painting process and improvements to the efficiency of painting processes and of thinner recovery for cleaning.

【Statistics from FY March 2025】

- Reduction of 489 tons in emissions of substances that are designated under PRTR legislation into water systems and the atmosphere (reduction of 82% from FY March 1999)

[Environmental data \(Emissions of PRTR-listed substances\)](#)

* Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof

BIODIVERSITY

Basic Approach

As an automobile manufacturer endorsing the aims of the Declaration of Biodiversity by Keidanren, which has been issued by Keidanren (Japan Business Federation), Mazda promotes initiatives to preserve biodiversity. In FY March 2012, the Company conducted an assessment of its impacts on biodiversity with the aim of systematically developing its initiatives to protect biodiversity. Through this assessment, the Company identified the significance of the impacts of its business activities and products on nature and on the environment. Following this assessment, the Company established the Mazda Biodiversity Guidelines in December 2012, and since then it has been implementing various initiatives as part of its corporate activities with the aim of preserving biodiversity and helping create an enriching, sustainable society that ensures harmony between people and nature. Based on the results of the aforementioned assessment of impacts, the Company takes measures to mitigate its impacts on biodiversity with a particular focus on energy, water, and other resources in the areas of products, technology, production, and logistics.

Mazda Biodiversity Guidelines

Basic Approach

Based on the Mazda Global Environmental Charter, the Mazda Group contributes to the preservation of biodiversity through its corporate activities worldwide based on recognition of the importance of nature and the significance of its impacts on nature, with the aim of helping realize and furthering the development of an enriching, sustainable society that ensures harmony between people and nature.

Priority Initiatives

1. Creation of Environmentally Sound Technologies and Products

Mazda will promote the creation of technologies and products considering harmony between the environment and our corporate activities by developing technologies that contribute to cleaner emissions gases, reduction of CO₂ emissions, research and development of clean energy-fueled vehicles, recycling, and biodiversity.

2. Corporate Activities in Consideration of Conserving Resources and Energy

Mazda will promote the reduction of substances with environmental impacts and the effective use of resources, and contribute to the preservation of biodiversity through efficient energy use and resource-saving and recycling activities.

3. Collaboration/Cooperation with Society and Local Communities

Mazda will promote local community-based activities, by striving to engage in collaboration and cooperation with a wide range of stakeholders, including supply chain constituents, local governments, communities, NPOs, NGOs, and education and research institutions.

4. Awareness Enhancement and Information Disclosure

Mazda will take active and self-initiative actions and disclose and share our achievements widely to society as the Company strives to enhance awareness of the importance of coexistence between people and nature.

Established in December 2012

Process for Assessment of Impacts on Biodiversity

- Step 1: Selecting assessment target scope
(Assessments target Group companies engaged in automobile-related businesses, primarily those with value chains that have major impacts on Japan, but overseas companies and affiliates may also be assessed.)
- Step 2: Assessing levels of the dependence and impacts on ecosystem services as well as threats to biodiversity
- Step 3: Identifying business risks and opportunities regarding biodiversity
- Step 4: Identifying priority issues and assessing the state of current response measures
- Step 5: Identifying directives for future response measures

Biodiversity Preservation Initiatives

Creation of Environmentally Sound Technologies and Products

- Through the sale of vehicles equipped with electrification and Skyactiv technologies, Mazda is contributing to the preservation of diverse habitats for living organisms by helping prevent climate change through the reduction of emissions of harmful gases and CO₂.
- Design principles incorporating the 3Rs (reduce, reuse, and recycle) are used in all new vehicles to make them more recyclable. This approach helps limit new extractions and harvesting of limited resources used as materials for automobiles, such as steel, aluminum, plastics, and rare metals, and thereby contributes to the preservation of diverse habitats for living organisms.

【Related Information (Sustainability Website)】

[Resource Circulation](#)

Corporate Activities in Consideration of Conserving Resources and Energy

- Equipment utilization rates are being improved in manufacturing processes through highly efficient and flexible mixed production of diverse products. By reducing energy use and waste and utilizing resources more efficiently, Mazda is working to lower its environmental impact in order to help prevent climate change and preserve habitats.
- When constructing the factory of Mazda de Mexico Vehicle Operation, for example, soil from the site was used for the foundations of structures to prevent soil from being removed from or introduced to the site. We were also able to successfully preserve all 179 of the mesquites that were growing naturally on the site. Moreover, as we planned to use underground water for industrial processes, a rainwater collection apparatus comprised of 30,000 collection vessels inside and outside of the factory premises was installed over 100 hectares of mountainous area near river sources to secure water for use in rehabilitating damaged mountainous areas.

Collaboration/Cooperation with Society and Local Communities

- In December 2023, Mitsui & Co., Ltd. and Mazda concluded a sales and purchase agreement covering J-Credits under which Mazda will purchase credits based on the absorption of CO₂ through forest preservation over an eight-year period from FY March 2023 to FY March 2030. A portion of the earnings generated through the credits will be used to promote sustainable forestry by developing and managing forests and enhancing natural disaster preparedness via a joint project.
- In 2010, Mazda concluded the Forest Preservation and Management Pact with the government of Hiroshima Prefecture, based on which it is promoting forest preservation focused on the Mazda-no-Mori (Mazda Forest) located in the Hiroshima Prefecture tree planting center.
- Mazda is conducting coastal cleanup activities as part of its participation in the GREEN SEA Setouchi Hiroshima Platform.
- Mazda R&D Center Yokohama endorses the aims of the Keihin Afforestation Project promoted by Yokohama City and is supporting the project for investigating and tracking the flight of dragonflies conducted by the industry-academia-government initiative "How Far Does a Dragonfly Fly?" Forum. This project uses dragonflies as an indicator of when green areas have been preserved sufficiently to protect biodiversity (habitats).
- Mazda Motors of New Zealand Ltd. is supporting the "Trees That Count" Initiative. As part of this initiative, five trees are planted on behalf of Mazda customers for every new Mazda vehicle sold.

Awareness Enhancement and Information Disclosure

- Information on climate change, resource circulation, and social contribution initiatives is disclosed through Mazda's sustainability and [social contribution initiatives websites](#).
- Mazda has established Mazda Foundations in Japan, the United States, Australia, New Zealand, and South Africa to support environmental preservation activities tailored to each region.
- The Biodiversity Newsletter is issued regularly to keep employees up to date on the biodiversity initiatives conducted on Company-owned land and other biodiversity-related news.

【Statistics from FY March 2025】

- Publication of aggregate total of 14 Biodiversity Newsletter issues

CHAPTER

3

SOCIAL

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RESPECT FOR HUMAN RIGHTS

Basic Approach

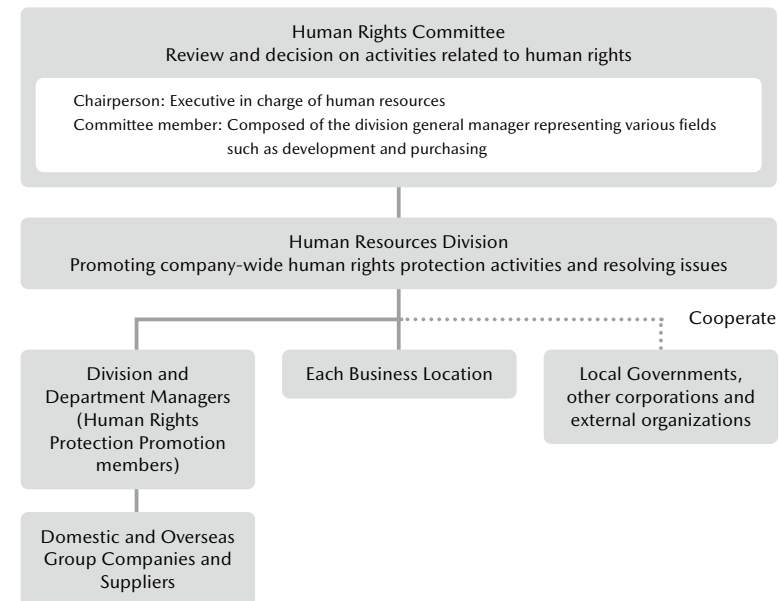
Mazda views human rights as fundamental to its corporate activities. The Company does not tolerate human rights violations of any kind, including discrimination or harassment on the basis of race, nationality, faith, gender, social status, family origin, age, mental or physical disability, sexual orientation, or gender identity, in its corporate activities, whether inside or outside the Company. As guidelines for promoting respect for human rights, we established the Guidelines for Eliminating Sexual Harassment in 1999 and then the Rules for Eliminating Human Rights Violations in 2000. With these guidelines, we have been promoting respect for human rights via intranet content and education and training programs. Moreover, [the Mazda Human Rights Policy](#) formulated in August 2023 stipulates respect for human rights based on international standards, including the United Nations (UN) Universal Declaration of Human Rights, Guiding Principles on Business and Human Rights, and Ten Principles of the UN Global Compact and the ILO Declaration on Fundamental Principles and Rights at Work by the International Labour Organization. In formulating this policy, the Company prepared a draft through discussion with domestic and overseas Group companies, and this draft was reported to and approved by the Board of Directors. Going forward, the Company will continue to pursue coordination and update this policy as necessary. It will also strive to spread awareness and understanding of the policy.

Human Rights Initiatives

Human Rights Promotion Frameworks

The Human Rights Committee, comprising executive officers and division general managers, deliberates on human rights activities. Based on the decisions made by this committee, the Human Resources Division promotes human rights protection activities and takes steps to resolve human rights issues throughout the Group. Moreover, global employee surveys are conducted to check the progress of human rights protection activities at bases worldwide and confirm whether there are any problems needing to be addressed. The results of these surveys are communicated to the respective managers to guide improvement measures when necessary. Division managers lead the activities of their divisions as human rights promotion officers, while the designated human rights representative promotes activities at business sites as well as at Group companies in Japan and overseas. At Group companies in Japan, networks are in place to facilitate the regular exchange of information. Serious human rights violations identified through these networks are reported to executive officers and other management-level members of Mazda, providing a framework that enables the implementation of solutions on a Groupwide basis. At the same time, Mazda seeks to establish a supply chain in which suppliers are also required to fulfill their social responsibilities in the area of respect for human rights based on [the Mazda Supplier Sustainability Guidelines](#). The Company also actively coordinates with local government agencies, companies, and other external organizations to advance human rights protection activities for local communities. Such activities include participation in community human rights events and exchanges of opinion with human rights organizations.

Human Rights Promotion Framework



Prevention of Human Rights Violations

Mazda carries out various initiatives to eliminate human rights violations. In case a problem involving human rights violations occurs, the Company discloses the case on its intranet as an example of disciplinary action and conducts educational and awareness-raising activities in order to prevent a recurrence. The Company keeps a record of how such cases are handled, manages this record in accordance with the stipulated procedure, and submits these records to the Human Rights Committee. These records are used to formulate more effective Companywide policies and to prevent the recurrence of similar problems.

Education and Awareness-Raising Activities

Mazda conducts regular education and awareness-raising programs pertaining to human rights targeting all executive officers and employees. In March 2008, the Company became the first corporation in Japan to be awarded the Human Rights Merit Award by Japan's Ministry of Justice and the National Federation of Consultative Assemblies of Civil Liberties Commissioners. This honor was received in recognition of these initiatives and other human rights protection activities.

Major Education and Awareness-Raising Activities	Details
Human rights training*	[Group training] Mazda conducts mandatory human rights training programs for employees when they join the Company and when they are promoted in rank or position. The Company also provides human rights lectures for executive officers and senior managers, along with other forms of training. In addition, the Company implements training programs that are customized to each department in response to its specific needs. [In-house sexual minority (LGBTQ+) sensitivity training] Since 2016, Mazda has been organizing sensitivity training programs and lectures for various ranks to promote understanding of sexual minority (LGBTQ+) issues. In 2017, in-house lectures were held by experts invited from outside the Group, and in 2020, Mazda provided all employees with information about its internal systems, procedures, and consultation desks related to sexual minorities. [Information distribution via intranet] Mazda seeks to raise human rights awareness through e-learning programs and human rights mini-lectures offered via its intranet to ensure that all employees have an accurate understanding regarding abuse of power and sexual harassment. In addition, management is provided with training on avoiding harassment. Major Themes of Human Rights Mini-Lectures • Human rights education (issues pertaining to communities facing discrimination, gender diversity, etc.) • e-learning programs (gender diversity; abuse of power; sexual harassment; harassment in relation to child-rearing, nursing care leave, etc.; and human rights issues regarding women, people with disabilities, nationality, race, HIV-infected persons, etc.)
Messages from senior management issued during Human Rights Week*	The Company's senior management issues a message to all employees every year during Human Rights Week, in conjunction with Human Rights Day on December 10, to highlight the importance of respecting human rights.
Human rights meetings*	Mazda holds regular meetings (four times a year) on an individual workplace basis on familiar topics to help employees think for themselves about human rights and form their own insights.
Other human rights awareness-raising activities*	Mazda holds human rights slogan competitions and has established a dedicated website on its human rights protection activities.

* These activities are only conducted at Mazda Motor Corporation.

Activities at Group Companies

In line with its One Mazda concept, which expresses its desire for all employees to act as a single team united by a set of shared values and goals, Mazda is committed to promoting human rights activities at Group companies. Adhering to the Mazda Human Rights Declaration and with reference to the Rules for Eliminating Human Rights Violations and the Guidelines to Eliminate Human Rights Violations, Group companies in Japan and overseas maintain a set of rules and guidelines that are tailored to conditions in their respective countries. Through these efforts, the Company strives to protect human rights at all Group companies. We also arrange regular information exchanges between human rights officers at Mazda and at Group companies. Depending on the circumstances of the particular company, the Company may also take steps such as providing training or educational tools, or dispatching instructors. Since FY March 2017, the Company has been supporting Group companies in establishing human rights training systems and providing materials for use in human rights meetings.

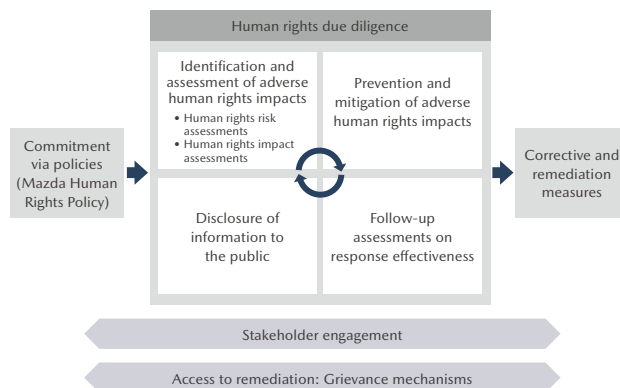
Human Rights Due Diligence

Basic Approach

In accordance with Mazda Human Rights Policy, Mazda recognizes that it must identify factors that could negatively affect human rights in its business activities, introduce human rights due diligence* systems that assign priority levels to these factors, and continuously work to prevent, reduce, rectify, or remedy these issues. The Company works to this end and is expanding the scope of its initiatives to include Group companies and suppliers both in Japan and elsewhere. Regarding Mazda Human Rights Policy, employees are informed through human rights meetings, messages from senior management, and educational programs.

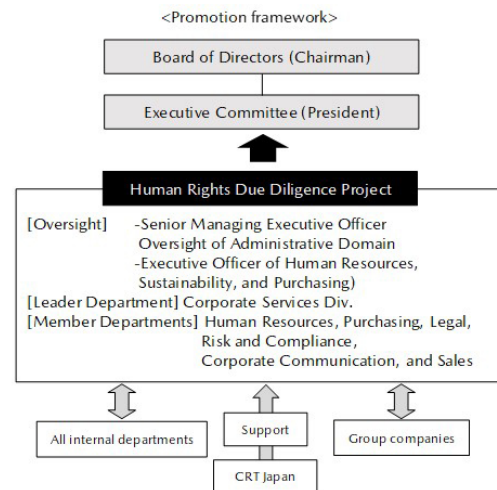
* Human rights due diligence involves continuous implementation of a cycle of procedures to identify, prevent, and reduce adverse impacts on human rights in a company's business activities.

Overview of Human Rights Due Diligence Activities (Source: CRT lecture materials)



Structure

- 1) Basic approach
 - Based on Mazda Human Rights Policy, identify adverse impact on human rights in business activities, under human rights due diligence process.
 - Establish framework and structure to conduct continuous prioritize or prevent, reduce, correct, and relief for identified human rights issues.
 - Expand the scope of initiatives to not only domestic and overseas group companies but also suppliers.
- 2) Promotion framework
 - Established Human Rights Due Diligence Project.
 - Report the progress to Board of Directors or Executive Committee directly.



as well as the activity plan for the next fiscal year, were reported and the prioritization of issues was discussed. Additionally, in FY March 2025, the Risk & Compliance Committee defined human rights risks as one of the key company-wide risks to be addressed. The progress was reported to the executive committee and the board of directors, and it is being promoted as a company-wide activity.

In FY March 2024, Mazda began partnering with CRT to advance human rights due diligence initiatives and refine its corrective and remediation measures for responding to human rights issues in line with the value chain. Groupwide coordination is being practiced globally as part of these initiatives. In addition, the Company is advancing phased human rights due diligence activities and corrective and remediation processes based on the United Nations Guiding Principles on Business and Human Rights and with emphasis placed on engagement with rights holders*. The Company is thereby developing a human rights management system that incorporates with the board members. Progress on the above processes will be disclosed appropriately on Mazda's corporate website.

In March 2024, Mazda invited CRT Japan's Hiroshi Ishida to lead a lecture for all executive officers and general managers on the theme of business and human rights. This lecture served as an opportunity to re-realize the importance of human rights initiatives given recent changes to the operating environment for companies. Moreover, Mazda arranged a human rights due diligence risk assessment workshop on the theme of business and human rights in April 2024 with the facilitation of CRT Japan. This workshop was attended by managements from various areas of the Company, with a total of 40 participants from 33 internal departments and 6 Group companies.

Starting in September 2024, we conducted a human rights impact assessment to confirm the risk situation and evaluate its impact based on direct dialogue with rights holders, with the cooperation of CRT, on important human rights themes identified in workshops. We also strengthened the complaint handling mechanism to take corrective and remedial actions. For details on the activities conducted in fiscal 2024, please refer to the following.

[Detailed report of FY2024 Human Rights Due Diligence Activities](#)

* To building trust with people who have human rights through direct engagement.



Lecture for executive officers

Human Rights Due Diligence Initiatives

The Human Rights Due Diligence Project Team (hereinafter referred to as the "Human Rights DD Project Team"), with the participation of the heads of several relevant divisions, is responsible for confirming and updating the initiatives and way of proceeding of the human rights due diligence, the progress of the initiatives, and the latest situation regarding human rights. The team reports activity plans, progress and results to the Board of Directors, and Executive Committee once every six months and the receives necessary instructions. In FY March 2025, the results of the impact assessment conducted at domestic offices and within the supply chain with the support of the third-party non-profit organization Caux Round Table (CRT) Japan,

Human Rights Due Diligence Risk Assessment (Workshop)

Based on the results of the desktop survey, a two-day of the HRDD workshops was held on April 16 and 17, 2024, with the participation of 40 people from 33 relevant divisions and 6 Group companies, with the aim of prioritizing human rights themes relevant to the Mazda Group's business. In the workshop, facilitated by CRT Hiroshi Ishida, participants discussed high-priority of the human rights issues and stakeholders along the value chain, comparing the actual status of the Mazda Group's business with the results of the desktop survey, and identified priority of the human rights themes for the Mazda Group to address.



Human Rights DD Project Team and CRT evaluated each issues from the viewpoint of rightsholder's impact, and identified three themes: (1) labor and safety environment (including foreign workers) at overseas bases and domestic and overseas suppliers and dealers, (2) human rights issues related to raw material procurement (including conflict minerals), and (3) human rights issues related to AI-related services. The issues and problems identified at the workshop as involving the entire value chain will continue to be addressed by the departments in charge of these issues.

Human Rights Impact Assessment (Selection of human rights theme)

Among above three human rights issues (1)(2)(3) which is identified as priority issues for the Mazda Group to address by HRDD workshop, we considered the scope of rights holders and the preparation period required to start the project, and decided to start the impact assessment in 2024 by focusing on the workplace environment of foreign workers (including technical intern trainees) at domestic business sites and in the supply chain.

Human Rights Impact Assessment (Direct Dialogue with Rights-holders)

Based on the results of the above QR code questionnaire in accordance with the Dhaka Principles for Dignified Migration, CRT conducted a human rights impact assessment of foreign workers at three of Company A's stores (sales company), as well as at Company B's one factory and Company C's two factories (parts supplier companies). This impact assessment was conducted by CRT, a third-party organization, and was conducted in consideration of rights-holders' human rights to ensure that individuals are not identified and that they are not disadvantaged or retaliated against for their statements.

Date and Time	Office/Supplier Name	Subject (of taxation, etc.)	Related Human Rights Issues	What was confirmed in the interviews
October 10-11, 2024	Company A	Foreign workers in three stores	Fair wages	• The impact of the weak yen and inflation is serious, and in the absence of housing allowances, etc., the economic situation will be quite serious, in the view of their situation to send money home, etc.
			Occupational safety and health	• Issue related to harassment have been pointed out. • Necessity of consideration for mental health-related issues of some employee.
			Other	• Some have a sense of distrust and disappointment due to miscommunication and lack of consideration.
November 11-13, 2024	Company B Company C	Two plants of Company C and two plants of Company B	Fair wages	• The impact of the weak yen and inflation is serious, and in the absence of housing allowances, etc., the economic situation will be quite serious, in the view of their situation to send money home, etc.
			Occupational safety and health	• Issue related to harassment have been pointed out. • Necessity of consideration for mental health-related issues of some employee.
			Appropriate living environment	• Health and safety concerns (including women returning home late at night, etc.)
			Access to Grievance/Remedy	• There is no other source of consultation other than the supervising organization.
			Other	• Some have a sense of distrust and disappointment due to miscommunication and lack of consideration.



Interviews with technical interns from Company B and Company C

Results of the Human Rights Risk and Impact Assessment

In the human rights due diligence conducted by CRT, in FY2024 there are no serious human rights violations. However, several minor human rights concerns were identified that require attention from a human rights perspective, and we plan to address them appropriately.

Engagement with stakeholders for remediation

Feedback was provided to stakeholders on the human rights issues identified through the above human rights impact assessment (direct dialogue with rights-holders) to encourage them to take corrective action. Each company is sharing information on future initiatives, including at the Board of Directors level, to prioritize measures to be taken. Some corrective actions have already been taken, such as displaying multilingual signs that are easy for foreign workers to understand and improving living conditions in terms of safety and health. Mazda will also follow up on these efforts, cooperating with corrective measures as necessary.

Future Initiatives

The Mazda Group plans to conduct a follow-up survey to confirm the status of implementation of efforts to resolve human rights issues identified through direct dialogue with rights-holders in the human rights impact assessment, and to follow up on the results of these efforts. Moreover, The CRT will again conduct a direct dialogue with rights-holders to confirm whether the issues have been resolved. While establishing a foundation of trust with rights-holders, which has been fostered through these HRDD initiatives, we will promote the following initiatives.

- Expand the scope of impact assessment and share knowledge of assessment results (Expand to Group and suppliers)
- Identified issues through self-assessment of human rights due diligence have been shared with major local suppliers, and improvement initiatives are currently being implemented.
- Identified at the workshop Addressing the human rights issues remaining two critical Ongoing (e.g., dialogues with external experts, identify of risk issues and countermeasure planning according recent trend analysis)

Supply Chain Human Rights Due Diligence

Identification of Human Rights Issues

Human rights issues connected to suppliers* are clearly specified in [Mazda Supplier Sustainability Guidelines](#), and Mazda requires all business partners to adhere to its efforts to respect human rights.

* Mazda has identified nine human rights issues suppliers should work on: abolition of discrimination, respect for human rights, prohibition of child labor, prohibition of forced labor, non-use of conflict minerals or any other raw materials that may cause social issues, wages, working hours, dialogue with employees, and safe and healthy working environments.

Initiative Self-Diagnosis and Questionnaire

In Mazda Supplier Sustainability Guidelines, all suppliers are asked to diagnose their own efforts from the perspective of tracking of conditions, systems, impact prevention measures, in-house awareness raising, and regular monitoring. In terms of evaluations of the effectiveness of such initiatives, the yearly questionnaire for suppliers verifies that they are appropriately carrying out the self-diagnosis described above.

【Statistics from FY March 2025】

- No identified issues related to human rights initiatives or other matters.

Responsible Mineral Procurement Efforts

Mazda understands that conflict minerals* are among the most serious social issues in its supply chains. This is especially true given how these minerals can result in human rights violations and illegal mining in conflict-affected regions as well as funding of armed groups. The Company therefore aims not to use conflict minerals or any other raw materials that may cause social issues. This commitment is clearly defined in the Mazda Supplier Sustainability Guidelines, which all suppliers are instructed to follow. In addition, based on requests from companies to which Mazda supplies vehicles, the Company conducts conflict minerals surveys of suppliers from which the Company orders components or materials used in the finished supplied vehicles. For the surveys, the Company uses the format designated by the Responsible Business Alliance (Electronic Industry Citizenship Coalition).

【Statistics from FY March 2025】

- Conflict minerals surveys administered to approx. 300 suppliers.

* Conflict minerals are defined as minerals and derivative metals designated by the Dodd-Frank Wall Street Reform and Consumer Protection Act (Section 1502) that are sourced from and used as financial sources for armed groups in conflict-affected regions in the Democratic Republic of Congo or adjoining countries (regulated minerals: tantalum, tin, tungsten, and gold). Under this act, listed U.S. companies are obliged to report that no conflict materials are used in their products.

Corrective and Remediation Measures

External third-party complaint handling platform

Mazda joined the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) in June 2025. This non-judicial platform, provided by JaCER in accordance with the UN Guiding Principles on Business and Human Rights, will accept complaints related to human rights in multiple languages from all stakeholders surrounding Mazda. This includes employees of Mazda and its affiliated companies, domestic and international Tier 1 suppliers, Tier 2 and subsequent suppliers with no direct dealings with Mazda, and local communities. Mazda will take effort to address and resolve such complaints through dialogue, guided by the expertise of JaCER in business and human rights. In handling complaints and reports through this engagement and remedy platform, the anonymity of whistleblowers and the confidentiality of the reports will be secured. Additionally, transparency will be secured so that whistleblowers are informed of the current status of the handling of their reports.

- Link to JaCER's reporting form (32 languages):
<https://jacer-bhr.org/en/application/index.html>

- Link to JaCER's reporting form in Chinese (Simplified):
<https://jacer-bhr.org/cn/application/index.html>

Internal Reporting System

The Company has established [the Mazda Global Hotline](#) as an in-house system for receiving reports regarding compliance and other issues. With its contact points set up both inside the Company and outside (attorney's office), the hotline enables Mazda Group employees to choose a contact point to submit their reports to either under their real names or anonymously. The content of these reports is carefully handled, and the whistleblowers' confidentiality is completely protected. In so doing, Mazda takes sufficient follow-up measures to ensure that those who make reports to the hotline or who cooperate in an investigation will not be subject to unfavorable treatment. The Company distributes Compliance Cards with the contact information for the hotline to all employees during compliance education programs. As part of its efforts to make the hotline better known to everyone, Mazda also puts up posters and implements e-learning programs. In addition, information on the use of the hotline is disclosed. Mazda Global Hotline is also introduced to suppliers so they can receive consultation regarding any doubts that may arise during transactions with Mazda or with Mazda Group companies.

Human Rights Counseling by Dedicated Counselors

Mazda has established a Human Rights Counseling Desk and a Female Employee Counseling Desk to appropriately respond to human rights consultations from employees, through providing advice and supporting early relief from human rights violations. For more than 10 years, the counseling desks have responded to consultations from sexual minority (LGBTQ+) employees and, working with workplaces, have continued to provide support. Mazda has set out regulations mandating strict confidentiality, guaranteeing immunity from reprisals, and ensuring that no disadvantage will accrue to employees who request consultations. Counseling is offered in various forms, such as face-to-face, by telephone, or by email. The Company promptly responds to consultations, with the goal of rapidly improving the work environment for the affected employee, while taking any necessary measures against the relevant violator based on factual inquiry. The Company also offers the necessary support to ensure respect for human rights throughout the entire workplace, through the abovementioned counseling desks. For example, these desks offer advice on workplace culture improvement to the employee's supervisor and provide counseling and advice for the employees and other persons concerned.

HUMAN CAPITAL

Basic Approach

People as a Wellspring of Value Creation

Mazda believes that people are a wellspring of value creation, its most important form of management capital for exercising its corporate philosophy. The operating environment for the automotive industry has recently been undergoing substantial change, as seen in the trends toward carbon neutrality and electrification. These changes present obstacles that cannot be overcome through conventional ways of thinking or merely by building upon existing ideas. If Mazda is to advance its management strategies in this environment, it will need to ensure resilience toward operating environment changes while also providing products and services that are matched to customer tastes and needs to ensure that the Company resonates and can form strong bonds with stakeholders. For this reason, we aspire to foster people who can create value and thereby evolve Mazda's manufacturing approach based on our brand value management philosophy. By developing environments and frameworks that enable all employees to deliver their best possible performance, we aim to drive the growth of the entire Mazda Group.

Transformation of Work by People

We are seeing a rise in new work tasks needing to be addressed by people in response to trends such as the push for carbon neutrality and the move toward electrification. At the same time, we still need to perform the traditional tasks that existed before. In the past, Mazda has responded to rises in work needs by increasing the number of employees to handle each new task. Today, however, the number of people seeking to join the automotive industry is declining as the workforce contracts and we face uncertainty at a once-in-a-century time of transformation. For this reason, it will likely become more difficult to secure the additional staff required to accommodate rising work needs going forward. To respond to this situation, we will need to improve operational efficiency. We will go about this by reassessing work needs based on business plans and transitioning to more efficient organizations while promoting digital transformation on a Companywide basis. It can be expected that the ways we work will be fundamentally transformed in conjunction with the evolution of generative AI and other digital technologies, which will also change the roles and skills needed of people. We are thus faced with a pressing need to foster

autonomous employees who are able to act in a flexible, self-driven manner, under any circumstances, if we hope to adapt to the upcoming changes. Based on this recognition, we have defined the development of efficient organizations, recruitment of human resources, and cultivation of environments conducive to learning supporting autonomy and growth as material human capital issues. In addition, we formulated a medium-term human resource strategy in February 2025 to guide us in exercising our corporate philosophy and advancing the Management Policy up to 2030.

Vision

Our human resource strategies equate the sum of employee skills and growth with the growth of the entire Mazda Group. By maximizing the skills and growth of all employees and developing strong organizations capable of swiftly tackling management issues, we look to produce greater results with fewer people. In other words, the Mazda Group aims to achieve ongoing growth by becoming a team of highly efficiency professionals.



Development of Efficient Organizations

To support us in exercising our corporate philosophy and advancing the Management Policy up to 2030, it would be ideal for organizations to be able to furnish swift and flexible responses to any change. To achieve such organizations, we must abandon our prior approach of increasing staff numbers to accommodate rises in work needs. Instead, we should transition to organizations capable of planning staff levels and processes based on back casting, looking at the goals of the business plans for their respective areas. Mazda therefore intends to develop area-specific human resource portfolios and formulate medium-term staff plans to transition to more efficient organizations.

Human Resource Portfolio Development

Mazda has formulated an outlook for 2030 and beyond in which it has included detailed descriptions of the functions and positions it will need to advance its business plans for each area of operation. By comparing this outlook against our existing organizations, we will identify the functions and work areas where we need to pursue improvement in order to craft a vision for the stronger and more efficient organizations to be developed going forward. At the same time, the functions and work areas needing to be contracted will be tracked and downsized as we transition from our current organizations to our envisioned organizations.

Medium-Term Staff Plan Formulation

To enhance the functions identified as needing strengthening for developing the human resource portfolio targeted for 2030, Mazda will recruit outside talent while also making effective use of its current employee base through reskilling and skill development programs. Moreover, organizations will formulate medium-term staff plans that incorporate the necessary staff numbers and recruitment and development methods as well as the timings at which staff needs must be met.

Operational Streamlining and Digital Transformation

A number of new work tasks needing to be addressed are arising in response to trends such as the push for carbon neutrality and the move toward electrification. As we seek to accommodate these newly emerging tasks, it will be imperative for us to revise work processes with the potential for automation and streamlining using AI or other digital technologies while continuing to emphasize existing tasks that contribute to the creation of value. In this manner, we will revise all work processes to achieve streamlining. At the same time, we will proactively adopt AI, IT, and other digital technologies to advance the systematic digital transformation of work processes while identifying those tasks that should continue to be performed by people.

Recruitment of Human Resources

Exercising our corporate philosophy and advancing the Management Policy up to 2030 will require us to secure sufficient human resources. For this purpose, Mazda will systematically reallocate internal staff based on its clearly defined human resource portfolio and medium-term staff plan while also fundamentally transforming how it recruits external talent.

Utilization of Internal Staff: Accelerated Staff Reallocations

Expansion of Internal Open Application Systems

Mazda has implemented internal open application systems on a year-round basis since 2023. Prior to this, open allocations were limited to a few times a year in predetermined application periods. Making these systems available year-round has resulted in increases in the range of recruiting positions as well as in the numbers of applications, thereby accelerating relocation of staff to different fields or areas. We have also noticed a change in how employees view their careers and a subsequent increase in the number of employees taking a proactive approach toward developing their own careers. Mazda intends to ramp up these activities going forward and to tie these activities to the underdevelopment career challenge system.

Systematic Human Resource Development Through Reskilling and Skill Development

Relocating internal staff to areas to be strengthened going forward will require that the applicable employees be provided with opportunities to learn the skills they will need in these areas. Specifically, reskilling programs must be offered for employees taking on the challenge of entering a new field while employees seeking to engage in more sophisticated work using their existing expertise will need access to skill development programs. Accordingly, area-specific medium-term staff plans are being coordinated with human resource development plans predicated on the relocation of internal employees as we prepare the learning opportunities necessitated by these plans.

Recruitment of External Talent: Transformation of Recruitment Practices

Diversification of New Graduate Recruitment Channels

A massive change in the values of job-seeking students is emerging amid the diversification of workstyles. The factors that students emphasize when choosing a company are incredibly varied, and can include factors such as job description, workplace atmosphere and culture, quality of education support systems, and existence of flextime, teleworking, and other systems for supporting diverse workstyles. Based on these varied values, Mazda is enhancing its recruitment programs through means such as introducing job-specific recruitment campaigns, bolstering internship programs, and providing workplace tours. In addition, the Company is organizing job-seeker information forums that focus specifically on elements of the Company such as its employee benefits and education programs.

Expansion of Channels for Mid-Career Recruitment

Japan's traditional approach toward lifetime employment is losing viability due to the diversification of workstyles and employment arrangements as well as changes in how younger generations view work. Accordingly, a number of Japanese companies are finding themselves pressed to move away from their prior approach of simultaneous recruitment of new graduates. Mazda has continued to increase its levels of mid-career recruitment in response to this trend. At the same time, we have been actively expanding our recruitment channels in a bid to overcome the intensifying competition in the job market.

• Alumni Hiring Program

In 2024, Mazda introduced an alumni hiring program for rehiring former employees who have gained experience and insight in different industries and areas after leaving the Company. As part of this program, we have established a special recruitment site with which any such employees seeking to return to Mazda can register, regardless of their age, number of years away from the Company, or division prior to leaving. This site also features information on Mazda, employment opportunities, and recruitment events as well as interviews with individuals who have used the alumni hiring program. Furthermore, we provide support for prospective rehires through dedicated coordinators.

• Referral Recruitment

It is Mazda's employees who best understand the Company. Based on this recognition, we began conducting referral recruitment in 2023 to make use of the interpersonal connections and networks of our employees. This approach provides a great chance of us finding recruits who are highly compatible with Mazda and who have an accurate understanding of our corporate culture and work processes. We have already recruited a wide range of individuals through this approach.

• Information Provision via Social Media

Information on the actual people and workplaces at a company is an important resource for job seekers. For this reason, Mazda actively provides information on its employees, workplace atmosphere, and culture reform activities via social media to improve understanding with regard to its corporate culture. This information is also viewed by various individuals not currently seeking employment, thereby expanding the pool of people who may be interested in working at Mazda in the future.

• Acceleration of Recruitment Activities in the Tokyo Metropolitan Area and Full Teleworking System

In the past, we have conducted recruitment of both new graduates and mid-career hires based on the assumption that they would work in our Hiroshima head office. However, the recent diversification in workstyles has also led to a rise in people placing more emphasis on where they will be working. In response to this trend, we established MAZDA INNOVATION SPACE TOKYO in the Roppongi area and Mazda R&D Center Tokyo in the Azabudai area of Minato City, Tokyo. These new bases make it possible for people to be involved in Mazda's business without having to work in Hiroshima. Going forward, we will ramp up efforts to provide workplaces in the Tokyo metropolitan area while also accelerating recruitment activities in this area. Furthermore, the Company has introduced a full teleworking system in response to the rising demand. Today, there are numerous employees taking advantage of teleworking infrastructure to work at Mazda from locations across Japan.

Global Employment Maintenance and Recruitment Activities

The Mazda Group conducts recruitment activities to secure the personnel required based on the needs of each country and region. Production sites strive to appropriately maintain and manage employment with an understanding that such practices have great impact on the local economies. In Japan, the Company has maintained the production volumes and related employment at production sites in Hiroshima and Yamaguchi prefectures. Overseas, steps are taken to maintain employment and recruit staff based on the labor practices of the respective countries and regions, which include Mexico, Thailand, and the United States.

Revision of Compensation Systems and Levels

In addition to compensation systems (wage ranges) based on conventional job grade systems, Mazda is expanding its range of compensation systems to provide appropriate compensation that matches market rates for IT and software engineers as well as other professions for which it is difficult to recruit talent. We are also revising our evaluation systems to better reward employees who are generating results and redeveloping compensation systems to offer more tailored compensation as part of efforts to build frameworks that support employee success.

Cultivation of Environments Conducive to Autonomy and Growth

Mazda Brand Academy

Maximizing employee growth and success requires that all employees be able to craft their own career plans and engage in voluntary learning to work toward their goals while maintaining an optimistic outlook as they go about their everyday tasks with a sense of optimism. The Mazda Brand Academy is a comprehensive initiative for achieving this objective by offering the following provisions for supporting employee career independence.

- Formulation of career plans for individual employees
- Provision of multiple career paths to allow employees to select their path via their own volition
- Enhancement of frameworks for supporting voluntary learning by employees

By accelerating investments in our people, our greatest management resource, we look to maximize the growth and skills of all employees to drive the growth of the entire Mazda Group.

Formulation of Career Plans for Individual Employees

Formulating a career plan entails having employees set goals based on their own career aspirations and charting a course toward achieving those goals. An important part of this process is encouraging employees to objectively assess their own strengths and weaknesses based on their career history (experience, skills, etc.). Reflecting on one's history is an indispensable step toward better understanding one's own strengths as well as toward identifying the skills or areas of experience they lack and the challenges they need to overcome. The challenges identified through this process are incorporated into career plans. After formulating plans, employees are empowered to systematically acquire skills and experience through their everyday work while maintaining communication with their supervisors to prepare them for their next career step.

Provision of Multiple Career Paths to Allow Employees to Select Their Path Based on Their Own Volition

To complement its traditional membership systems, Mazda has introduced job-type human resource systems to allow employees to pursue their own career ambitions based on their own volition. In this manner, the Company is developing an environment that allows all employees to choose their own career path.

Evolved Tobiuo 2.0 System

Mazda introduced its *Tobiuo* human resource system in 2000. At that time, function-based evaluation systems were still commonplace among Japanese companies. Mazda was among the first companies to abolish this system for back-office divisions and adopt a job-grade system, which was still rare at this point. This system formed the basic foundation for *Tobiuo*, and we continued to use *Tobiuo* for nearly a quarter-century thereafter. However, the Company later decided to evolve this system in conjunction with its efforts to offer multiple career paths. The resulting *Tobiuo* 2.0 includes evaluation, compensation, and other frameworks better matched to the current era of diversity.

Career Challenge System

Job-type human resource systems entail defining the roles, skills, and experience required for specific positions and basing employment, assignment, evaluation, and compensation decisions on these parameters. These systems are becoming increasingly common among Japanese companies. In response to this trend, Mazda plans to introduce a career challenge system in FY March 2027. This system will be specially designed for ambitious employees with a desire to pursue self-driven career development based on their own career goals. To this end, the career challenge system will be combined with the existing internal open application system to provide a wider range of job posting opportunities. We also intend to provide evaluation and compensation systems through the career challenge system that differ from those offered via *Tobiuo*.

Enhancement of Frameworks for Supporting Voluntary Learning by Employees

If employees are to make steady progress in the steps defined in their career plans, they will need to be provided with ongoing opportunities for learning while also accumulating on-the-job experience. Accordingly, we are enhancing frameworks for supporting voluntary learning based on curricula developed for individual employees to prepare them for their next career step. We are also bolstering our range of e-learning programs to enable employees to learn on company premises as well as at home or during commutes, and these programs are being made more accessible through availability via company computers as well as private smartphones. Mazda is expanding the range of educational content it offers in response to employee needs to support voluntary learning by employees through the development of frameworks that allow easy access to learning anywhere and at any time.

Development of Human Resources with Digital Technology and IT Skills

Mazda is investing in the development of human resources with digital technology skills that support proficiency with AI to improve its overall level of digital literacy. The Company is currently advancing a campaign aimed at having all back-office employees achieve a certain degree of proficiency in AI and IT technologies by 2025 and fostering human resources with advanced AI skills. In this campaign, Mazda is utilizing programs from Aidemy Inc. and working with other partners to press forward with reforms. We are also utilizing tools while reevaluating and redefining work processes to promote digital transformation in an effort to double productivity and shift human resources to higher-value work processes.

Evolution of Conventional Education and Training Programs

Mazda is deemphasizing its previously mainstay conventional group education and training approach to focus more on autonomous learning centered on e-learning programs. Nevertheless, we intend to continue to implement important group education and training programs while promoting the ongoing evolution of these programs.

Major Group Education and Training Programs

Program	Frequency	Targets	Objective	Details
Global Business Leader	As needed	Employees selected from Mazda Group companies around the world	Broadening of perspectives and improvement of skills in areas including leadership and strategic thinking to train future management candidates for leading global businesses	• Program launched in FY March 2016 focused on practical activities such as communication with senior management and initiatives to address management issues as a team
Human resource development at production sites worldwide	As needed	Management and engineers at overseas production sites	Provision of basic training by rank to employees working at overseas production sites	• Management training • Supervisor education program • Training for key players in three fields (production, maintenance, and improvement) • Technical skills training • Karakuri Kaizen training
Rank-based training ^{*1}	As needed	Administrative and engineering staff	Encouragement of employees to reconfirm their roles at each rank and consider how they can help improve organizational capabilities	• Training for new employees • Training for third-year employees • Training for grade 6 employees • Training for managers and team leaders • Training for general managers • Training programs designed to promote changes in the employees' ways of thinking through group discussion among members from different departments
Management skill training ^{*1}	Upon appointment to management position	Newly appointed senior managers, new grade 5 employees (assistant manager level)	Development of awareness and sense of responsibility as managers and fostering of a Companywide perspective to endow mindset necessary for fulfilling role	Training on topics including sustainability, compliance, internal controls, personnel management, human rights, safety and health, etc.
Production leader training programs ^{*1}	As needed	Foreman, assistant foreman, and team leader candidates	Development of ability to recognize and resolve problems, management improvement skills, leadership capabilities, and other skills required to work as a leader at each level	• Super leader training • Senior leader training • Team leader training • Junior leader training
WorldSkills Competition Training Program ^{*1}	Two years / 28 employees	Employees selected in production fields who are under 21 years of age	Systematic training of junior engineers and training of participants to compete in the regional, national, and international WorldSkills competitions	Specialized skill training in preparation for participation in WorldSkills competition 【Statistics from FY March 2025】 • One Bronze medal presented for Sheet Metal Technology • One Brave Fight Award presented for Lathe Working • One Brave Fight Award presented for Mechatronics
Advanced technical skill training courses ^{*1*2}	As needed	Selected highly skilled engineers	Preservation of advanced technical skills necessary for manufacturing and transmission to future craftspeople	• Training of two apprentices by one expert during two-year program • Presentation of title of Production Engineering Meister and Meister Badge to expert after completion of training of apprentices 【Aggregate Number of Participants Since 1996】 • Number of employees completing course: 140 • Production Engineering Meisters: 70 • Monozukuri Meisters: 21 • Hiroshima Yamaguchi Meisters: 32 • Hiroshima Prefecture award-winning skilled workers: 22 • Contemporary Master Craftspeople: 19 • Medal with Yellow Ribbon recipients: 18
Welding skills training programs ^{*1}	As needed	Welding technicians	Training of technicians to compete in regional and national competitions, promotion of growth of individual technicians, transmission of skills within Mazda, and improvement of overall skill level	Specialized skill training conducted with the goal of sending welding technicians to compete in national championships Program launched in 1982 【Aggregate Statistics Since Commencement】 • National competition winners: 12 • Prize recipients: 40

^{*1} These activities are only conducted at Mazda Motor Corporation.

^{*2} A total of 24 courses is provided to transmit skills to new engineers in 13 fields: iron and casting, die casting, casting, powder alloys, heat treatment, machining, engine assembly, axle assembly, transmission assembly, pressing, chassis, painting, and vehicle assembly.

Culture Reforms

Mazda is promoting culture reform initiatives aimed at achieving its Purpose. These initiatives include organizational culture reform initiatives, the Global Employee Engagement Survey, and measures for ensuring respect for diversity and facilitating the success of diverse human resources. From a global perspective, we recognize that Japan is an area where the Company faces particular issues with regard to providing opportunities for the empowerment of female employees. Accordingly, targets have been set for indicators related to this area in Japan to guide ongoing measures.

Blueprint

Blueprint is a term that refers to our various initiatives for promoting the values we emphasize in organizational culture reforms and for introducing, disseminating, and entrenching these values. Through these initiatives, we seek to establish a culture in which both individuals and organizations view it as a matter of course for employees and management to unite to advance actions based on the experiences we desire to deliver to customers and colleagues.

The Blueprint initiative has been generating results at bases in Europe and North America, where the initiative was introduced ahead of other regions, and we have since begun implementing this initiative in a third region: Japan. Initially launched in 2023, the Blueprint initiative now applies to all frontline and back-office employees of Mazda (approximately 23,000 individuals on a non-consolidated basis), and the initiative has entered the phase during which we will be spreading awareness and entrenching the benefits of this initiative. The type of communication made possible by a workplace offering peace of mind has begun generating diverse ideas unbound by preconceptions, which in turn is helping employees exercise and improve their skills. In conjunction with the Blueprint initiative, we also organize regular forums for discussion between members of middle management and senior management. Such forums were made available to general employees in FY March 2026 through the introduction of Blueprint President Sessions in which the president personally moderates direct discussions with employees. These forums provide an opportunity for frank discussion on topics such as the conditions facing the Company and the direction we should take going forward. We intend to use these forums to foster an organizational culture in which everyone at Mazda is united in our pursuit of ongoing business growth.

Values Emphasized in Organizational Culture Reforms

MC BLUEPRINT				
WHY we exist 存在意義  前向きに今日を生きる人の輪を広げる Enrich life-in-motion for those we serve	WHO we are 私達		“動き”を生み出すクリエイター	
			We are Creators of motion	
	WHAT we do 提供価値		いきいきとする体験とともに創る	
			We co-create uplifting experiences	
HOW we do it 提供手段 誰よりも人を深く理解し、人の輪を広げる By truly understanding and connecting people			誰よりも人を深く理解し、人の輪を広げる	
			By truly understanding and connecting people	
INTENDED (CUSTOMER) EXPERIENCE 届けたい(お客様)体験	大事にされている	ひらめきを感じる	安心感がある	ありのままで仲間であられる
	I feel appreciated	I feel inspired	I feel reassured	I feel included
	認め合う	情熱を分かち合う	誠実に対応する	思いやる
	Recognise	Share your passion	Deliver with integrity	Omoiyaru
STIMULATING CULTURE 後押しする風土	違いを受け入れ合う	好奇心あふれる	心くばりがある	自然に繋がり合う
	Inclusive	Curious	Caring	Connecting
	自分の事のように共に楽しむ	周囲を後押しする自主性を尊重する	自ら相手に働きかける	オープンマインドで接する
	Celebrate	Empower	Reach-out	Be open-minded

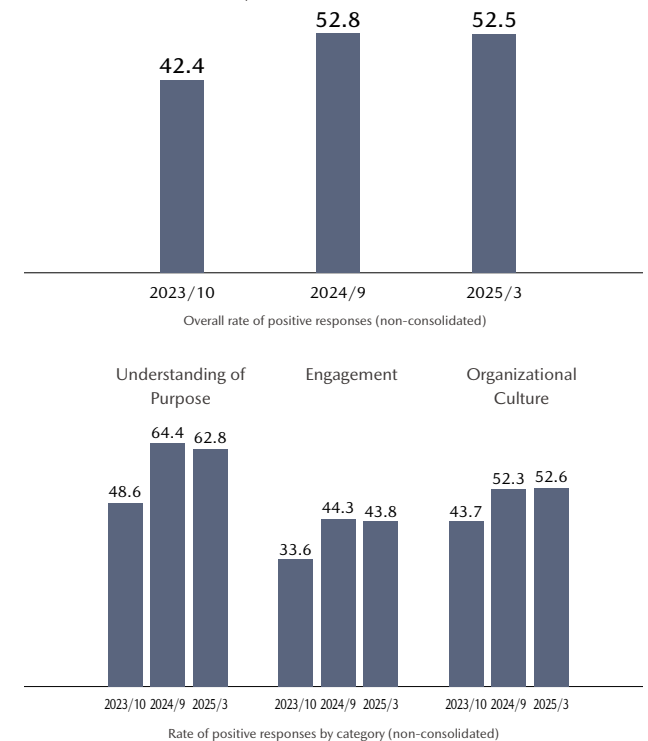
Global Employee Surveys

Mazda conducts Global Employee Surveys to track employee sentiment regarding the workplace environment and culture as well as their motivation toward work. The feedback gained through these surveys is used to guide improvements in organizational capabilities and productivity. The survey results are disclosed to employees, and detailed reports on the results are submitted to the senior management of Mazda Motor Corporation and of Group companies in Japan and overseas. Organization-level results are communicated to the management of the respective organizations and Group companies, who are thereby encouraged to develop improvement plans as part of the plan-do-check-act (PDCA) cycle. The results of these surveys are also used as one of the non-financial indicators for the revised executive remuneration systems introduced in June 2024.

[Social data \(Global Employee Survey\)](#)

Global Employee Surveys Results

Note: Figures for October 2023 and September 2024 are a comparison of the 20 shared items in reflection of a revision introduced to survey items.



Competency Evaluations

Twice a year, Mazda conducts competency evaluations that look at how each employee is exercising their thinking, skills, abilities, values, and personalities through these works as well as the influence they have on those around them. These evaluations are used to identify any discrepancies between an employee's expected actions and their actual behavior and to clearly identify one's strengths and challenges so that this understanding can be utilized in pursuit of improvements. In FY March 2025, these competency evaluations were updated to incorporate elements of the Blueprint initiative as well as other new evaluation items. The updated evaluations are better encouraging the use of language and behavior that matches the feelings we wish to inspire in others while also respecting the diversity of individual employees.

Diversity, Equity, and Inclusion

Mazda believes that diversity contributes to increased creativity and is thus an important part of the foundation supporting the ongoing growth of companies and of society itself. Based on this belief, we aspire to foster a workplace environment in which everyone is able to exhibit their full potential, regardless of their gender, age, nationality, disability, or sexual orientation. We also recognize that promoting diversity, equity, and inclusion (DE&I) is not just about accommodating women, people with disabilities, non-Japanese individuals, members of the LGBTQ+ community, and other minorities. Everyone is at risk of falling victim to an illness or injury, and the aging of society means it will become increasingly common for people to find themselves in the position of caring for a parent or other family member. In this way, there are a variety of reasons why one might face difficulty in working, and these reasons can affect everyone. We therefore believe that the most fundamental goal of DE&I activities is to make a company a place where anyone can work with peace of mind, even when they are affected by such circumstances. In this way, DE&I activities are advanced for the benefit of all Mazda employees and are a central pillar of our efforts to build an environment in which everyone can work with peace of mind and look forward to a brighter future. We aspire to generate a cycle in which diversity drives creation, and the resulting growth of employees contributes to the ongoing development of the Company and society as a whole. By transforming diversity into a strength, Mazda seeks to help shape a more creative future

Empowerment of Female Employees

Mazda seeks to create an environment in which women are able to realize their full potential and grow as leaders or as specialists. To this end, the diversification of management is being pursued through the cultivation of female managers and female candidates for managerial positions. As a specific measure, Mazda formulates and implements individual development plans for female managerial candidates and also arranges career development training for female employees and their supervisors. In addition, the Company organizes forums for exchanges with women active in management outside of the Mazda Group. Through these initiatives, Mazda is developing an organization with a healthy gender balance that is more conducive to the new value creation and innovation that is imperative to the growth and success of the Company.

- 【Statistics from FY March 2025】
- Ratio of female managers of 7.5%
 - Number of female managers of 87

Work-Life Balance Support

Mazda offers a variety of work-life support measures to enable employees at various stages of their lives to maintain a healthy work–life balance and feel empowered at work. With respect for the diverse values and lifestyles of employees, we are expanding such systems and encouraging their use to accomplish these objectives. For example, since 2007 Mazda Motor Corporation has implemented various measures targeting back-office divisions, including the designation of no-overtime days and mandatory lights-out times, with the goal of reducing overtime by streamlining operations and preventing excessive work hours.

[Work-Life Balance Support Systems (As of September 30, 2025)]

System	Description	Introduction Timing
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.	August 2008
Child-rearing leave	This system allows employees to take up to five consecutive working days off, following childbirth or for child-rearing. Leave can also be taken during the period of pregnancy of oneself or one's spouse.	August 2008 ^{*1}
Paternity leave	This system allows male employees to take paternity leave for up to four weeks in the first eight weeks after a child is born. Examples of individuals using this system are shared internally to encourage use. 【Targets】 • Acquisition rates of childcare leave (including paternity leave) by male employees of 60% in FY March 2025, 70% in FY March 2026, 75% and in FY March 2027 【Statistics from FY March 2025】 • Acquisition rate of childcare leave [(including paternity leave)] by male employees of 60%	October 2022
Childcare sabbatical	This system supports unpaid leave for child-rearing for children up to three years old, surpassing the legal requirement of providing leave for children up to one year old. It is also possible to take leave in installments.	January 1991
Statutory child-nursing leave	This system allows employees to take a leave in order to nurse their under-school-age children 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 10 working days off per year if there are two or more applicable-age children.	January 2020
Special working arrangements for employees involved with nursing or child-rearing	This system allows employees involved with nursing or child-rearing (until the end of the child's sixth year of primary school) to work reduced hours or be excused from overtime and holiday work. This system is available for a period that is longer than the legally required minimum regarding working hour reduction until the child reaches three years of age.	April 1999
Statutory nursing care leave	This system allows employees to take a leave in order to nurse or take care of 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 10 working days off per year if there are two or more applicable family members.	January 2020
Nursing care leave	This system allows employees with eligible family members requiring nursing care to take a leave of absence with a maximum length of one year, longer than the legally required minimum of up to a total of 93 days per eligible family member.	January 1992
Teleworking	Mazda has established a teleworking system for the purpose of supporting efficiency on the job and improved work-life balance. This system was created by expanding the scope of the existing work-from-home system in October 2020 in response to the COVID-19 pandemic and allows employees to work from home or from another location outside of the office. The teleworking system places no restrictions pertaining to location or frequency of working in the office. A number of employees in back-office divisions are using this system to adopt hybrid workstyles that involve both teleworking and work in the office.	October 2020 ^{*1}
Special Warm Heart leave system	This system allows employees to take leave for a variety of purposes related to life events or social contribution activities. Examples of the applications for which this system can be used include the following: • Family circumstances (e.g., long-term or other care of family members, support or relief in times of disasters) • Circumstances related to children (e.g., school closures in response to weather or other warnings, school events, full-class stay-at-home orders due to spread of infectious disease) • Volunteer activities (e.g., disaster relief support, environmental preservation activities) • Infertility treatment	August 2008 ^{*1}
On-site daycare facilities	The Mazda Waku Waku Kids En on-site daycare center was established to accommodate the children of employees who have not yet entered school. A permanently stationed nurse is available to look after children who become ill.	April 2002
Career development leave	This system allows employees to take leave for up to three years while attending a university or other training facilities in order to increase future career potential.	October 2003
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.	October 2003
Special working arrangements for improving work-life balance	This system makes it possible for employees to receive special working arrangements, including shortened working hours, when necessary for purposes such as career development, accompanying a spouse sent on assignment to another location, or family circumstances. The system is meant to contribute to improved work-life balance and offer ongoing support for career development.	April 2024
Benefit programs to support employees in engaging in volunteer activities	As part of the Mazda Flex Benefit System employee benefit program, ^{*2} employees can apply the points allocated through the system toward compensation for the costs incurred during volunteer activities.	October 2001
Paid leave	Labor and management cooperate to streamline and standardize work processes, helping to create an environment in which employees are able to formulate their own plans for taking their paid leave days (paid leave may be taken in half-day increments).	-

^{*1} A different system providing similar benefits was in place prior to the implementation of the current system.
^{*2} Under this selective benefit system, employees can seek the type of assistance that most suits them by choosing from a number of preset benefit options within the allocated amount of points.

Empowerment of People with Disabilities

Mazda recognizes that a workplace environment that empowers individuals with various disabilities to work with peace of mind and succeed will contribute to the overall impartiality and creativity of the organization. To foster such an inclusive environment, we are designing work processes that are matched to the specific characteristics and strengths of individuals in order to build the foundation needed for people with disabilities to work with confidence. The Company also provides education for promoting a better understanding of people with disabilities among all employees. Mazda thereby seeks to foster a culture of mutual respect and an environment in which everyone is able to practice career autonomy and grow. Furthermore, Mazda has established a support desk^{*1} for people with physical disabilities that offers consultations on various workplace environment and other matters. In addition, the Company has employed two certified sign-language interpreters to better provide information to people with hearing impairments (as of March 31, 2025). Several of Mazda's employees with disabilities have been recognized as Excellent Workers with Disabilities by the Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers.

FY March 2014: Certification as an Ai Support Company/Organization^{*2}
FY March 2016: Registration with the special support school employment support unit Hiroshima^{*3}
FY March 2022: Joining of The Valuable 500

^{*1} These activities are only conducted at Mazda Motor Corporation.
^{*2} "Ai" translates to "love" in English. The Ai Support campaign is intended to certify companies and organizations that recommend that their employees read the Let's Learn about and Live with People with Disabilities textbook and participate in Ai Supporter training programs.
^{*3} Special support school employment support unit Hiroshima is a program for promoting the employment of special support school students through collaboration between local companies and Hiroshima Prefecture.

- 【Targets】
- Ratio of employees with disabilities of 2.7% in FY March 2027 (legally mandated level)

Understanding of Sexual Minorities

Mazda envisions a workplace environment in which everyone is able to feel comfortable working as their authentic selves, regardless of sexual orientation or gender. We therefore conduct education and awareness-raising activities to foster understanding regarding members of the LGBTQ+ community and other sexual minorities. The Company is also implementing frameworks for preventing harassment and enhancing its employee benefit systems and other internal systems to better aid such individuals. Furthermore, we seek to cultivate allies of sexual minorities within the organization. Through these efforts, Mazda is endeavoring to cultivate a workplace environment in which employees of various backgrounds are able to develop their careers with peace of mind. For more than a decade, Mazda's internal Human Rights Counseling Desk has been addressing consultations from employees who are members of sexual minorities and providing support through coordination with workplaces. Moreover, Mazda is engaged in an ongoing crusade to prevent harassment on the basis of sexual orientation and gender. Initiatives to this end include regular human rights meetings and e-learning programs for employees. As a result of these efforts, Mazda received Gold certification in the 2024 PRIDE Index organized by work with Pride, an organization the supports the promotion and entrenchment of diversity management activities targeting members of the LGBTQ+ community and other sexual minorities.



【Related Information (Sustainability Website)】
[Human Rights Training and Education](#)

Health and Productivity Management

Basic Approach

The Mazda Group recognizes that its people are its most important management resource and thus aspires to be a place where all employees can work while feeling empowered and maintaining good physical and mental health. Good health is the foundation supporting every aspect of our lives. Based on this understanding, we believe that voluntary activities to help employees maintain and improve their health will contribute to more fulfilling work and private lives and, ultimately to the growth of the organization. Mazda is therefore promoting lifestyle disease prevention, mental health disorder prevention, and safe and secure workplace development initiatives to ensure that every employee can continue to succeed.

Health and Productivity Management Declaration

To fulfill Mazda's Purpose of "enrich life-in-motion for those we serve," we aspire to contribute to the joy of living for customers by delivering a joy of driving that is matched to the times. In this quest, we recognize that our people are our most important form of capital, and that health is the foundation that supports them. By encouraging all employees to advance self-driven activities to improve their health, we seek to contribute to more fulfilling work and private lives and thereby achieve higher levels of productivity and creativity, the combination of which is anticipated to spur enhancement of corporate value. Mazda is advancing the Blueprint organizational culture reform initiative and acting in accordance with its Safety and Health Creed in order to create a workplace in which all employees can work while feeling empowered and maintaining good physical and mental health. We are also actively promoting health and productivity management to ensure that everyone is able to continue succeeding and contributing to their communities and society throughout the entirety of their lives.

My Health Initiatives

As a steward of management, I believe that it is imperative that I personally maintain good physical and mental health. For this reason, I exercise at least twice a week. This is a habit that I have kept up for more than a decade. As I age, my body may become less flexible, which could make me more prone to falling. However, I am confident that exercising today will protect the future me. I also try to make sure I get quality sleep, and value the habit of relieving stress with just a little wine. Another thing I emphasize is laughing as much as I can each day. Laughing relieves pressure while also uplifting those around you. Being in good physical and mental condition is crucial to engaging actively with one's work. This is why I prioritize my health while also striving to provide employees with a workplace environment that allows them to feel happy and optimistic as they work together with their colleagues.

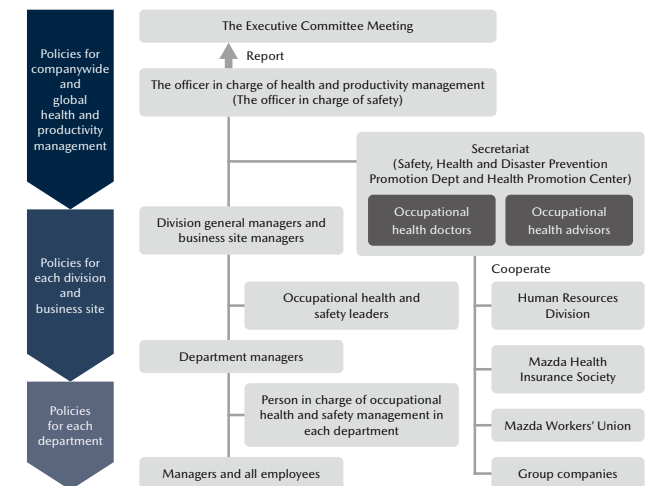


Masahiro Moro
Representative Director, President and CEO
Mazda Motor Corporation

Frameworks

In the past, Mazda has endeavored to create safe workplaces and support employee health improvement under its occupational health and safety management system. We have since built upon this system, and today we have in place a framework for practicing health and productivity management based on the recognition that the physical and mental health of employees is an important factor behind the enhancement of corporate value. Moreover, we have assigned responsibility for health and productivity management to the officer in charge of safety and established a secretariat centered on the Safety, Health and Disaster Prevention Promotion Department to facilitate efforts to tackle increasingly complicated health challenges. Through this framework, we promote coordination among the Mazda Health Insurance Society, Mazda Workers' Union, and Group companies as we advance ongoing efforts to identify health challenges and formulate, implement, and verify response measures.

Companywide and global health and productivity management policies are formulated primarily by the officer in charge of health and productivity management and the secretariat, and then reported to the Executive Committee Meeting. The approved policies are communicated to workplace leaders and department general managers. Moreover, occupational health and safety leaders are assigned for each department to decide policies for their respective department and promote health and productivity management awareness among all employees.



Respect for Human Rights | **Human Capital** | Occupational Health and Safety | Realization of an Automotive Society that Offers Safety and Peace of Mind | Quality | Supply Chain Management | Open Innovation (Exploring Partnerships for Co-Creation with Others) | Efforts for Uplifting Customers' Minds and Bodies | Creation of Frameworks for Enriching People's Lives | Social Contribution

Targets

To quantitatively track and assess the challenges that need to be overcome in promoting health and productivity management, Mazda has defined end targets pertaining to absenteeism,^{*1} presenteeism,^{*2} and work engagement.^{*3} In addition, we have set numerical targets related to the results of health checkups and stress checks to help us build a workplace in which all employees can work while feeling empowered and maintaining good physical and mental health.

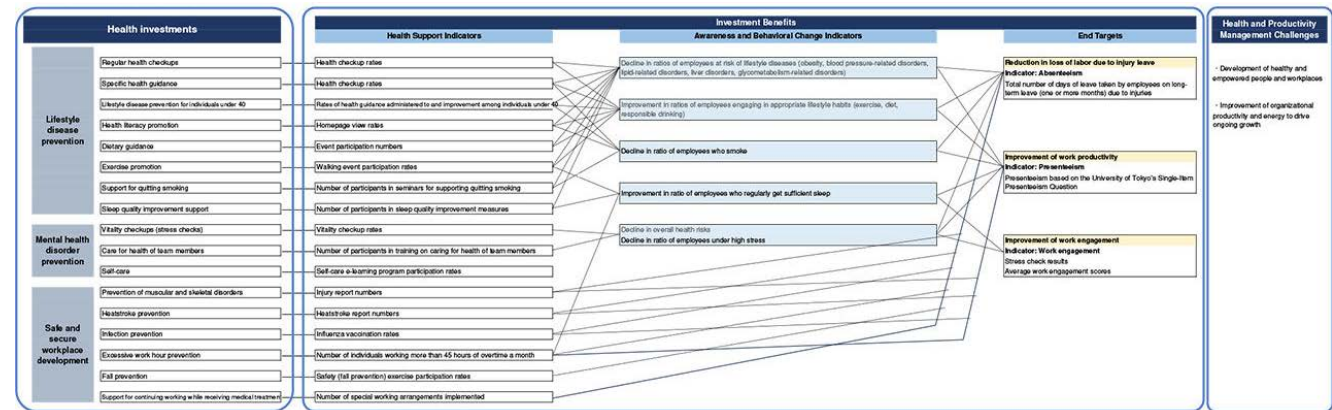
		Unit	FY March 2025	Target (FY March 2028)
Absenteeism		Days	3.4	less than 3.3
Presenteeism		%	20.0	less than 15.0
Work engagement		-	4.9	5.0 or more
Health checkups	Ratio of employees undergoing regular health checkups	%	100	100
	Ratio of employees undergoing stress checks	%	97.0	98.0 or more
Lifestyle diseases	Ratio of employees at risk of obesity	%	29.6	less than 25.0
	Ratio of employees facing blood pressure-related risks	%	37.6	less than 35.0
	Ratio of employees facing lipid-related risks	%	19.3	less than 18.0
	Ratio of employees facing liver function-related risks	%	37.3	less than 35.0
	Ratio of employees facing glucometabolic-related risks	%	38.0	less than 35.0
Lifestyle habits	Ratio of employees engaged in appropriate exercise habits	%	37.6	40.0 or more
	Ratio of employees practicing appropriate dietary habits	%	47.4	50.0 or more
	Ratio of employees not engaged in unhealthy drinking habits	%	75.9	80.0 or more
	Ratio of employees who smoke	%	29.3	less than 25.0
	Ratio of employees who regularly get sufficient sleep	%	59.5	65.0 or more
Mental health	Ratio of employees indicated as being at high risk in vitality checkups	%	11.5	less than 10.0
	Total health risk score	-	88	less than 86

*1 Absenteeism is calculated as the number of days a year per employee in which an employee takes leave for physical or mental health issues. When calculating absenteeism, Mazda includes the number of days of leave taken by employees on long-term leave (one or more months) due to injuries.

*2 Presenteeism refers to employees who attend work despite being unable to deliver their standard performance due to illness or other physical health issues. Mazda calculates presenteeism based on the University of Tokyo's Single-Item Presenteeism Question.

*3 Work engagement is defined as the positive feelings one feels toward their work. Mazda calculates this indicator using the brief job stress question provided by the Ministry of Health, Labour and Welfare.

Health and Productivity Strategy Map



[Click to enlarge the image](#)

Health Improvement Initiatives

Mazda is promoting lifestyle disease prevention, mental health disorder prevention, and safe and secure workplace development initiatives to support employees in improving their health.

Lifestyle Disease Prevention

Mazda advances activities to help people quit smoking, encourage walking, and promote dietary improvements to address and prevent lifestyle-related diseases, such as metabolic syndrome.*1

• Health Checkups

In addition to providing regular health checkups*2 for all employees, Mazda carries out comprehensive medical checkups*3 covering a variety of areas for employees aged 40 or above. Furthermore, the Company conducts complete physical checkups, including gastroscopy and abdominal ultrasonography, for employees when they reach the ages of 50, 54, and 58. Based on the results of these health checkups, occupational health doctors and advisors offer personal health guidance to support employees in improving their health.

• Measures for Employees at High Health Risk

Mazda has established unique standards for identifying employees at high risk of heart disease or cerebrovascular diseases based on health checkup results. Employees who are identified as being at high risk are required to meet with occupational health doctors to assess their ability to continue working, and they may face restrictions on working or be subject to confirmation of treatment status or instructions to undergo health inspections when deemed necessary. Support frameworks are in place to help reduce risks through the provision of health guidance from occupational health advisors thereafter.

• Support for Quitting Smoking

Mazda has set a target of reducing the percentage of smokers at the Company to 25%. One of our measures toward accomplishing this goal is twice-annual marathon events for helping smokers give up the habit. Moreover, each month's payday has been defined as a Companywide smoke-free day, during which smoking is prohibited within all Company premises, to provide opportunities to quit smoking. Smoking areas have also been isolated to prevent passive smoking.

• Promotion of Walking

To help employees improve their health, Mazda arranges twice-annual walking events using the PepUp*4 website. The Company has also introduced the Eco-Walk Commuting Program, which provides those who walk to work with allowance payments.

• Vege-Check® Diet Measurement Events

As part of Collab Health,*5 a joint program advanced by Group companies together with the Mazda Health Insurance Society, we organize the Vege Up Challenge diet improvement event. Moreover, we have arranged diet measurement events in which Vege-Check® vegetable intake volume estimation stations, provided by Kagome Co., Ltd., are installed in Company cafeterias and shops to help encourage employees to address obesity and adopt healthier dietary habits.

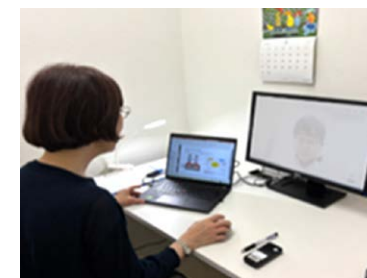


Diet measurement event



Health Guidance for Individuals Under 40 for Preventing Lifestyle Diseases

Mazda provides health guidance for individuals under 40 with the goal of preventing lifestyle diseases. Should an employee be judged to display concerning signs relating to obesity or lifestyle diseases through health checkups, they will be provided with information from and online consultations with occupational health advisors and nurses around three months after the health checkup during which the concerns were identified. This program is designed to help employees adopt healthy lifestyle habits when they are still young in order to reduce future risks of lifestyle diseases. We have set the target of reducing the ratio of employees in their 30s at risk of lifestyle diseases from the current 30% to 20% through these efforts.



Online consultation

*1 These activities are only conducted at Mazda Motor Corporation.

*2 Checkup items include height, weight, abdomen circumference, vision, hearing, blood pressure, chest X-rays, blood tests, urinalyses, and electrocardiograms.

*3 For employees aged 40 and above, cancer screening (stomach cancer, colorectal cancer, breast cancer, and uterine cancer) is available.

*4 The PepUp health website supports efforts to become healthier and is available for use to those insured by the Mazda Health Insurance Society or their dependent spouse.

*5 Collaboration is promoted between the Mazda Health Insurance Society and the Company to facilitate preventative health and health improvement measures for insured individuals in an efficient and effective manner based on the clear segregation of roles and within a good work environment.

Mental Health Disorder Prevention

In 2003, Mazda declared its commitment to active cooperation between labor and management to promote employees' mental health and formulated the Mazda Warm Heart Plan. Based on this plan, we have continued to advance various measures for preventing mental health disorders.*1

• Consultation System

Mazda has established a system to provide consultations by occupational health doctors and advisors to domestic and overseas Group employees. For employees dispatched to other companies in Japan and overseas, who may be unable to receive in-person consultations, the Company provides consultations via telephone or online conference systems.

• Education and Training

Mazda holds training for newly appointed managers on caring for the health of their team members. Subjects of these trainings include listening skills, assertion, and response to case studies. Furthermore, self-care training is conducted targeting third-year employees, e-learning programs are offered to all employees, and training sessions are organized in which instructors are dispatched to specific workplaces.

• Discussion Forums for Supporting Managers

Mazda arranges discussion forums for managers to help empower them in overseeing their organizations. These hour-long in-person forums are organized once a month with attendance limited to 15 individuals. Through these forums, we look to provide an opportunity for managers to discuss examples of actual incidents involving mental health, share concerns that have arisen everyday operations, and receive practical advice from occupational health doctors and advisors regarding response approaches and policies. We thereby aim to heighten managers' ability to respond to mental health issues. Furthermore, by strengthening connections between participants and occupational health staff, we hope to help managers build relations that make it easier to ask for advice or help when an issue emerges, rather than feeling that they have to handle everything themselves.



Discussion forum for managers

• Vitality Checkups (Stress Check System)

In 2008, prior to the enactment of legislation requiring companies to implement stress check systems, Mazda began offering employees the simplified occupational stress diagnoses provided by the Ministry of Health, Labour and Welfare (which it refers to as "vitality checkups"). Employees use the results of individual diagnoses to understand and manage their own health conditions. Organization-level results are shared with the respective divisions. Based on the results of these diagnoses, divisions promote exhaustive workplace diagnoses*² to facilitate workplace improvements, prevent mental health problems, and build a more comfortable workplace environment.

*1 These activities are only conducted at Mazda Motor Corporation.

*2 Exhaustive workplace diagnoses are activities in which all members of a workplace participate to identify points needing improvements, make proposals for improvements, and assess their working environment from a broad perspective to drive improvements by using clear and simple procedures.

Safe and Secure Workplace Development

• Support for Continuing to Work While Undergoing Medical Treatment

Mazda has implemented systems for receiving consultation from occupational health doctors and advisors to help employees requiring ongoing medical treatment continue their work. In cases where an employee must miss work for cancer therapy, dialysis, or other complicated medical procedures, special working arrangements may be implemented based on the judgment of an occupational health doctor.

• Systems for Supporting Employees Returning to Work

Mazda is enhancing its systems for supporting employees who are returning to work after taking leave due to injuries. These systems include a reduced work hour system, a system allowing employees to return to workplaces on a trial basis, and follow-up consultations after their reinstatement.

• Infection Prevention Measures

Mazda has positioned an infectious disease prevention team within its Health Promotion Center to address the risks associated with a wide range of infectious diseases, including tuberculosis, measles, rubella, and COVID-19. Under normal circumstances, the team collects information on infectious disease outbreaks around the world and conducts awareness-raising activities to heighten employee awareness about preventing the spread of such diseases. Should an outbreak occur, the team will work together with healthcare centers and other institutions to take swift and targeted measures, with preventing the spread of the given disease as the top priority. Moreover, regular awareness-raising activities regarding HIV and AIDS are conducted through our checkup and consultation systems to provide accurate information on these topics. Prior to overseas assignment, the Company may cover expenses for vaccination against hepatitis A or other diseases for the employee in question and members of their family accompanying them overseas as deemed necessary based on the infection risks of the country of destination. Such individuals will also be provided with education on how to prevent infection by diseases, such as malaria, hepatitis B, tuberculosis, and HIV and AIDS, before departure. The Company has also introduced a system to cover part of the expenses paid by employees for influenza vaccinations and to offer vaccinations on Company premises to prevent widespread influenza infection at workplaces.

• Fall Prevention Measures

Accidents involving falls can occur both in and outside of the workplace regardless of one's job or age. Accordingly, addressing this risk is an important task. For this purpose, Mazda has created its own unique exercise program to help prevent falls. This program is designed to allow employees to easily exercise between everyday work tasks with exercises focused on increasing lower-body strength and improving balance, flexibility, and agility. Ongoing repetition of this program can lower the risk of falls while also helping employees refresh themselves between work tasks.



• Overseas Initiatives

Mazda's overseas bases are also engaged in initiatives aimed at supporting the health of employees, their families, and the community. For employees being sent on overseas assignments and members of their families accompanying them, we offer health education prior to departure, health checkups both before and during overseas assignment, monthly distributed health information, online consultations available during work hours for the dispatched individuals, and other provisions that allow them to receive the same support as if they were working in Japan. Moreover, coordination is practiced with local human resource representatives to select the appropriate healthcare institutions and prepare letters of introduction to ensure that employees on overseas assignment are able to easily receive checkups at healthcare institutions when necessary. In Thailand, for example, information is shared among the occupational health and safety staff of the factory of AutoAlliance (Thailand) Co., Ltd. and the staff of the neighboring hospital, while similar information sharing is practiced in the United States with occupational health and safety representatives at Mazda Toyota Manufacturing, U.S.A., Inc. In this manner, we seek to find solutions to the issues faced by all parties while also supporting health. In addition, Mazda Australia Pty Ltd. supports the annual Run for the Kids event organized by the Royal Children's Hospital to contribute to community healthcare and encourage employees to take part in volunteer activities. The donations collected through this event are used to fund important research and purchases of facilities and equipment by the Royal Children's Hospital. Meanwhile, employees of Mazda Canada Inc. and members of their families participate in the Sporting Life 10K running and walking event for supporting children battling cancer and other serious illnesses. This company also aids in fund raising for the summer camp experience provided to such children through this event. Furthermore, Mazda Motor Italia S.r.l. has donated CX-5 vehicles to Peter Pan ODV, an organization that supports children undergoing cancer treatment in Rome and their families. These vehicles are used by volunteers to transport children and their families to and from treatment.

• Data Analysis

Mazda has established in-house AI Dojos for the purpose of fostering human resources capable of utilizing digital technologies to streamline and transform work processes. In conjunction with these learning facilities, we are also advancing a project in which occupational health advisors practice integrated management of health check results, preliminary healthcare questionnaires, stress check results, and other healthcare-related data and analyze this data using the Python programming language. This project makes it possible to objectively track the health status of all employees to better visualize concrete health challenges through an understanding of the relationship between exercise habits and sleep quality and lifestyle diseases as well as the relationship between workplace environment and work engagement and presenteeism. Through in-depth research into the factors behind such issues, we aim to formulate effective healthcare measures for improving both employee behavior and the workplace environment.

Working Environment Renovations

Mazda is advancing plans to renovate employee living and working environments to ensure that everyone is able to work safely, healthily, and with peace of mind. We are constructing dormitories that allow employees to grow together with their colleagues from the time they join the Company, parking lots located near workplaces, changing rooms, and rest areas as part of our efforts to provide employees with living essentials and offer them a safe and secure environment throughout their time at Mazda.

Examples of Facilities Under Construction

- Hiroshima
Engineer dormitory (planned for completion in December 2026)
Ujinanishi Welfare Building (completed in November 2024)
- Tokyo metropolitan area
Mazda R&D Center Tokyo (opened in July 2025)



Engineer dormitory



Mazda R&D Center Tokyo

Growing Lineup of Systems for Supporting Diverse Workstyles

As part of the workstyle reforms implemented in response to the COVID-19 pandemic, Mazda introduced a teleworking system in October 2020. This system allows employees to choose the workstyle they prefer while contributing to maximization of the performance of their organization based on the details and characteristics of their specific work role. With this system, the Company aims to facilitate high-performance, high-engagement workstyles by skillfully combining workplace attendance and teleworking. We also offer flextime, reduced working hour, and other systems for supporting workstyles unbound by place or location, and have eliminated dress codes at Mazda R&D Center Tokyo and other back-office organizations. These provisions are part of Mazda's growing lineup of systems and initiatives for supporting diverse workstyles.

Labor-Management Relations

Mazda has a standing labor agreement with the Mazda Workers' Union.* Based on this agreement, the Company seeks to build relationships in which everyone thinks and works together to help Mazda contribute to all stakeholders. As the operating environment is always changing, Labor-Management Council meetings are arranged to facilitate prompt sharing of management-related information with the union. Moreover, changes to work processes that could have a significant impact on employees are first discussed thoroughly with the union, after which notification of the changes is provided to employees. These principles are enacted across the entirety of the Mazda Group in order to construct frameworks for labor-management discussion that support healthy labor-management relations.

Domestic Group Companies

Regular exchanges of information and engagement in active discussions with the Federation of All Mazda Workers' Unions

Overseas Group Companies

Measures for discussion with labor based on the labor practices of the respective countries and regions

【Statistics from FY March 2025】

- No collective labor disputes at Mazda Group companies.

* Membership is approximately 90% of Mazda employees.

Labor-Management Communication*

As part of the Blueprint initiative for fostering an open organizational culture, Mazda is actively offering opportunities for discussion between management and members of the Mazda Workers' Union. We believe that mutual understanding between employees and management and a consistent approach toward resolving shared issues contributes to a sense of psychological safety. Going forward, we will continue to promote such communication to increase levels of trust within the workplace and build a better organization.

* These activities are only conducted at Mazda Motor Corporation.

OCCUPATIONAL HEALTH AND SAFETY

Basic Approach

Under its Safety and Health Creed, Mazda aspires to develop a proactive and enjoyable workplace* to ensure the health and safety of employees. To this end, we are advancing the One Mazda Movement for an Enjoyable Workplace, a program that entails participation of all employees worldwide, based on the perspectives of people, workplaces, and frameworks. The Company believes that the development of a proactive and enjoyable workplace will help invigorate employees and improve their work performance, and thereby contribute to the exercise of its corporate philosophy.

* Mazda defines a proactive and enjoyable workplace as one where intensive problem-solving activities are implemented, taking into account the characteristics of the relevant divisions, and where individual employees work harmoniously as a team led by their manager to contribute to the invigoration of individual employees and their organizations.

Safety and Health Creed

For workers, safety and health are essential assets. Our people are our most valuable resource, and we are committed to keeping them safe.

One Mazda Movement for an Enjoyable Workplace

Policy

Realize a proactive and enjoyable workplace by accomplishing safety and health activities initiated by individuals and divisions

Slogan

Safety and health first in One Mazda, 24 hours a day

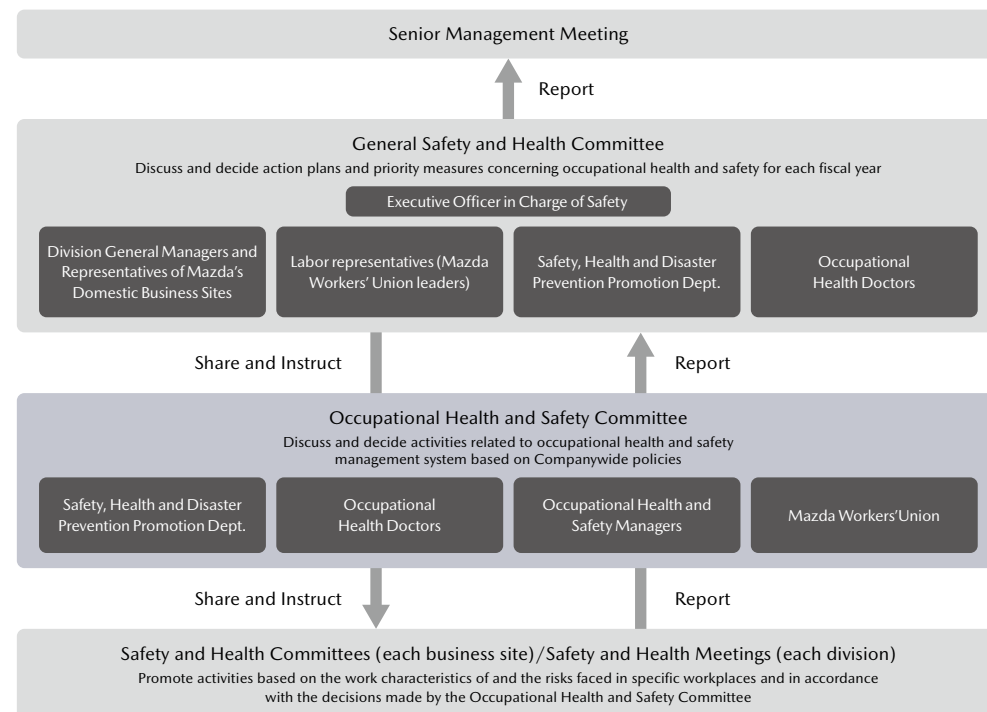
Three pillars of activities

- 1) Development of human resources with heightened sensitivity
- 2) Creating optimal systems (promoting standardization)
- 3) Development of a safe, secure, and comfortable working environment

Frameworks

Mazda has established the General Safety and Health Committee, comprised of members of management (the executive officer in charge of safety and division general managers) and labor representatives (Mazda Workers' Union leaders). The committee members meet to discuss action plans and priority measures concerning occupational health and safety for each fiscal year. Based on the decisions made by the committee, operating base and division general managers promote occupational health and safety activities, taking into account their respective work characteristics and risks. In FY March 2026, Mazda revised its occupational health and safety promotion framework to facilitate more autonomous, efficient, and effective activities. As part of this revision, all divisions have appointed one middle manager to serve as their occupational health and safety manager. In addition, we organize monthly meetings of the Occupational Health and Safety Committee to discuss and decide activities related to occupational health and safety based on Companywide policies. In this manner, the Company is promoting initiatives that incorporate a health and productivity management perspective. Furthermore, safety and health committees are assembled at the workplace level while safety and health meetings are arranged at division level to promote activities based on the work characteristics of and the risks faced in specific workplaces and in accordance with the decisions made by the Occupational Health and Safety Committee and the tasks identified for the respective division.

Occupational Health and Safety Promotion Frameworks



Occupational Health and Safety Management System

An occupational health and safety management system is a framework for protecting the health and safety of employees and ensuring peace of mind in the workplace and for maintaining business continuity and improving productivity through systematic management via a plan–do–check–act (PDCA) cycle. Mazda implements an occupational health and safety management system with the aim of promoting voluntary and continuous occupational health and safety management for the purpose of reducing the potential risks of work-related accidents, enhancing overall levels of occupational health and safety, and achieving the industry's highest level of workplace safety in Japan. Furthermore, the Company evaluates procedural and facility risks that can easily lead to serious accidents, creates mechanisms to prevent accidents before they happen, and works to improve its performance in regard to occupational health and safety management. In FY March 2026, Mazda incorporated concepts based on ISO 45001 into its occupational health and safety management system and revised its PDCA cycle, frameworks, and processes relating to occupational health and safety management.

【Statistics from FY March 2025】

	FY March 2025	Target	Average for Japanese Manufacturing Industry*
Number of serious or fatal occupational accidents	0	0	-
Total injury frequency rate	0.44	0.3	-
Lost-time injury frequency rate	0.11	0.05	1.30

* Source: Ministry of Health, Labour and Welfare: <https://www.mhlw.go.jp/toukei/itiran/roudou/saigai/24/dl/2024gaikyou.pdf> (in Japanese only)

[Social data \(lost-time injury frequency rate for the past five years\)](#)

Risk Assessments

Mazda conducts annual risk assessments of all divisions to identify and evaluate the potential risks of disasters, illnesses, and fires. The Company also implements appropriate countermeasures and conducts other activities to assess risk and improve workplace safety. Similarly, the Company carries out specialized chemical and machinery risk assessments when introducing new chemical substances or machinery to facilitate fundamental safety measures. For the management of chemicals, Mazda is compiling a database of safety data sheets*1 and is utilizing a system that enables it to evaluate risks from the perspectives of hazardousness and exposure.

Occupational Health and Safety Education and Training

Improving education and training programs are a central pillar of Mazda's occupational health and safety activities. Through these programs, we aim to develop human resources with heightened sensitivity toward occupational safety and health. The Company places particular emphasis on training to enhance employees' risk sensitivity and organizes safety education seminars,*2 risk simulation training,*3 and risk prediction training for all divisions, including those related to production, development, management, and administration. We also support Group companies in Japan and overseas, suppliers (Toyukai Affiliated Corporation*4), and partner companies within the Company premises in conducting education and training programs on safety and health in order to develop safety-conscious human resources across the Mazda Group.

*1 A safety data sheet is a document used when chemical substances and chemical mixtures are transferred or provided to others to supply information on their physical properties, potential risks, and harmfulness as well as instructions for safe use of these chemical substances.

*2 Safety education seminars feature panel exhibitions showing a timeline of Mazda's safety activities that summarize past serious accident cases and safety activities that Mazda has implemented so far to help employees reflect on the Company's safety activities and past accidents, raise their awareness, and obtain new knowledge, which will be helpful to safety management in the future.

*3 Risk simulation training is intended to improve employees' sensitivity toward risk through simulations of various potential risks in their workplaces.

*4 Toyukai Affiliated Corporation is a voluntary organization established in 1952 by Toyo Kogyo Co., Ltd. (currently Mazda Motor Corporation) and 20 partners with transactional relationships with the Company. This organization currently consists of 63 members. The Company offers advice and support to these members from the perspective of safety by providing safety information and inviting members to safety training provided by Mazda.

Coordination with Group Companies

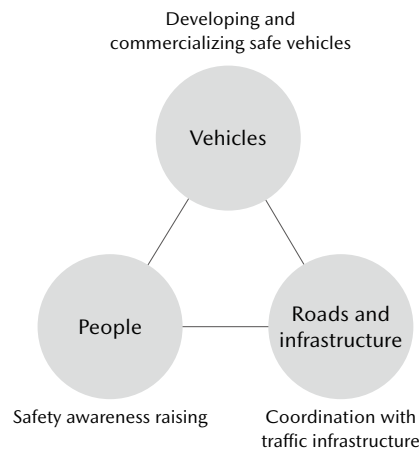
Mazda offers proactive support to Group companies in Japan and overseas by such means as holding regular meetings, sharing activity plans and information, and providing educational materials to help address safety and health issues. ISO 45001 certification has been obtained by Changan Mazda Automobile Co., Ltd., Changan Mazda Engine Co., Ltd., and Mazda Powertrain Manufacturing (Thailand) Co., Ltd. In addition, other plants implement occupational safety and health management systems based on ISO 45001 or other equivalent standards. We work to make continuous improvements throughout the entire Group to such management systems.

REALIZATION OF AN AUTOMOTIVE SOCIETY THAT OFFERS SAFETY AND PEACE OF MIND

Basic Approach

Mazda promotes safety and security initiatives from the three perspectives of vehicles, people, and roads and infrastructure to create infrastructure that allows everyone to move freely and enjoy a fulfilling life. The Company thereby aims to contribute to the realization of an automotive society that offers safety and peace of mind.

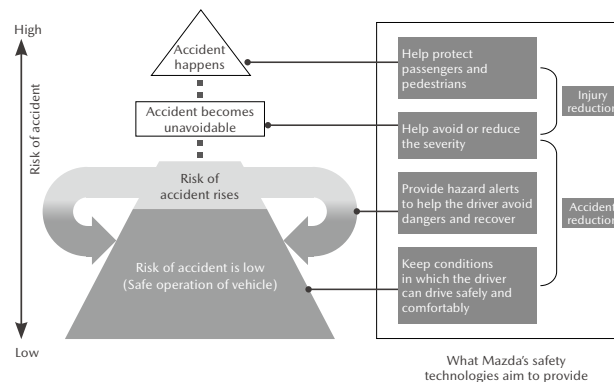
Three Perspectives of Safety and Security Initiatives



Mazda's Safety Philosophy

Mazda Proactive Safety is Mazda's safety philosophy. Mazda places this philosophy at the heart of its research on and development of safety technologies. Ensuring safe driving under a variety of circumstances requires one to operate their vehicle while predicting potential risks of accidents and making appropriate decisions. However, no matter how careful people are, some accidents cannot be avoided. To address such accidents, the Company is utilizing the insight gained through years of research on human-engineering mechanisms to develop advanced safety technologies that reduce the risk of being exposed to dangerous circumstances, as opposed to responding once a dangerous circumstance has arisen. These technologies are offered to drivers under Mazda Proactive Safety.

Mazda Proactive Safety: Mazda's Safety Philosophy



Building Block Concept for Safety Technology

In addition to refining its safety technologies, Mazda promotes technology development based on the belief that the very act of spreading these technologies throughout society is a way of demonstrating the value it offers. In developing safety technologies, the Company applies the Building Block concept in a manner similar to the approach used for environmental technologies.

Building Blocks Toward the Realization of an Automotive Society that Offers Safety and Peace of Mind



Goals

Based on an original safety concept, Mazda Proactive Safety, Mazda is continuing to develop advanced driving support technologies that utilize IT. The Company is also working to create vehicles that enhance the safety and peace of mind for drivers, passengers, and everyone else around. In terms of what Mazda can achieve through automotive technologies, the Company aims to achieve zero deaths resulting from its new vehicles by 2040.

Basic Safety Technologies

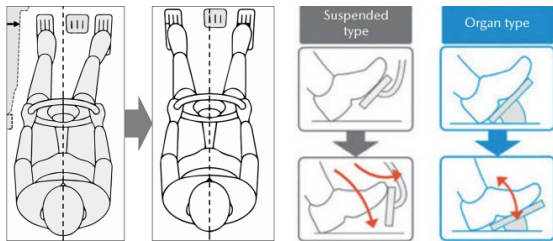
Basic technologies are a crucial performance element underpinning the safety we feel in our everyday lives. For this reason, Mazda promotes the continuous evolution of basic safety technologies and will install these technologies in all vehicles as standard to contribute to the realization of an automotive society that offers safety and peace of mind.

Support for Assuming the Ideal Driving Position

Mazda believes that the ideal driving position not only allows drivers to properly control a vehicle but can also improve their handling when attempting to avoid emergency collisions and reduce injury to occupants should a collision occur.

Ideal Pedal Layout

Mazda offers a layout for brake and accelerator pedals located where the driver can stretch their foot forward and naturally rest it on the accelerator pedal when sitting in the driver's seat in order to allow people to enjoy safe and comfortable driving with the ideal driving position. The distance between the accelerator pedal and the brake pedal has also been optimized. Allowing drivers to sit in a more natural position is anticipated to reduce driving fatigue and lower the possibility of the driver stepping on the wrong pedal when braking in an emergency. Many vehicles employ a pedal design in which pedals are suspended from the structure below the steering wheel. Mazda vehicles, meanwhile, employ an organ-type design for their pedals in which the motion of pedals when depressed mirrors the motion of the foot being used to depress them. With this design, the driver's foot and the pedal follow the same trajectory when the driver's heel is placed on the floor. This minimizes deviations in its trajectory and makes it easier to control the accelerator pedal while reducing leg fatigue on long drives.



Comfortable pedal layout enabling easy operation from a natural position

Organ-type accelerator pedal

Support Using Automatic Driving Position Guide

Large product group vehicles launched after 2022 (the CX-60, CX-70, CX-80, and CX-90) have incorporated an automatic driving position guide to help as many people as possible achieve an ideal driving position.* As one of Mazda's driver personalization systems, this feature estimates the driver's physical build based on the body data that they have input in advance as well as by detecting the positions of their eyes with a camera. This feature will then automatically adjust the positions and angles of the driver's seat, the steering wheel, the Active Driving Display (ADD), and the outer mirrors. The driver can also make fine adjustments on their own.

* The feature is only available for certain vehicle grades.

Enhanced Visibility

Mazda considers it important to secure good visibility to help the driver identify and react to their surroundings, such as road environment, other vehicles, obstacles, and pedestrians including children. Accordingly, door mirrors on all Mazda passenger vehicles currently available on the market are installed on the outer door board in a lower position to expand the scope of visibility through the mirror. For the 2019 Mazda3 and subsequent models, visibility has been further enhanced via a combination of the inherent slenderness and the well-devised shape of the A-pillar, which reduces blind spots. One of the areas where increased visibility is noticeable is during left turns, which are at high risk for coming into contact with children.

See-Through View Technology that Helps the Driver Confirm Their Surroundings

The See-Through View technology has been introduced in large product group vehicles (the CX-60, CX-70, CX-80, and CX-90) and the CX-50*¹ to allow the driver to better confirm their surroundings to gain a stronger feeling of security.*² This technology uses a camera system that has the three functions of detection, identification, and collision prediction. With this camera system, the technology complements the driver's vision by displaying an image of the surroundings as if they are seen from inside the car. This technology is useful in quickly identifying objects or pedestrians and can also help alleviate concerns when parking or starting the car.

- Detection
Integration of a front-view (or rear-view) image with part of a side-view image to broaden the field of vision
- Identification
Modification of images to show objects in a larger size and three-dimensionally so that they appear as though they are being viewed diagonally (from the driver's seat)
- Collision prediction
Display of the outermost side of the car and its predicted line of course

*¹ This feature is equipped on 2024 models and products released thereafter.

*² The feature is only available for certain vehicle grades.

HMI Concepts for Minimizing Causes of Careless Driving

Mazda has advanced development on human machine interfaces (HMIs), which denote equipment and mechanisms that facilitate communication of information about various inputs occurring during driving between the driver and the vehicle based on the concept of a "Heads-up Cockpit." This concept is meant to allow people to focus on driving while considering a variety of information but still prioritizing safety.

Based on Mazda's human-centered design philosophy for HMI, the cockpit is designed to minimize three risk factors for careless driving*¹ (cognitive distraction, visual distraction, and manual distraction) to enable the driver to concentrate on driving. The information necessary for driving is presented in order of priority so that the driver can concentrate their attention on driving and thus reduce cognitive distraction. Indications around the driver's seat have been simplified to make the display easier to see and thus reduce visual distraction. Meanwhile, indicators and other intuitively operable devices are installed to reduce manual distraction. The CX-60 was the first model to be equipped with an HMI that featured an advanced indicator system based on an enhanced human-centered design philosophy.*² One of the most prominent advancements of this system lies in the increased area of the ADD, which displays vehicle and navigation information. Large product group vehicles launched after the CX-60 feature an ADD that is three times larger than ADDs in preceding models. In conjunction with the enlargement of the ADD, the indicator layout has also been designed and the size of characters and graphics has been increased to make displayed information more recognizable and more quickly readable.

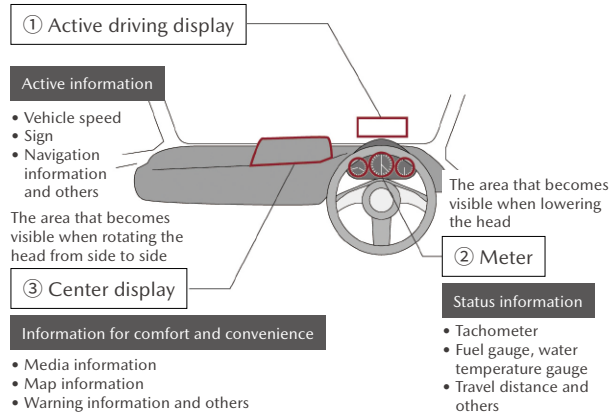
*¹ The following are three risk factors for careless driving.

- Cognitive distraction: When the driver is distracted by something other than vehicle control, such as checking the position of a switch or its operation method
- Visual distraction: When the driver takes their eyes off the road to check information or for other purposes
- Manual distraction: When the driver makes large movements of their body and adopts an awkward posture to operate a device

*² The feature is only available for certain vehicle grades.

Cockpit Design that Enables the Driver to Better Concentrate on Driving

The area that becomes visible when moving the eyes



1. Vehicle speed and other active information that should be checked at every moment is shown in the ADD.
2. The amount of fuel and other status information necessary for checking the status of the vehicle is displayed via meters.
3. Media information and other information for comfort and convenience is shown in the center display.

Collision Safety Technologies

Mazda has been developing technologies for minimizing injuries to the driver, passenger, and pedestrians and damage to other vehicles in the event of an accident. Our approach has been focusing on analyzing various real cases of accidents and a variety of examples of actual accident-caused injuries and damage as well as understanding on human-engineering mechanisms that cause injuries to people's bodies gained through relevant research.

Lightweight Collision-Safe Body

Mazda has developed a sturdy vehicle body structure that can absorb energy extremely efficiently by introducing highly durable material for pillars and frames, reinforcing skeleton joints, and designing the optimal forms of skeleton joint sections. This body structure can absorb and disperse impacts in various directions to support the cabin and minimize its deformation.

Occupant Protection

Mazda has developed a technology for reducing injuries based on research on the human characteristics of people who are different in terms of build and of elderly and other groups of people. Mazda vehicles use an occupant-protection structure designed to prevent various forms of accidents and injuries.

Pedestrian Protection

As a technology for minimizing injuries to drivers, passengers, and pedestrians in the event of an accident, Mazda vehicles use a pedestrian-protection structure designed to prevent injuries in various spots in people's bodies.

Advanced Safety Technologies

i-Activsense

Mazda is committed to continuous evolution of i-Activsense* advanced safety technologies to deliver safer, more reliable vehicles to a greater number of customers, ranging from beginners to elderly drivers. We use "i-Activsense" as an umbrella term that covers all of the advanced safety technologies developed in line with Mazda Proactive Safety principles. These technologies include active safety technologies, which support safer driving by helping the driver to recognize potential hazards, as well as precrash safety technologies, which help to avert collisions when an accident may be difficult to prevent or reduce their severity in situations where they cannot be avoided.

* i-Activsense technologies are designed to help reduce damage and/or injuries resulting from accidents. However, each system has its limitations, and no safety system or combination of such systems can prevent all accidents. These systems are not a replacement for safe and attentive driving. Please drive carefully at all times and do not rely on technology to prevent an accident.

[Advanced Safety Technologies i-ACTIVSENSE](#) (in Japanese only)

Advanced Driving Support Technology

Mazda Co-Pilot Concept

Mazda has conducted extensive research on human-engineering mechanisms. By understanding and modeling physical bodies and brain mechanisms, the Company has come up with the Mazda Co-Pilot Concept, an advanced driving support technology that can help to reduce risks associated with the driver becoming sleepy or unwell. Under this concept, people can enjoy driving and feel revitalized mentally and physically while the car tracks all the movements of the driver and drives "virtually" in the background at all times. If the unexpected occurs, such as the driver suddenly losing consciousness, the car takes control to help prevent an accident and reduce potential injuries. It also automatically contacts emergency services and drives to a safer location to protect bystanders and the surrounding areas. The Company aims to develop technologies of the Mazda Co-Pilot Concept, which uses autonomous driving technologies to allow drivers to enjoy any drive with peace of mind, and make these technologies standard.

Driver Monitoring

Mazda's Driver Monitoring system, which was first introduced in the Mazda3 in 2019, features two functions: step-by-step warnings issued when the driver's drowsiness is detected and an earlier frontal collision warning issued when careless driving is detected. More advanced technologies were applied to the CX-60 beginning in 2022 to detect drowsy driving with the driver's eyes closed and identify sudden changes in the driver's condition based on changes in their posture or the position of their head in addition to issuing warnings against careless driving. The accuracy of the Driver Monitoring system's detection of both drowsiness and changes in the driver's condition has been increased through comprehensive judgment based on various factors, including driving inputs.



Detection of Driver Condition Through Driver Monitoring System

MAZDA 3 (from 2019 onward)	Detection of careless driving			Directions of the eyes and face	Detecting careless driving from the directions of the driver's eyes and faces
	Detection of drowsy driving			Movement of the eyelids	Detecting drowsy driving from the movement of the driver's eyelids
CX-60 (from 2022 onward)	Detection of the driver's abnormal conditions	Closed eyes		Closed eyes	Detecting the driver's closed eyes from the distance between his/her upper and lower eyelids
		Abnormal position		Steering	Detecting the driver not holding the steering wheel from his/her abnormal position
				Position (location and angle)	Detecting abnormalities in the driver's position in comparison with his/her usual driving position

Driver Emergency Assist System

Starting with the CX-60, Mazda has been equipping its vehicles with the Driver Emergency Assist (DEA) system,* an advanced safety technology that can detect abnormalities in the driver's condition to help avoid an accident or reduce damage and injuries. Through linkage with the Driver Monitoring system, the DEA system will slow down and stop a vehicle if it becomes difficult for the driver to continue to drive due to a sudden sickness or for other reasons, regardless of whether the vehicle is running on an expressway, a road designated only for automobile usage, or a regular road. This system therefore helps avoid accidents or minimize accident damage and injuries. In April 2023, the system was recognized with an Ichimura Industrial Achievement Award at the 55th Ichimura Industrial Awards (organized by the Ichimura Foundation for New Technology).

【Related Article (MAZDA MIRAI BASE)】
[Driver Emergency Assist in Mazda's CX-80: Program manager's Vision for a Trusted Co-Pilot](#)

* The features of the DEA system vary by vehicle grade. The DEA system will slow or stop a vehicle in an attempt to avoid an accident or minimize its damages. This system will function only under certain conditions and will not function if these conditions are not met. Moreover, these features have limitations and their effectiveness may vary due to a variety of conditions. Even if the system functions as intended, it does not guarantee that a collision or departure from the road will be completely avoided. It is the responsibility of the driver to drive safely and the driver bears full responsibility for the functioning of the DEA system. Please drive carefully at all times and do not rely on technology to prevent an accident. For details, please ask dealer staff or refer to Mazda's website.

Third-Party Evaluations of Mazda's Safety Technologies

(April 1, 2024–March 31, 2025)

Country/Region	Third-Party Evaluation Program	Rating	Vehicle Models	Ratio of Vehicles Receiving Said Rating to Total Vehicles Rated
Japan	JNCAP ^{*1}	5 stars (highest rank)	CX-80	1/1
United States	USNCAP ^{*2}	5 stars (highest rank)	MAZDA3, CX-30, CX-5, CX-50, and CX-90	5/5
	IIHS ^{*3}	Top Safety Pick+	MAZDA3, CX-30, CX-50, CX-70, and CX-90	5/5
Europe	Euro NCAP ^{*4}	5 stars (highest rank)	CX-80	1/1
Australia / New Zealand	ANCAP ^{*5}	5 stars (highest rank)	CX-80	1/1

For more information on past and latest ratings by country or region, please refer to the [Safety page](#) of Mazda's corporate website.

^{*1} The Japan New Car Assessment Program is a safety rating program introduced by the National Agency for Automotive Safety and Victims' Aid in 1995 to encourage the proliferation of safe vehicles. Vehicles are rated based on their preventative safety and collision safety performance as well as their automated accident reporting systems.
^{*2} The National Highway Traffic Safety Administration's 5-Star Safety Ratings program rates overall safety performance with 5 stars being the highest possible rating.
^{*3} In the overall safety rating program of the Insurance Institute for Highway Safety, Top Safety Pick+ is the highest possible rating.
^{*4} The European New Car Assessment Programme is administered by an independent agency comprised of the transport authorities of European countries. In this program, 5 stars is the highest possible rating.
^{*5} The Australasian New Car Assessment Program is an overall safety rating program operated by municipal government agencies in Australia and New Zealand. In this program, 5 stars is the highest possible rating.

Safety Awareness Raising

It is said that most traffic accidents are caused directly or indirectly by human behavior. Mazda endeavors to raise safety awareness among adults and children through various means of communication.

Traffic Safety Awareness Raising

In cooperation with local municipalities and organizations, Mazda conducts various activities to raise safety awareness with the goal of decreasing casualties from traffic accidents. For example, the Company has been partnering with the Hiroshima Branch of the Japan Automobile Association (JAF) since 2017 to communicate the importance of seatbelt use by everyone in a vehicle. This importance is illustrated through the simulation of a collision at a speed of five km/h using Seat Belt Convincers, quizzes to raise children's safety awareness, and shock absorption experiments with toy cars. We are also partnering with Hiroshima City to provide accurate information to pregnant individuals and their families in order to protect pregnant individuals and unborn babies from traffic accidents. As one facet of these activities, Mazda is coordinating with municipal government agencies and obstetricians in Hiroshima Prefecture and distributing original informative fliers, displaying safety posters, and supplying video content.

【Statistics from FY March 2025】

- Participation in the Traffic Safety Challenge Festa held at Numaji Transportation Museum (Hiroshima City's traffic science museum) and at 5-Days Children's Museum
- Organization of traffic safety quizzes, shock absorption experiments with toy cars, and other safety awareness-raising activities during weekend openings of the Mazda Museum



Seatbelt and child seat use awareness-raising activities



Safe Driving Demonstrations

Mazda has been holding Mazda Driving Academy programs since FY March 2015. Through this program, we aim to help customers in Japan learn the theories and techniques for driving their cars easily, comfortably, and safely.

【Statistics from FY March 2025】

- Mazda Driving Academy held nine times

For more information, please refer to [MAZDA OFFICIAL WEBSITE](#) (in Japanese only)



Driving position instruction



Sudden braking experience

Safe Driving Instruction for Elderly Drivers

Together with Miyoshi City in Hiroshima Prefecture, Mazda helped launch the Miyoshi Iki-Iki Safe Drive Campaign, a program for supporting elderly drivers in continuing to drive safely, in September 2024. This campaign is one of the initiatives of the safe driving support for the elderly subcommittee of the Tateshina Meeting. As part of this campaign, telematics tags, which record driving behavior, were attached to the personal vehicles of roughly 300 elderly drivers living in Miyoshi City to collect driving data. Moreover, a smartphone app was used to provide these drivers with information on sudden braking and excessive acceleration during their driving for use in improving their personal driving habits. This information was also used to prepare a traffic safety map detailing areas of the community that are dangerous from a traffic perspective, such as points prone to sudden braking. This map was then presented to Miyoshi City in February 2025.

【Related Article (News Release)】

[Mazda Presents Traffic Safety Map to Miyoshi City as Part of Initiative Under Safe Driving Support for the Elderly Subcommittee of the Tateshina Meeting](#) (in Japanese only)



Coordination with Traffic Infrastructure

Intelligent Transport System Initiatives for Realizing a Safe Automotive Society

Traffic accidents and congestion are serious social problems in many countries and regions. To address these problems, worldwide efforts have been taken to introduce advanced technologies for roads and automobiles. As an automobile manufacturer, Mazda has been proactively supporting the intelligent transport system project* driven by the government and private sector, and is working collaboratively with national and local government agencies and relevant companies in order to realize a society where the road traffic is safe and accident-free.

* Intelligent transport systems use telecommunications technology to connect vehicles, people, and the traffic infrastructure with the aim of easing traffic congestion and reducing the number of accidents throughout Japan.

Technology for Notifying Drivers of Unseen Dangers

Mazda is promoting research and development of intelligent transport systems as a means of monitoring objects too far from vehicles to be detected by Mazda's i-Activsense advanced safety technology or the areas of intersections that cannot be seen by the driver.

Intelligent Transport System Projects in Which Mazda Participates

Project	Description	Organizer
ASV (Advanced Safety Vehicle) Project	This project entails research and development to create a system for assisting safer driving utilizing cutting-edge technologies, including communication-based driving safety support systems. In 1991, the project's first phase was launched, and currently discussions are underway as to the seventh phase.	Road Transport Bureau, Ministry of Land, Infrastructure, Transport and Tourism
Automated Driving Service Support Project	This project is promoting data utilization through coordination between the various activities of government agencies and private-sector companies, such as the development of safety information distribution systems that link vehicle probes, weather forecasts, and other information sources.	Ministry of Economy, Trade and Industry

QUALITY

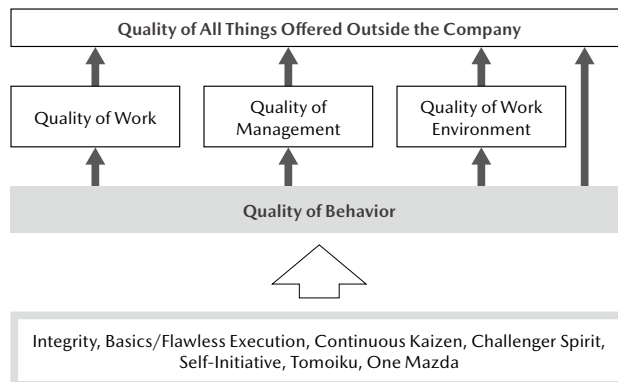
Basic Approach

Mazda believes that it is important to enhance the quality of its products, services, and all other things offered outside the Company to satisfy customers and to exercise its corporate philosophy. The Company has defined the Five Types of Mazda Quality: quality of behavior, quality of work, quality of management, quality of work environment, and quality of all things offered outside the Company, which is underpinned by the preceding four. In line with its quality policy, the Company continues to evolve its initiatives and promote close coordination among all areas of operation to further enhance Mazda's unique value.

Mazda Quality Policy

To enrich the lives of our customers by providing products and services that reflect steady and uncompromising work

Five Types of Mazda Quality



Approach Toward Quality Assurance

To ensure that Mazda is always able to ensure customer safety, trust, and excitement through its product and services, the Company positions customers as the starting point of all its business activities and makes ongoing efforts to improve quality. Mazda recognizes that thorough quality assurance must account for both the outward appearance of products and also the processes used by customers. Accordingly, the Company works diligently to develop personnel who thoroughly understand its customers and who can think and act in accordance with the belief that everything starts with the customer.

Vehicle Production Based on the "100 – 1 = 0" Belief

1. Consistent Quality in Processes Spanning from Planning to Production
The "100 – 1 = 0" belief expresses Mazda's belief that, even if it produces 100 vehicles, the customer that buys one of these vehicles will not see their car as one of this 100. For them, it is there only one, irreplaceable car. Accordingly, if that one car is defective, it has no value for the customer. In keeping with this belief, Mazda aspires to ensure that every customer is satisfied with the highest levels of quality, and therefore values each and every vehicle delivered to customers and aims to achieve zero defects. Adhering to the basic principles of manufacturing and based on a full understanding of its mechanisms, all related departments work in close collaboration to ensure consistent quality in all processes, spanning from planning to production.

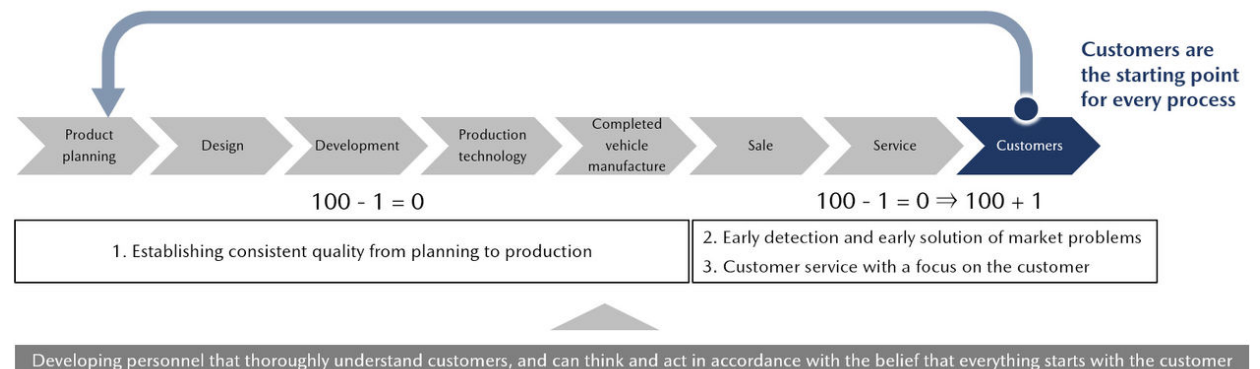
Process Initiatives for Changing "100 – 1 = 0" to "100 + 1"

2. Early Detection and Resolution of Market Problems

If an unpredictable problem arises in the market, it may result in loss of trust from customers ("100 – 1 = 0"). To avoid this situation, Mazda promotes quality assurance activities for the early detection and resolution of any trouble pointed out by customers.

3. Customer Service with a Focus on the Customer

Through coordination among sales locations and consistently earnest engagement with customers as well as close communication, Mazda aims to establish an emotional connection with customers based on enduring trust ("100 – 1 = 0" → "100 + 1").



Mazda Quality Management System

To make faithful and unceasing efforts and constantly ensure quality that can always satisfy the expectations and live up to the trust of customers, Mazda has established the Mazda Quality Management System based on ISO 9001* and has applied this system to the series of processes spanning from product development to production, sales, and after-sales services. At overseas production sites, the Company is establishing frameworks that encourage local employees to take autonomous action to improve quality. We are also promoting the acquisition of ISO 9001 at sites around the world. The Company thereby aims to drive improvements in the quality of Mazda vehicles, which are produced and sold worldwide. Under our quality governance systems, global quality managers are responsible for practicing regular communication with representatives from each region who are most closely connected to local markets in order to gather input from the front lines on whether the Company is living up to the expectations and trust of customers and gain information on the issues they face. This communication helps facilitate the early detection and resolution of issues. Furthermore, quality representatives for each region participate in regular meetings where they share best practices with the goal of enhancing Mazda's global quality assurance processes.

* ISO 9001 is a set of international standards for quality management and assurance.

Acquisition of ISO 9000 Series

Year of Acquisition	Types of ISO Certification	Certified Organization, Product, Service, Etc.
1994	ISO 9002	Mazda Motor Corporation (first instance of certification by a Japanese automobile manufacturer): Vehicles produced at Hiroshima Plant and Hofu Plant
1996	ISO 9001	Mazda Motor Corporation: Engineering, product development, manufacturing, and customer service
2001	ISO 9001	Mazda Motor Corporation: Accessories, knock-down production, product planning, design Mazda Engineering & Technology Co., Ltd.: Specially equipped vehicles (TESMA), etc. (application scope expanded) Auto Alliance (Thailand) Co., Ltd.
2007	TS 16949 (ISO 9001 Sector certificate)	Changan Ford Mazda Automobile Co., Ltd. (currently Changan Mazda Automobile Co., Ltd.) Changan Ford Mazda Engine Co., Ltd. (currently Changan Mazda Engine Co., Ltd.)
2015	ISO 9001	Mazda de Mexico Vehicle Operation Mazda Powertrain Manufacturing (Thailand) Co., Ltd.2018
2018	ISO 9001:2015	Mazda Motor Corporation: Head Office, Hiroshima Plant and Hofu Plant, Mazda de Mexico Vehicle Operation, and Auto Alliance (Thailand) Co., Ltd.
	IATF 16949:2016 (ISO 9001 Sector certificate)	Changan Mazda Automobile Co., Ltd. Changan Ford Mazda Engine Co., Ltd. (currently Changan Mazda Engine Co., Ltd.)

Customer-Oriented Quality Improvement

Development of Understanding of Our Customers

Activities to Turn Customer Feedback into Knowledge

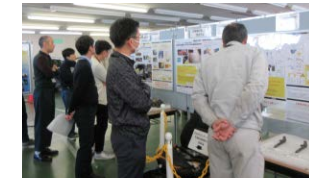
Recognizing that customer feedback from across the globe is our most valuable asset for automobile development, Mazda is compiling a database of such feedback so that this information can be incorporated into product planning and development.

Sharing of Past Cases

Mazda shares the lessons learned from past cases through exhibits of actual defective products and e-learning programs in order to drive reforms in behavior.

【Statistics from FY March 2025】

- Participation in exhibits and e-learning programs by approx. 14,000 individuals



Exhibit



Participant in e-learning program

Focus on Thinking from the Customer's Perspective

Quality Awareness-Raising Activities

Mazda holds quality meetings on a regular basis. At these meetings, officers from various fields take turns communicating their commitment to compliance and quality in their own words to all employees. This provides opportunities for individual employees to reflect on and think about their work, thereby enhancing their compliance and quality awareness.

Quality Education

Quality control education programs are provided for employees for the purpose of developing human resources capable of proactively identifying and resolving problems from the customer's viewpoint and working for continuous improvement. Quality education courses taught by internal instructors are offered, and employees take appropriate courses based on their job roles or rank.

Major Quality Education Courses (FY March 2025)

	Program	Objective
1	Quality education program for new employees	Fostering of understanding of basic quality control concepts (customer-oriented attitude, continuous improvement efforts)
2	Quality education by rank	Development of understanding of quality management approaches tailored to different ranks or job roles
3	Quality management method training	Cultivation of skills for applying and practically implementing specialized quality management techniques

Action Based on the Customer

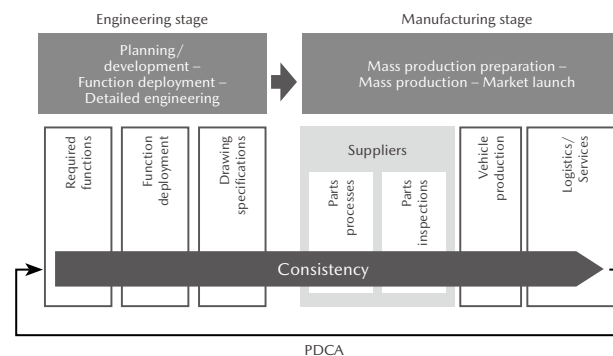
Quality Control Circle Activities

Mazda promotes quality control (QC) circle activities to encourage employees to identify and resolve problems by themselves. These activities have been implemented for over 60 years as a core element of our corporate activities. The All-Mazda QC Circle Competition held every year at the Head Office in Hiroshima has become an entrenched part of our global activities, seeing participation from quality circles of Japanese dealerships as well as those of overseas production sites.

Commitment to Consistent Quality in Processes Spanning from Planning to Production

Process Assurance

In its quality assurance efforts, Mazda is committed to process assurance to improve the performance of products as well as to enhance the quality of new technologies in response to environmental safety regulations and electrification trends. Process assurance is an approach for ensuring a consistent quality level in all processes spanning from engineering (planning and product development) to product creation (purchasing, vehicle production, logistics, and customer services). Through this approach, the Company identifies the important elements necessary to guarantee the quality of functions and performance based on an accurate understanding of customer needs and expectations. The Company has also established frameworks for maintaining and managing these elements in every process spanning from engineering to manufacturing. The cooperation of partners is imperative in improving quality levels. For this reason, the Company promotes personnel and technology exchanges as well as other co-creation activities. Furthermore, the Company identifies the functions and performance that embody the joy of driving for each stage from before getting in the car to after starting driving so as to achieve increased consistency in quality.

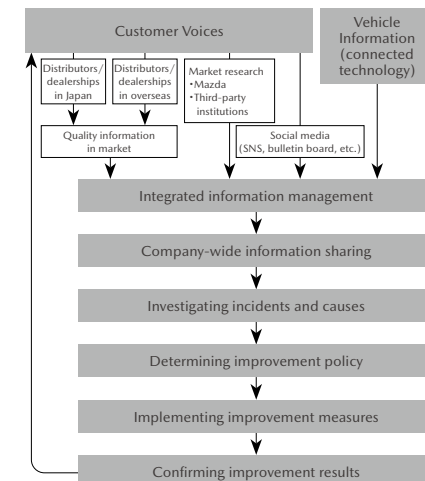


Early Detection and Resolution of Market Problems

Swift and Comprehensive Quality Improvement

To facilitate early detection and resolution of market problems, Mazda has established a system for integrated management of all quality information. Such information is gathered from distributors and dealerships in Japan and overseas and by employing the results of surveys by external institutions, conducting the Company's own market research, and utilizing connectivity technologies to collect vehicle information. Through this system, the collected information is shared throughout the Company in real time. By using the system and closely monitoring daily progress, the Company investigates quality-related incidents and their causes, determines and implements improvement measures, and confirms the results. In this manner, the Company works to achieve swift and comprehensive improvement.

Quality Improvement System



【Examples of Surveys, Analyses, and Improvement Measures】

- Collection of customer feedback through proprietary Mazda market surveys
- Market surveys conducted by third parties
- Analysis of customer feedback via social media
- Analysis of vehicle information obtained through connectivity technologies

Quality Assurance Systems Placing Customer Safety and Security as Highest Priority

Mazda conducts inspections on conformity with the laws and regulations of relevant countries and on functions to be used by customers. Meanwhile, development, production, and quality divisions audit each other from their respective independent standpoints. These provisions make for quality assurance systems that place customer safety and security as the highest priority.

Overview of Recall Procedures*

- Registration with authorities in each jurisdiction in accordance with the laws and regulations of each country and region
- Disclosure to customers via direct mail, telephone, and other methods and explanations at dealerships
- Disclosure of information on recalls on Mazda's corporate website

[Number of recalls in Japan \(Social data\)](#)

* Recall procedures may vary by country or region.

Customer Service with a Focus on the Customer

Mazda aims to provide customer service that customers can always rely on. To this end, in addition to supplying safe, reliable, and comfortable vehicles, Mazda also strives to offer an ownership experience that allows customers to enjoy all areas of vehicle ownership, including visits to dealerships, with no stress. The foundation for these efforts is furnished through the development and provision of tools and service manuals and the construction of parts supply networks. Furthermore, the Company is working with dealerships in Japan and overseas to reform operations, create new touch points with customers, and cultivate human resources capable of considering and acting toward customers' happiness.

Tools and service manuals	• Establishment of an internet-based support system that enables quick and efficient access to the latest service manuals as well as efficient searching for and ordering of parts • Deployment of proprietary malfunction diagnostic devices that are compatible with the sophisticated electronic control systems adopted in a wide range of safety and environmental technologies • Provision of information on dedicated Mazda vehicle tools and their usage
Development of dealership sales staff	• Positioning of instructors in training centers in major countries and regions of operation; basic training on performing maintenance on Mazda vehicles and incorporation of development and production innovations into new machinery and technical training to develop human resources globally; and proactive utilization of remote training tools to satisfy the needs of those requiring training and improve training efficiency • Organization of global events to recognize service maintenance technicians who represent their respective countries and regions and service staff members who help supply customers with enriched car ownership experiences to foster individual growth, motivation, and pride among employees

Initiatives at Dealerships and Distributors

Mazda is committed to providing dealership and distributor experiences that accommodate the needs of individual customers. The Company therefore promotes operational improvement measures driven by dealerships and distributors with the aim of heightening process quality and creating more comfortable work environments for employees. The Mazda Production System, which is built on Mazda's accumulated production insight, is a central component of these initiatives. Through initiatives involving all dealership and distributor employees, the Company seeks to eliminate operational inefficiencies while increasing the value of processes from the perspective of the customer. In FY March 2024, the Company expanded the scope of dealerships and distributors in which improvements are pursued to include those located overseas in addition to those in Japan. To enhance the level of customer satisfaction initiatives at Mazda dealerships and distributors, the Company has prepared award systems for sharing and honoring best practices demonstrated by the staff of dealerships and distributors that have contributed to increased customer satisfaction through excellent teamwork and the sales and service staff members who achieved outstanding results.

Staff Awards and Shop Awards

Program	Frequency	Objective
Staff awards and shop awards	Once a year	Recognition of dealerships that have achieved their targets as a result of all staff members' customer-oriented activities and excellent teamwork; sharing of best practices from shops producing outstanding results at presentation meetings hosted by Mazda Dealerships Association across Japan

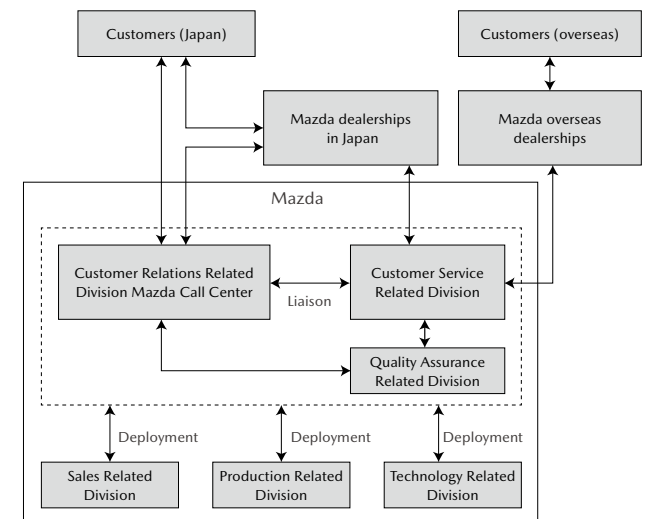
Responses to Expectations and Opinions of Customers

At Mazda dealerships and distributors around the world, systems have been established to gather opinions and requests from customers, to respond to them honestly, accurately, and quickly, and to reflect this input in sales and services in cooperation with the Mazda Head Office.*¹ The contacts for each market area as well as an FAQ section*² are available on Mazda's corporate website for the convenience of customers. To strengthen bonds with customers, Mazda conducts global customer satisfaction surveys focusing on the Mazda brand experience, sales and after-sales services, ownership cost, product attractiveness, and other specific items. Through these surveys, the Company identifies problems in each market and addresses them in cooperation with local dealerships and distributors as part of a plan-do-check-act (PDCA) cycle.

*¹ [Distributor list by country/region](#)

*² [Inquiries from Japan/FAQ](#) (in Japanese only)

Customer Service Framework



SUPPLY CHAIN MANAGEMENT

Basic Approach

In light of the recent expectations of society regarding sustainability, Mazda is promoting compliance with the labor laws of the countries and regions in which it operates, including those regarding the prohibition of child labor and forced labor. In addition, the Company respects the Charter of Corporate Behavior issued by Keidanren (Japan Business Federation) and other international standards and engages in a wide range of initiatives for facilitating coexistence and mutual growth with suppliers in Japan and overseas.

Basic Purchasing Policy

Mazda will, in the fullest sense of coexistence and mutual growth, engage in research and production for improved competitiveness. The Company will build open and fair business relationships to ensure sustainable growth and raise its level of contributions for social and economic development.

Initiatives

Mazda has formulated its Basic Purchasing Policy, based on which it is making efforts to build open and fair business relationships while extending opportunities to businesses throughout the world, regardless of their home country, scale, or history of transactions with the Company. Upon receiving a request to start business with Mazda, we will assess the company in question in accordance with our in-house criteria for the evaluation of suppliers in order to determine the feasibility of a business partnership. Moreover, we coordinate with suppliers in terms of sustainability and risk management and proactively provide opportunities for communication along with various support to facilitate concerted efforts. The Company also conducts questionnaire surveys of its suppliers on an as-needed basis, aiming to track and evaluate the status of their implementation of sustainability initiatives in more detail.

Supplier Support Measures

- Co-creation activities and technology exchanges with suppliers aimed at improving their competitiveness
- Cooperation with suppliers in improving their product quality
- Adoption of a milk-run approach* (shifted from conventional system, with delivery of parts by each supplier, to milk-run approach in which Mazda trucks stop at multiple suppliers to collect parts)
- Provision of information on exhibitions and conventions to showcase the latest technologies and manufacturing methods

* A milk-run approach is a method in which a single truck visits multiple suppliers to collect supplies that is named after the way that milk trucks would visit multiple farms to pick up milk at each location.

【Related Information (Sustainability Website)】
[Stakeholder Engagement](#)

Application of the Mazda Supplier Sustainability Guidelines

The Mazda Supplier Sustainability Guidelines have been formulated based on Mazda's basic approach to sustainability initiatives and with reference to the Supplier CSR Guidelines of the Japan Automobile Manufacturers Association. The guidelines outline sustainability areas and items that are closely related to procurement. In the guidelines, sustainability activities are categorized into six areas: Customer Satisfaction (Safety & Quality), Environment, Social Contributions, Respect for People (Human Rights & Work), Compliance, and Information Disclosure. The Company requests that all suppliers comply with the guidelines in these areas.

[Mazda Supplier Sustainability Guidelines](#)

Areas Requiring Compliance by All Suppliers

- **Customer Satisfaction (Safety & Quality)**
Suppliers are requested to abide by guidelines regarding products and services that meet the needs of consumers and customers, appropriate sharing of information about products and services, safe products and services, and product and service quality.
- **Environment**
Suppliers are requested to abide by guidelines regarding environmental management; greenhouse gas emissions reduction; air, water, and soil pollution prevention; resource conservation; waste reduction; chemical management; and ecosystem preservation.
- **Social Contributions**
Suppliers are requested to engage in proactive and ongoing social contributions at domestic and overseas bases in response to the needs of the relevant region to fulfill their responsibilities as a good corporate citizen.
- **Respect for People (Human Rights & Work)**
Suppliers are requested to abide by guidelines regarding abolition of discrimination, respect for human rights, prohibition of child labor and forced labor, [non-use of conflict materials](#), wages, working hours, dialogue with employees, and safe and healthy working environments.

• Compliance

Suppliers are requested to abide by guidelines regarding regulation compliance with competition and other laws, promotion of fair business practices, corruption prevention, confidential information management and protection, export control, and intellectual property protection.

• Information Disclosure

Suppliers are requested to disclose information to their stakeholders in a timely and appropriate manner and to make efforts to maintain and develop mutual understanding and trusting relationships with stakeholders through open and fair-minded communication.

Environmental Management of Suppliers

Mazda has established the Mazda Green Purchasing Guidelines with the aim of installing a consistent commitment to environmental preservation throughout its entire supply chain. These guidelines require all suppliers worldwide to advance measures to reduce their impacts on the environment at all stages, spanning from product development to manufacturing and delivery. The guidelines also make it clear that Mazda will give preference in purchasing to suppliers who implement such environmental measures. Questionnaires are administered and other measures are taken on a regular basis to confirm compliance with the guidelines.

Moreover, under the guidelines, Mazda asks suppliers to formulate and enact road maps for reducing their CO₂ emissions. Local and other major suppliers have submitted such CO₂ emissions reduction road maps to the Company, and collaborative efforts are being advanced toward achieving carbon neutrality. Mazda also requires suppliers of parts, materials, and production equipment and tools to obtain and maintain ISO 14001 certification and to pursue reductions to the amount of greenhouse gas emissions generated through their corporate activities. Currently, all major suppliers involved in Mazda's vehicle development and production activities have acquired ISO 14001 certification. In addition, certain suppliers of affiliates are required to submit information detailing their energy and water usage strategies. Going forward, we will continue to supply information and otherwise work with suppliers to promote environmental action.

【Statistics from FY March 2025】

- Rate of 100% for maintenance of ISO 14001 certification among approximately 500 new and continuing major suppliers around the world (as of March 31, 2025)
- Requests for environmental management system development in accordance with the Mazda Green Purchasing Guidelines issued to secondary suppliers and subcontractors through primary suppliers

[Mazda Green Purchasing Guidelines](#)

Supply Chain Human Rights Due Diligence

In accordance with the [Mazda Supplier Sustainability Guidelines](#), we are endeavoring to develop supply chains that will allow us to fulfill our social responsibilities in relation to human rights.

【Detailed Information (Sustainability Website)】
[Supply Chain Human Rights Due Diligence](#)

Promotion of Fair Business Practices

Mazda promotes fair business practices to ensure that both the Company and its suppliers can engage in fair dealings under clear standards with a shared understanding to strengthen their global competitiveness through mutual collaboration. Based on the Guidelines for Appropriate Transactions in the Automobile Industry, which were formulated under the guidance of the Ministry of Economy, Trade and Industry, we have created the Promotion Manual for Appropriate Purchasing, provide education for those engaged in procurement activities at Mazda, and offer information for suppliers through our website and briefing sessions. Moreover, monthly meetings with local suppliers are used as an opportunity for promoting education and awareness raising on environmental, social, and governance (ESG) themes through briefings on carbon neutrality, human rights, and other relevant themes.

In-House Education for Entrenching Fair Transaction Practices

The following in-house educational programs are provided for individuals engaged in procurement activities at Mazda.

- Regular education and comprehension tests on promotion of fair business practices (including programs pertaining to the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors)
- Courses on promotion of fair business practices (including programs pertaining to the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors) for employees who were newly assigned to the relevant sections
- Education on financial control
- Provision of guides and process rules regarding fair business practices and compliance on the intranet

Supplier Evaluation Systems

When starting transactions with a new supplier, relevant departments coordinate to confirm the supplier's quality control system, R&D system, technological capabilities, supply capacity, and management conditions. We also assess whether the supplier in question is conducting anticorruption, compliance, environmental, and other sustainability initiatives in accordance with the Mazda Supplier Sustainability Guidelines. In this manner, steps are taken to verify the compatibility of suppliers with the Mazda Group's procurement and screening policies. For suppliers with ongoing transactions, Mazda conducts comprehensive evaluations looking at the entirety of transactions, including the quality, cost, and delivery time of the goods and services provided as well as supplier's quality management systems, R&D systems, technological capabilities, supply capacity, and sustainability initiatives. Moreover, remote audits as well as on-site audits of actual facilities and items are conducted as deemed necessary based on reports on the quality of regularly delivered products and the results of self-audits. Through these audits, we are implementing a quality management system that allows us to constantly track and assess conditions and provide improvement instructions to suppliers. Furthermore, Mazda comprehensively evaluates suppliers every year from the perspectives of quality, costs, delivery time, and other considerations in order to build more positive business relationships. Outstanding suppliers identified through this process are recognized with awards. The Company also conducts sustainability-based evaluations, and has presented special awards to suppliers that have made outstanding proposals on weight trimming, which greatly affects environmental performance.

- 【Statistics from FY March 2025】
- Evaluations conducted targeting 270 suppliers

Questionnaire Surveys of Suppliers

Mazda has continued to conduct questionnaire surveys of its suppliers since FY March 2014 with the aim of tracking and evaluating the status of their sustainability initiatives and promotion systems. After analyzing the results of these surveys, the Company arranges individual meetings with suppliers deemed to be in need of further improvement in order to help them in devising improvement methods. These surveys are also used as an opportunity to confirm suppliers' compliance with the Mazda Supplier Sustainability Guidelines.

- 【Statistics from FY March 2025】
- Compliance (fair business practices) surveys issued to all suppliers

Enhancement of Business Continuity Plan

From the perspective of risk management, Mazda works together with its suppliers to enhance its business continuity plan (BCP) in order to prevent a suspension of business with the potential to have an extensive impact on society. In this regard, the Company has introduced SCR (Supply Chain Resiliency) Keeper,* a supply chain risk management system, to accelerate its initial response in the event of a disaster by promptly and thoroughly gathering information on the situation at operating sites. Initiatives are also underway to promote disaster prevention and mitigation activities related to earthquakes, landslides, flooding, and other natural disasters. Going forward, the Company will continue to work with suppliers to enhance its BCP. In addition, the Company promotes awareness among suppliers regarding the threats posed by cyberattacks, which are becoming increasingly more commonplace and more advanced, and asks them to enhance their security measures. Mazda also arranges discussions with certain suppliers regarding hypothetical cyberattacks on these suppliers to formulate measures for minimizing the impact of such attacks on the production of materials and components.

* SCR Keeper is a system combining map data with earthquake information from the Japan Meteorological Agency through which the seismic intensity at the registered production sites can be determined quickly in the event of an earthquake.

OPEN INNOVATION (EXPLORATION OF PARTNERSHIPS FOR CO-CREATION WITH OTHERS)

Basic Approach

The operating environment for the automotive industry continues to grow increasingly competitive due to stricter environmental and safety regulations, new competitors from other industries, and the diversification of the mobility business. In the face of this competition, Mazda is accelerating its efforts to engage in collaboration with partners through open innovation with companies, universities, and government agencies as it seeks to form relationships with allies in the automotive and other industries. We thereby aim to drive the ongoing growth and development of the Mazda Group while exercising our corporate philosophy and contributing to society.

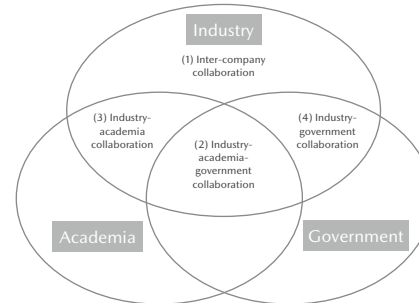
Objectives of Open Innovation

【Growth of the Mazda Group】

- Improve engineering capabilities, enhance the brand value, and increase R&D efficiency

【Contribution to Society】

- Contribute to the development of a sustainable society, advance Monozukuri (engineering and manufacturing) and share related knowledge and skills, and drive the development of regional economies



1. Inter-company collaboration

Collaboration with automobile manufacturers, suppliers, and other partners

2. Industry-academia-government collaboration

Collaboration with local governments and companies (Hiroshima Council of Automotive Industry-Academia-Government Collaboration*)

3. Industry-academia collaboration

Joint research with universities, collaboration with government institutions and research institutions (participation in national projects)

4. Industry-government collaboration

Participation in technology exhibitions organized by government authorities (communication of information on needs and seed technologies)

* The Hiroshima Council of Automotive Industry-Academia-Government Collaboration is a council that promotes industry-academia-government collaboration. Motivated by a strong desire and enthusiasm for development of the manufacturing industry in Hiroshima, its member organizations have voluntarily joined the council to examine the ideal form for the manufacturing industry and to leverage innovation to spur industrial development.

Value Co-Creation Bases

Mazda is establishing value co-creation bases for use in industry-academia-government collaboration and empowering human resources in order to facilitate co-creation that extends beyond the boundaries of automobiles. This approach is taken in reflection of the need for the development and innovation of software technologies in light of the trends toward carbon neutrality and electrification.

MAZDA INNOVATION SPACE TOKYO

In February 2024, Mazda opened MAZDA INNOVATION SPACE TOKYO. This hub will serve as a place where partnerships are formed and talented individuals dare to create new value. We established this new space in Tokyo so that we may reach far beyond the conventional framework of the automobile business, encounter a diverse range of talented individuals and business partners, and accelerate our co-creation activities. In addition to recruiting IT, Mobility as a Service (MaaS), and other specialists, this space is slated to host forums for engagement with new business partners, including those engaged in the electrification process, and facilitate new business development, internal workshops, and other activities for co-creation with partners both inside and outside the Company.

【Related Article (News Release)】

[MAZDA INNOVATION SPACE TOKYO Opens](#)

Mazda R&D Center Tokyo

The Mazda R&D Center Tokyo was opened in July 2025 as part of the Company's efforts to strengthen its presence and capabilities in the Tokyo metropolitan area. This facility will augment Mazda's software development capabilities to enable more agile responses to the shift toward intelligent vehicles. To this end, the center offers an environment where software engineers can work comfortably, supports enhanced recruitment efforts, and promotes co-creation with universities, companies, and research institutions in the Tokyo metropolitan area.

【Related Article (News Release)】

[Mazda to Open 'Mazda R&D Center Tokyo' in Azabudai Hills, Relocating Its Tokyo Office](#)

Inter-Company Collaboration

Mazda has been promoting inter-company collaboration with other automobile manufacturers, suppliers, and other partners to enhance their manufacturing and engineering capabilities and create synergies.

Collaboration with Partners

By working together with its partners to pursue shared aspirations, while incorporating external insight to address social issues affecting the automotive industry and contributing to the ongoing growth of society and companies, Mazda aims to be a company that partners feel attached and have a sense of pride in their connection. We thereby want to make Mazda a brand that is connected to all stakeholders, including customers, by the strongest of bonds. The Company plans to promote active collaboration founded on mutual trust with various other companies.

Recent Examples of Collaboration

November 2022	Formed new partnerships for the development and production of electric drive units
March 2023	Concluded off-site corporate power purchase agreement pertaining to solar power generation
March 2023	Joined Research Association of Biomass Innovation for Next Generation Automobile Fuels
September 2023	Engaged in activities based on comprehensive collaboration agreement for creating everyday value concluded between Higashihiroshima City, Hakuhodo Inc., and Mazda (in Japanese only)
December 2023	Concluded J-Credit trading agreement
December 2023	Established "Advanced SoC Research for Automotive" with 12 companies, led by automotive manufacturers
March 2024	Concluded cylindrical automotive lithium-ion battery supply agreement with Panasonic Energy Co., Ltd.
May 2024	Released statement announcing commitment of Subaru Corporation, Toyota Motor Corporation, and Mazda to developing new engines tailored to electrification in pursuit of carbon neutrality
September 2024	Began preparation for supply of cylindrical automotive lithium-ion batteries with Panasonic Energy

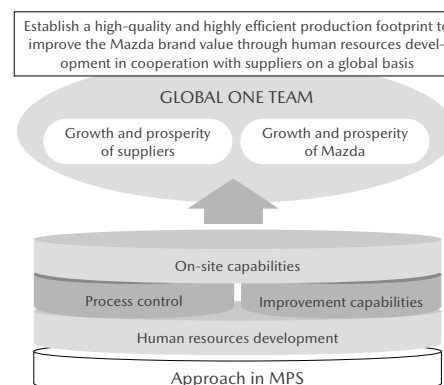
Support for the Autonomous Growth of Local Suppliers

Mazda has continued to implement the Autonomy Development program with a focus on suppliers that had joined the Company in advancing the Jiba Achieve Best Cost (J-ABC) program for collaborative improvement activities together with local suppliers. The Autonomy Development program is designed to foster a deeper understanding of the Mazda Production System (MPS) to support the construction of human resource development systems at suppliers. Specifically, we provide suppliers with four rank-based training programs—senior manager training, promoter training, management training, and supervisor training—to disseminate understanding of MPS principles and frameworks at production sites. Individuals who have completed the supervisor training programs are dubbed Master Trainers and entrusted with the responsibility of training future supervisors at suppliers. In FY March 2025, we began devoting attention to new initiatives that spread beyond the boundaries of prior training programs to support the development of human resources in accordance with supplier needs and communicate the joy of manufacturing to younger individuals. Through these initiatives, we hope to establish cycles for the ongoing and autonomous development of human resources at suppliers and to contribute to enhancements to the capabilities and motivation of the people who interface with customers at the front lines of operations. Mazda is committed to continuous effort to grow with suppliers and build frameworks that allow both partners to engage in sustainable manufacturing.

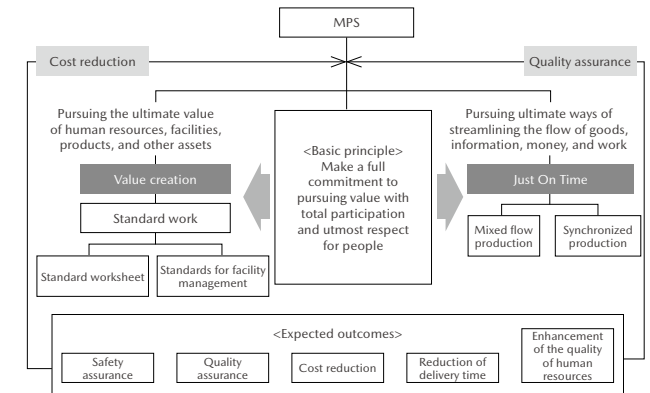
Statistics from FY March 2025

- Implementation of MPS at a total of 25 suppliers in Japan
- Appointment of 28 MPS Master Trainers at 12 suppliers

Vision for Promotion of MPS



MPS Flow Chart



Program Developed for Local Suppliers

Mazda Local supplier in Japan Education Management Implementation/Evaluation Supervisor • Autonomy Development program Promote the autonomous growth of suppliers by providing the opportunity for learning, practice, and evaluation.		
Training Program	Outline	Period of Training
(1) Top management training	MPS training Lectures and workshops	56 hours in seven days
(2) Promoter training		
(3) Management training	MPS training Lectures, workshops and site visits	80 hours in ten days
(4) Supervisor training	Practical project work at suppliers	About one year of practice

Implementation of the Autonomy Development Program at Overseas Production Sites and Local Suppliers

In tandem with the transition to the Autonomy Development program in Japan, the Company has begun introducing the Global Manufacturing Network (GMN) at overseas production sites to support the autonomous growth of local suppliers. The GMN is being implemented at five overseas production sites: AutoAlliance (Thailand) Co., Ltd.; Mazda Powertrain Manufacturing (Thailand) Co., Ltd.; Changan Mazda Automobile Co., Ltd.; Changan Mazda Engine Co., Ltd.; and Mazda de Mexico Vehicle Operation.

【Statistics from FY March 2025】

- Implementation of GMN at a total of 25 suppliers overseas
- Appointment of 34 MPS Master Trainers at 25 suppliers

Industry-Academia-Government Collaboration

Mazda, having established the Industry-Academia-Government Collaboration Secretariat, is ramping up collaboration with local companies, universities, and government agencies. Through collaboration among industry, academia, and government, the Company is contributing to local communities in terms of developing new creative technologies and fostering human resources capable of bringing about innovation.

Hiroshima Council of Automotive Industry-Academia-Government Collaboration

With its R&D and production facilities mainly positioned in Hiroshima Prefecture, Mazda is working through the Hiroshima Council of Automotive Industry-Academia-Government Collaboration to collaborate with the Chugoku Bureau of Economy, Trade and Industry, Hiroshima Prefecture, Hiroshima City, the Hiroshima Industrial Promotion Organization, and Hiroshima University to advance research and development of next-generation technologies, support local automobile-related companies, and contribute to the invigoration of the region and its economy. Moreover, we are working toward the achievement of the 2030 Industry-Academia-Government Collaboration Vision established in 2015. To this end, various activities are being conducted, such as the creation of new frameworks to support local businesses, investigation of next-generation automotive societies, and raising of awareness across society. Following its selection for a subsidy under the Cabinet Office's Project for Revitalization of Local

Universities and Regional Industries* for FY March 2019, Mazda was chosen in FY March 2024 for additional support to further expand upon its original activities. This led Mazda to establish the Digital Monozukuri Education Research Center at Hiroshima University, where it has been conducting R&D activities related to innovative materials technologies, data-driven control technologies, smart inspection monitoring, and smart battery and air-conditioning systems. We will continue to accelerate activities with a view to the social implementation of development technologies in the future.

* Under this project, the Hiroshima Prefecture Special Committee to Promote the Project for Revitalization of Local Universities and Regional Industries (Chairperson: Hidehiko Yuzaki, Governor of Hiroshima Prefecture; Project manager: Kiyotaka Shobuda, Representative Director and Chairman of the Board of Mazda Motor Corporation) was established.

Major Initiatives

Initiatives	Details
Support for programming education at elementary schools	Support for programming education at elementary schools in Hiroshima Prefecture following a curriculum designed under the guidance of the Hiroshima Council of Automotive Industry-Academia-Government Collaboration and using videos and car-shaped robots as part of efforts to foster human resources capable of bringing about innovation 【Statistics from FY March 2025】 • Support provided to around 490 students at six schools
Co-creation and technology exchanges with suppliers	- Joint research on next-generation automotive technologies with local companies - Training for engineers and digital technology experts (industry-academia collaboration) - Investigation of means of providing government support to local companies (coordination with government agencies)
Popularization and use expansion of next-generation liquid fuel	- Verification tests of SUSTEO next-generation biodiesel fuel made by Euglena Co., Ltd. - Microalgae culture research based on the island of Osakikamijima - Lectures and exhibitions at universities and Next-generation Liquid Fuel Symposium
Fundamental research to support model-based development* of vehicle power sources	- Joint research with universities on battery management using model-based development to expand scope of research from internal combustion engines to batteries, motors, and other electrified devices - Sharing of research results and other information at regional events and university lectures to promote understanding of Multi-Solution Strategy as a realistic approach to carbon neutrality
Deployment of manufacturing approach in kansei (sensitivity) field and development of human resources with related expertise	- Joint development of kansei technologies together with local suppliers, incorporation of developed kansei technologies into mass production frameworks, identification of shared issues, and cultivation of engineers that can address these issues - Contribution to local communities through Hiroshima's Council for the Promotion of Innovation with KANSEI
Human resources development in model-based development field	Organization of basic courses for development of human resources with model-based development and computer-aided engineering skills for automobile suppliers and manufacturing companies in collaboration with the Hiroshima Digital Innovation Center to enhance the R&D capabilities of local companies 【Achievements in FY March 2025】 • Model-based development and computer-aided engineering courses administered to aggregate total of 8,429 individuals since 2016 (as of March 31, 2025) • Model-based development process training course certified as a Course on IT-Skill Training to Meet the Era of the Fourth Industrial Revolution by the Ministry of Economy, Trade and Industry (certification maintained since 2018)

* Model-based development is a development process employing simulation technologies.

Hiroshima Council of Automotive Industry-Academia-Government Collaboration's 2030 Industry-Academia-Government Collaboration Vision

- Transform Hiroshima into a hub that attracts people seeking innovative automotive technologies and dynamic car culture and a place that continually produces technologies that amaze the world
- Nurture human resources capable of innovation across all generations and enliven the region through Monozukuri (engineering and manufacturing) via industry-academia-government collaboration
- Develop Hiroshima's unique approach toward industry-academia-government collaboration into a leading model for regional development in Japan that can also serve as a benchmark for the rest of the world

Promotion of Model Distribution for the Automotive Industry

Mazda has participated in the Study Group for Ideal Approaches to Model Utilization in the Automobile Industry organized by the Ministry of Economy, Trade and Industry since its launch in November 2015. In this capacity, the Company takes part in initiatives with other automobile and parts manufacturers to spread [model-based development](#).

In April 2018, the Company expressed its agreement with Enrichment of SURIAWASE 2.0 for the Automobile Industry (an industry-academia-government joint strategy project policy), and announced that the Company would continue with initiatives for evolving model-based development approaches and expanding the scope of coordination. In addition, Mazda formulated the guidelines for smoothly promoting model distribution between companies, based on the results of activities implemented by the study group thus far. In December 2018, the study group and ProSTEP iVip,^{*1} an international standardization preparatory organization, and the digital transformation promotion organization SystemX^{*2} jointly announced these guidelines to the world as international rules originating from Japan. This study group concluded its activities in March 2021, and the Japan Automotive Model-Based Engineering center (JAMBE) was established in September 2021 to carry on its activities by promoting the widespread use of model-based development technology throughout the Japanese automotive industry. At the time of its establishment, 10 private-sector companies became operating members of JAMBE. In March 2023, the organization was made a general incorporated association. Mazda is also participating as one of the operating member companies and takes full advantage of the virtual simulation and unique model-based development knowledge that has been accumulated through Mazda Digital Innovation to contribute to activities for increasing the global competitiveness of the Japanese automobile industry.

【Statistics from FY March 2025】

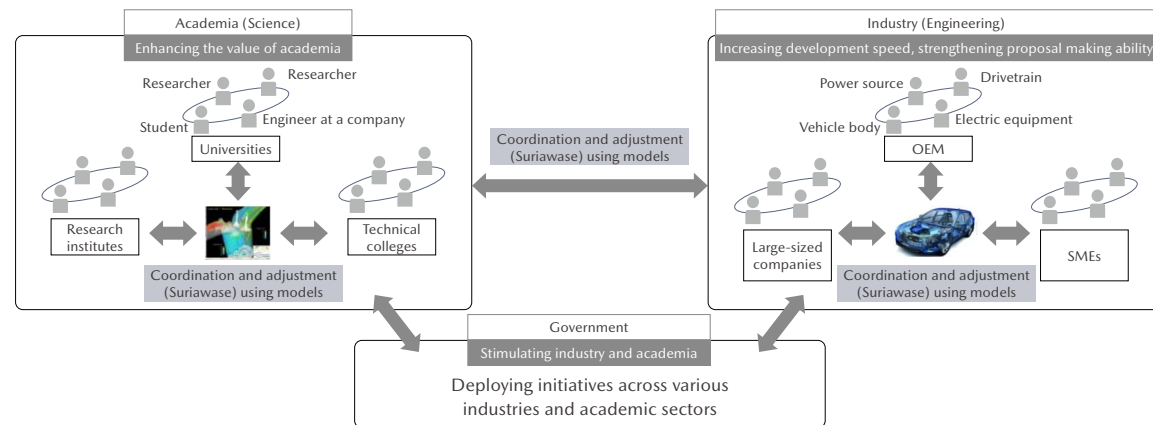
- JAMBE membership of 187 companies and organizations as of March 31, 2025

^{*1} ProSTEP iVip is an international standardization organization based in Germany. Its membership comprises 185 companies, primarily automobile manufacturers in Europe, the United States, and Japan, as well as airlines and software companies. ProSTEP iVip works to develop and promote international rules regarding computer-aided design and model-based development.

^{*2} SystemX is a digital transformation research organization based in France.

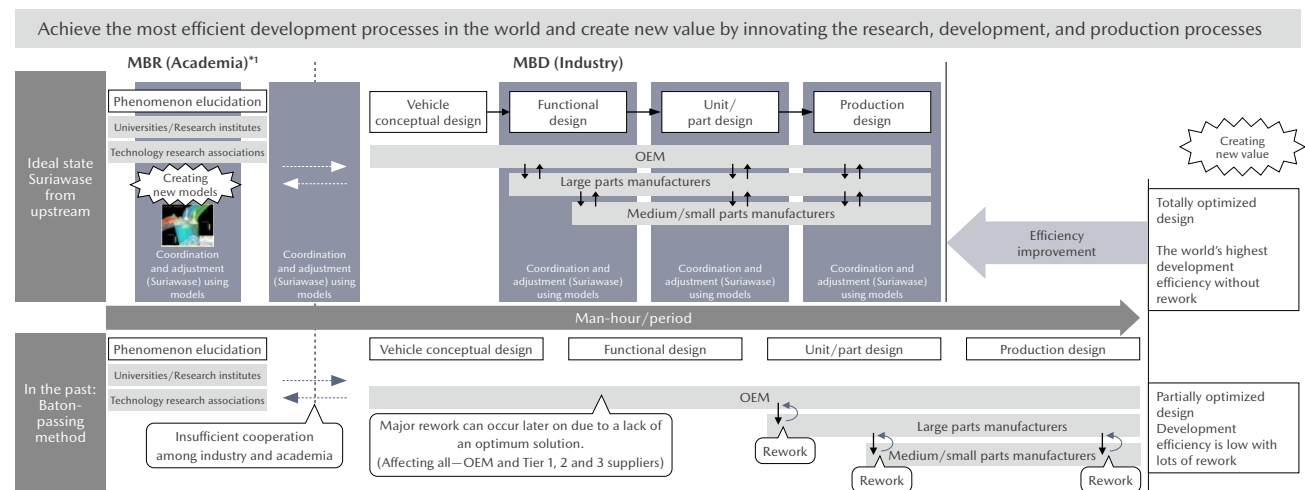
SURIAWASE 2.0

SURIAWASE 2.0 is a scheme formulated by the Study Group for Ideal Approaches to Model Utilization in the Automobile Industry organized in November 2015 by the Ministry of Economy, Trade and Industry to further improve the international competitiveness of Japan's automotive industry. This scheme calls for the enhancement of development coordination processes between companies across Japan's supply chain by taking advantage of a model-based development approach that uses virtual simulations instead of physical machines.



Vision for Implementation of SURIAWASE 2.0

Through the implementation of SURIAWASE 2.0, Mazda aims to achieve the most efficient development processes in the world and create new value by innovating the research, development, and production processes.



^{*1} Model-Based Research: An approach that applies model-based concepts to research

For more information, please refer to the October 2022 issue of "Introduction to JAMBE."

Research on Microalgae through Industry-Academia-Government Collaboration

Mazda has turned its attention to the mass cultivation of microalgae and is advancing research on this subject with the aim of achieving mass production of next-generation biofuels. Microalgae boast a high production capacity when compared with vegetable resources, which are used to produce edible oils.

- 2017: Launched a joint research course called the Next-generation Automotive Technology Joint Research Course—Algae Energy Creation Laboratory at a graduate school of Hiroshima University
- 2020: Joined the Institute of Microalgae Technology, Japan
- 2021: Commenced an ongoing research project looking at improving algae performance using genome editing technology in collaboration with Hiroshima University and Tokyo Institute of Technology and with support from the Program on Open Innovation Platform for Industry-Academia Co-Creation sponsored by the Japan Science and Technology Agency
- 2022: Joined Microalgae Towards Sustainable & Resilient Industry, a consortium whose projects have been selected for support by the NEDO Green Innovation Fund

【Related Information (Sustainability Website)】
[Climate Change](#)

Basic and Applied Research on Technologies for Internal Combustion Engines and Cleaner Exhaust Emissions

Mazda participates in the Research Association of Automobile Internal Combustion Engines (AICE),* an organization that promotes joint research in the Japanese automotive industry through collaboration between industry, academia, and government. AICE is advancing research projects based on research scenarios aimed at achieving carbon neutrality by 2050 and is being funded by subsidies from the Japanese government's Green Innovation Fund. Through its involvement in AICE, Mazda is working to resolve common technological issues via coordination with universities and other automobile manufacturers. One part of our Multi-Solution Strategy, these activities are aimed at achieving carbon neutrality and zero emissions for internal combustion engines with an eye toward using carbon-neutral fuel.

* AICE is a technical research union established in April 2014 with the certification of the Ministry of Economy, Trade and Industry. This organization is designed to enable automobile manufacturers to conduct basic and applied studies jointly with universities and research institutions on themes common to automobile manufacturers and to use the research results to accelerate their in-house development activities.

Industry-Academia Collaboration

Mazda has implemented frameworks for efficiently advancing research and development through collaboration with universities and other educational institutions and research institutions.

Participation in World-Leading National Projects and Joint Studies with Research Institutions

Mazda participates in world-leading national projects and joint studies with external research institutions with the aim of resolving social issues facing the automotive industry.

Collaboration with Universities

By enhancing collaboration with universities in various fields, Mazda aims to help address a broader range of issues from a wider perspective and to thereby contribute to society.

Relevant Government Agencies/Institutions	Project Name
Ministry of Economy, Trade and Industry, New Energy and Industrial Technology Development Organization (NEDO), NEDO Green Innovation Funding Program Coordination Office	Green Innovation Fund Projects/Development of Next-Generation Batteries and Next-Generation Motors (in Japanese only)
Ministry of Economy, Trade and Industry, NEDO, Energy Conservation Technology Department of NEDO	Program to Develop and Promote the Commercialization of Energy Conservation Technologies to Realize a Decarbonized Society (in Japanese only)
Cabinet Office, Regional Development Bureau	Local University and Industry Grant Program for Digital Transformation of Hiroshima's Manufacturing Industry (in Japanese only)

University	Outline of Collaboration
Hiroshima University	Next-generation automotive technology joint research course (commenced in April 2015) Joint research courses set up with Hiroshima University to find solutions to long-term technological issues and to develop human resources to implement solutions
	Comprehensive collaboration agreement (commenced in February 2011) Promotion of collaboration in various areas ranging from technologies related to research and development and production to social science fields such as planning, management, and marketing
	Regional empowerment and open innovation Contributions to regional economic development and human resources development in the Chugoku region and Hiroshima Prefecture and to accomplishment of the United Nations Sustainable Development Goals through collaboration with Hiroshima University and local communities and participation in national projects, etc.
Hiroshima City University	Mazda and Hiroshima City University Faculty of Arts Co-Creation Seminar (commenced in May 2017) Course set up with Hiroshima City University aimed at developing human resources who are capable of shaping new manufacturing approaches and a new era to make Hiroshima a place that can produce human resources for manufacturing that Hiroshima can boast to the world
Kyushu University	Establishment of a joint research department (commenced in August 2017) Joint research department established with Kyushu University to find solutions to long-term technological issues and to develop human resources to implement solutions
	Inter-organizational collaboration regarding next-generation automotive technologies (commenced in May 2011) Collaboration with Kyushu University to enhance R&D projects and to encourage academic research and education activities
Kindai University	Agreement concerning comprehensive research collaboration (commenced in December 2012) Cooperation for bolstering cutting-edge R&D projects and for strengthening the technological capabilities of local industries
University of Hyogo	Agreement on joint research using SPring-8 large synchrotron radiation facility (commenced in May 2016) Cooperation for development of innovative materials and product development technologies using radiation analysis techniques
Tokyo Institute of Technology	Participation in Tokyo Institute of Technology's Super Smart Society Promotion Consortium (commenced in October 2018) Collaboration between industry, academia, and government to accelerate the development of both element technologies and human resources necessary to realize a super smart society (Society 5.0.); contribution to education and research on merging cyber- and physical-space technologies to connect people, the earth, and society
	Automotive technology lectures Organization of automotive technology courses at the School of Engineering every three years on a rotating basis together with Toyota Motor Corporation and Honda Motor Co., Ltd.
University of Tokyo	Joint research with Pre-emptive LCA Social Cooperation Research Department (commenced in April 2023) Participation in cross-industry consortium tasked with developing methodologies for analysis and assessment of interactions between advanced technologies and social systems that contribute to carbon neutrality and circular economies and impacts of social adoption of technologies on performance, communities, and climate
Hirosaki University	Joint mobility experience and well-being research course (commenced in April 2024) Research for gaining knowledge necessary to enhance well-being through car ownership and facilitation of understanding of individual differences in physical and cognitive capacities, gender-related circumstances, social conditions, and lifestyles to determine car ownership approaches that contribute to increased physical and mental health, happiness, and well-being

EFFORTS FOR UPLIFTING CUSTOMERS' MINDS AND BODIES

Basic Approach

In light of the rapid changes taking place in the global automotive industry, Mazda announced "Sustainable Zoom-Zoom 2030" in 2017. This vision for technology development takes a longer-term perspective and sets out how the Company will use the joy of driving, the fundamental appeal of the automobile, to help resolve issues facing people, the earth, and society. Going forward, the Company hopes to create moving experiences in driving and mobility for people's everyday life through its human-centered philosophy.

KODO: Soul of Motion Design Philosophy

Mazda's *KODO*: Soul of Motion design philosophy is founded on the principle that cars are more than just lumps of metal, they are living, breathing things. The relationship between driver and car is akin to the emotional connection a rider has with their horse. At Mazda, designs that emphasize this connection are labeled *KODO* design. *KODO* design goes deeper than conventional design, and focuses on a "less is more" aesthetic that cherishes space and eliminates all unnecessary elements to create simplicity of form. The challenge then is to bring the vehicle to life via carefully honed reflections on the body surface.

【Related Information (Design)】
[Design](#)

Evolution and Enhancement of Joy of Driving

To uplift experiences, emotionally and physically, Mazda evolves and enhances the joy of driving based on human-centered values to provide customers with inspiration, energy, and confidence.

Moving

Mazda aspires to create vehicles that merge with people and nature to provide emotional stimulation and comfortable driving experiences.

Technologies Supporting Value

• Skyactiv Technology (Vehicle/Control)

Skyactiv delivers a straightforward driving feel that allows the driver to feel the car as if it were a part of their body, thereby providing comfortable driving experiences so that all occupants can enjoy the joy of driving with less fatigue and car sickness.

• Skyactiv Technology (Powertrain)

With Skyactiv, the power source of the car responds perfectly to the driver's controls, making the driver feel like they have become better at driving, to support the joy of driving while featuring excellence environmental performance.

【Related Information (Technology)】
[Moving](#)

Energizing

Mazda seeks to develop cars that reduce the physical and mental stress of driving to contribute to less fatigue and car sickness and make driving itself a health-boosting experience.

Technologies Supporting Value

• Basic Safety Technologies

Providing everyday safety, our basic safety technologies enable the driver to enjoy and concentrate on driving to reduce fatigue and support their desire to drive farther.

• Preventative Safety Technologies

Mazda vehicles reduce the risk of an accident and fatigue during long-distance driving with preventative safety technologies such as Adaptive Cruise Control that helps drivers follow the preceding vehicle and Lane Keeping Assist that keeps cars moving in line with the road.

【Related Information (Technology)】
[Energizing](#)

Confidence

Mazda wants everyone who drives its vehicles to feel confidence in their driving, no matter what the conditions, knowing they are protected by its safety technologies and features.

Technologies Supporting Value

• Driver Condition Monitoring

Driver condition monitoring technologies monitor the driver at all times and under all circumstances to provide peace of mind not only to the driver but also to their family and those around them.

• Collision Safety Technologies

Mazda has achieved a high level of safety performance that minimizes damage from accidents and has earned high evaluations from third-party organizations.

【Related Information (Technology)】
[Confidence](#)

【Related Information (Sustainability Website)】
[Realization of an Automotive Society that Offers Safety and Peace of Mind](#)

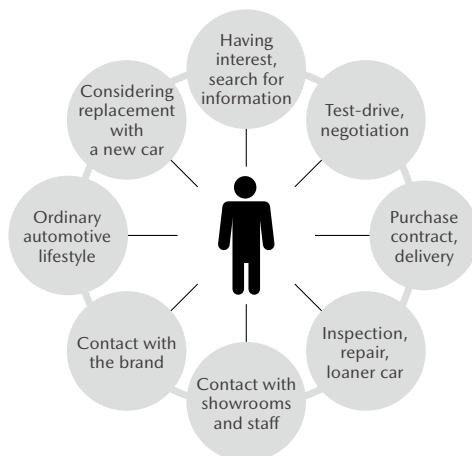
Creation of an Emotional Connection with Customers

To create an emotional connection with customers, Mazda considers it necessary to take into account all touch points, including the period during which customers are in possession of a Mazda vehicle and also the periods before they purchase the vehicle and after they have ceased to own the vehicle. Based on this belief, the Company has determined three approaches that sales, marketing, customer service, and other relevant divisions should jointly pursue.

Three Approaches Toward Creating an Emotional Connection with Customers

- We should view customers from a lifelong perspective. In childhood, people ride in their family vehicle, and after growing up, they enjoy owning their own vehicle. Then at an advanced age, they once again find themselves riding in someone else's vehicle. It is important to have customers continue to feel close to Mazda and Mazda vehicles over all these years.
- We should continuously maintain relationships with customers. Steps should be taken to always provide customers with excitement and stimulation so that they can feel a stronger connection to Mazda the more time passes.
- We should place particular emphasis on Mazda's uniqueness (e.g., strong attachment to Hiroshima, where the Mazda Head Office is located; enthusiasm for offering the joy of driving; etc.).

All Touch Points with Customers



Response to Diverse Customer Needs

Mazda has been establishing frameworks for delivering products and services to customers in the most appropriate way, taking into consideration the cultures and trends of each country and region it services. At its R&D centers in Japan, North America, Europe, and China, the Company gathers information about markets and customers around the globe. Through local testing, Mazda develops products and provides services to suit its customers' wide-ranging needs.

Customization Business (Japan)

Commercial and Specially Equipped Vehicles

Mazda offers a wide commercial vehicle lineup to respond to various business needs. To satisfy highly specialized needs, the Company has developed the TESMA line of specially equipped vehicles, adapting the Bongo Van and Titan Truck for use as refrigerator trucks, freezer trucks, lift gate trucks, and other commercial vehicles.

Vehicles for People with Disabilities

In 1995, Mazda became the first Japanese automobile manufacturer to launch a vehicle for people with disabilities. This vehicle was developed with top priority placed on ease of use and comfort for both care givers and receivers.

Lineup of Vehicles for People with Disabilities

- Vehicles with a swivel passenger seat: Vehicles with a powered passenger seat that rotates (Mazda2)
- Vehicles with a lift-up passenger seat: Vehicles with a powered lift-up passenger seat that elevates and rotates (CX-5)
- Wheelchair ramp-equipped vehicle: Vehicles with a ramp that enables people in a wheelchair to get in and out while remaining in a wheelchair (Flair Wagon)
- Vehicle with hand-operated controls: Accessibility models that allow the driver to enjoy the joy of driving by only using both hands (MX-30)



Vehicle with a swivel passenger seat (Mazda2)

Self-empowerment Driving Vehicles

Self-empowerment Driving Vehicles were developed to empower people to travel and act independently to help them enjoy richer, more fulfilling lives. In developing these vehicles, Mazda interviewed individuals with lower-limb disabilities about their difficulties and focused its attention on addressing areas pertaining to driving, entering the vehicle, and wheelchair loading.

The MX-30 Self-empowerment Driving Vehicle, which was launched in 2022, is a vehicle with hand controls that was developed with the goal of helping more people live true to themselves, so that anyone can go where they want, when they want. In other words, so everyone can enjoy exciting lives in which they act and move as they wish. One example of how it does this is the driving system with hand controls featuring an accelerator ring. This system allows easy switching between hand-operated and pedal-operated driving, providing an opportunity for people with disabilities to operate the vehicle themselves or take turns with their friends or family members. A Transfer Board that helps a wheelchair user transfer between their wheelchair and the driver's seat is also available. Through the Mazda website, the Company offers online consultations with our specialists, who will listen to the customer's individual requirements and propose a configuration specifically tailored to their needs. In December 2022, the MX-30 Self-empowerment Driving Vehicle received the Minister of the Economy, Trade and Industry Award at the 57th Promotion of Machine Industry Awards,* which is organized by the Japan Society for the Promotion of Machine Industry. Furthermore, Mazda responded to calls for a wider range of Self-empowerment Driving Vehicle models with the launch of the CX-30 Self-empowerment Driving Vehicle in April 2025.

* This awards event recognizes achievements deemed to have made a remarkable contribution to the progress or development of technologies for the machine industry, whether through outstanding research and development related to the industry or through the practical application of such research and development. Of the presented awards, the Minister of the Economy, Trade and Industry Award is the highest award.



MX-30 Self-empowerment Driving Vehicle

Communication of the Mazda Brand and Provision of Brand Experiences

Mazda promotes initiatives to provide customers with opportunities to engage with the Mazda brand and strengthen bonds with Mazda throughout their car ownership.

New Concept in Sales Outlets—New-Generation Showrooms

Since FY March 2015, Mazda has been developing New-Generation Showrooms, stores based on a new concept for sales outlets, both in Japan and overseas to allow customers to experience the attractiveness of Mazda and its vehicles. Under the supervision of Mazda's Design Division, the showrooms' interiors and exteriors are designed using the colors of black, white, and silver, with black-based facility signs,* and, as accents, wood is used to create comfortable spaces with atmospheres exuding warmth, dignity, and quality. The Company is also developing New-Generation Showrooms overseas based on the tastes of the respective markets in collaboration with local sales-related Group companies.



New-Generation Showroom in Japan



New-Generation Showroom in the United States

MAZDA TRANS AOYAMA

MAZDA TRANS AOYAMA is a brand-experience space opened on February 6, 2025, to function as a hub of cultural innovation. "TRANS" in its name connotes "change or transcendence," signifying Mazda's wish that this space will inspire people to take a positive outlook. MAZDA TRANS AOYAMA will serve as a space where not only current customers and enthusiasts but also individuals who have yet to develop a connection with Mazda can tap into a range of information and experience the Mazda brand in the hope that they discover something new and feel inspired.

【Related Article (News Release)】

[MAZDA TRANS AOYAMA Opens in Minami-Aoyama](#)

Club Mazda

Club Mazda is a free membership website for which Mazda owners as well as those with an interest in Mazda can register. By registering, members can access various application services. Membership also allows them to receive a wide range of content, such as information on how to better enjoy their vehicle and places to go.

【Related Information】

[Club Mazda](#) (Only in Japanese)

Classic Mazda

The Classic Mazda website was created based on our desire to help people continue driving the car they have grown to love for as long as possible. Through this website, we offer restoration services to respond and secure an ongoing supply of parts for the first MX-5 (Roadster in Japan). We are currently expanding the range of models for which such restoration services are available. We are also working with suppliers to offer restoration for other types of parts. Moreover, articles detailing meetings of Roadster and rotary engine vehicle owners are posted on this website to expand our touch points with customers and continue to communicate the value of the Mazda brand.

【Related Information】

[Classic Mazda](#) (Only in Japanese)



Customer visiting the Hiroshima Head Office for a ceremony commemorating the delivery of their restored NA Roadster

Official Mazda Merchandise

The Mazda Collection, a series of official Mazda merchandise created to commemorate the Company's 100th anniversary, was planned and developed under the supervision of Mazda's Design Division with the aim of bringing the essence of Mazda's world into various aspects of everyday life. Going forward, Mazda will continue to create merchandise that reflects the Company's ingenuity and creativity and that can be acquired on a variety of occasions based on its commitment to value its ties with customers.

【Related Information】

[The Mazda Collection](#) (Only in Japanese)

Creation of Exciting Driving Experiences

Mazda is diligently exploring how cars can best draw out people's inherent abilities and sensibilities. Through deep research on people, we entrench a human-centered design philosophy into all areas of automobile development. The Company thereby seeks to alleviate stress and anxieties to allow people to drive with comfort and deliver their maximum performance to support more comfortable and enjoyable mobility for drivers and passengers alike. As Mazda continues its efforts to create exciting driving experiences, it will also cherish opportunities for communication with customers, such as those that allow employees to directly communicate the appeal of the joy of driving.

Club Mazda Spirit Racing

Club Mazda Spirit Racing is a venue for connections between people who want an easy way to enjoy motorsports, people who enjoy manipulating tools and speed-based sports of all genres, and people who look up to and encourage such individuals. Based on the slogan of "Rising to the challenge together," we are creating opportunities together with such communities. In 2023, Mazda launched two goal-oriented programs that provide opportunities for people to move beyond their endeavors in virtual spaces to tackle challenges in the physical world. These programs are aimed at helping drivers chase their dreams and expanding the very scope of motorsports to spur the development of motorsports culture.

- Road from Virtual to Physical Racing Program for helping aspiring racers transition from esports to races in physical spaces
- Road to Super Endurance Racing Program for helping aspiring racers participating in Party Race and other defined-specification races to train for participation in super endurance races

【Related Information】

[Club Mazda Spirit Racing \(Only in Japanese\)](#)

Mazda Fan Endurance (Organizer: Circuits where the event is held; Main administrator: B-Sports Corporation)

Mazda Fan Endurance is a circuit event held by Mazda vehicle users, who are able to participate with ease using the vehicle they drive normally, without need for special modifications. To promote safety and environmental awareness, professional driving advisors are stationed at the circuit to give participants advice regarding safe driving, and refueling is prohibited during the race, as a way to encourage environmental awareness and strategic thinking given the format of an endurance race.

【Related Information】

[Mazda Fan Endurance \(Only in Japanese\)](#)

【Statistics from FY March 2025】

- Sponsorship of six series races and one special race drawing participation by 1,081 individuals



Mazda Fan Endurance race

Mazda Driving Academy (Organizers: B-Sports Corporation and Fuji International Speedway Co., Ltd.)

The Mazda Driving Academy is a driving lesson event designed to teach participants driving theory and skills so that they can drive safely and with peace of mind while being in full control of vehicles. As lessons are conducted using a circuit, participants can experience driving, turning, and stopping in a way that they cannot do during everyday driving. In addition, dedicated Mazda instructors give participants advice on the correct driving posture and how to drive the car smoothly.

【Statistics from FY March 2025】

- Organization of nine Mazda Driving Academy events with participation by 176 individuals



Mazda Driving Academy event

CREATION OF FRAMEWORKS FOR ENRICHING PEOPLE'S LIVES

Basic Approach

Mazda aims to evolve mobility technologies to further cultivate connections among people and between people and society, and thereby build a social contribution model that will enrich lives by offering safe, secure, and unrestricted mobility to people everywhere. At the same time, the Company will move forward with initiatives to enhance brand value through active social contributions capitalizing on its strengths as a vehicle manufacturer.

Social Contributions Capitalizing on Strengths as a Vehicle Manufacturer

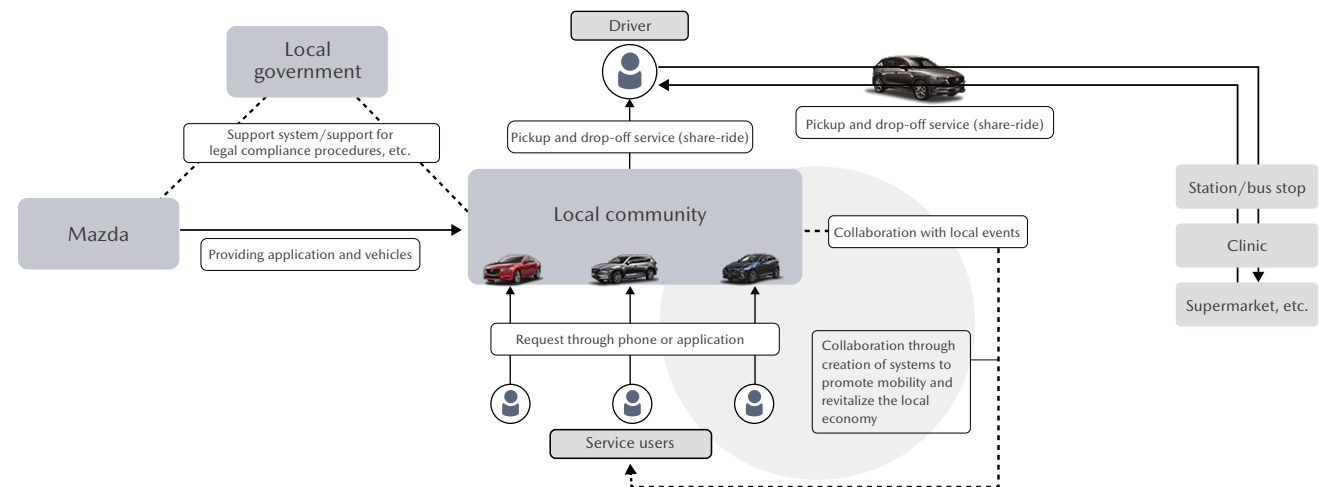
Test of Shared Mobility Service Leveraging Mobility Technologies

The dilapidation of public transportation systems and lack of other mobility options in hilly and mountainous regions of Japan is becoming a serious social issue. To address this issue, in December 2018 the Company started testing a shared mobility service utilizing its connectivity technologies, in cooperation with local residents and prefectural and city authorities in Miyoshi City, Hiroshima Prefecture. In this project, the Company is in the process of coming up with ideas to improve the convenience of the service through communication with the local community while having residents of the testing sites—the Kawanishi district and Sakugi-cho area of Miyoshi City—continue using the transportation service management system and user application software it developed in order to verify its benefits. Mazda is implementing various measures to ensure seamlessly connected mobility of people and goods inside and outside the community by linking its shared mobility service with local events and with everyday services such as shipping and collection of agricultural products, delivery of food products, and support for everyday issues. The Company thereby strives to create a sustainable service that will be used by as many people as possible and will help invigorate the community.

Shared mobility service trial (Photo courtesy of Kawanishi Residents Association)



Outline of Shared Mobility Service Test



Miyoshi Iki-Iki Safe Drive Campaign

In September 2024, Mazda helped launch the Miyoshi Iki-Iki Safe Drive Campaign, a program for supporting elderly drivers in continuing to drive safely, together with Miyoshi City in Hiroshima Prefecture. This campaign is one of the initiatives of the safe driving support for the elderly subcommittee of the Tateshina Meeting.*

【Related Information (Sustainability Website)】
[Safe Driving Instruction for Elderly Driver](#)

* The Tateshina Meeting is an annual event in which automotive industry leaders gather to discuss traffic safety as part of the Mount Tateshina Shoko-ji Temple Summer Festival, which itself is held for the purpose of praying for traffic safety. At the July 2023 meeting, five subcommittees were organized based on themes including support for children and elderly individuals who face obstacles to freedom of mobility, accidents between bicycles and motorcycles and cars, and overseas accidents. These subcommittees were meant to contribute to increased effectiveness in the automotive industry's efforts to promote traffic safety and eliminate traffic accident fatalities. Coordination is being pursued with national and municipal government agencies and relevant institutions to eliminate traffic accident fatalities as quickly as possible through an approach focused on cars, people, and transportation infrastructure.

Collaboration and Coordination for Creating Everyday Value in Higashihiroshima City

In December 2021, Mazda concluded a collaboration and coordination agreement with Hakuhodo Inc. and Higashihiroshima City aimed at creating everyday value and new lifestyles for people living in this city. Under this agreement, Mazda's renewable energy insight and mobility technologies will be used to help provide sustainable lifestyles for people living in the hilly and mountainous regions of Japan and to contribute to the realization of a more enriching society through a circular economy. As one part of our efforts to develop sustainable communities, we are working together with community members to address community issues through such means as enhancing infrastructure for supporting child-rearing and preventing the destruction of woodland areas on the outskirts of communities. Furthermore, in October 2023 Mazda began taking part in a community co-creation project to shape the future of Higashihiroshima City's Fukutomi district through the utilization of such woodland areas.

【Related Article (News Release)】
 For more information, please refer to the [news release](#) (in Japanese only)

Support for Disaster Evacuees Needing to Spend the Night in a Car

By leveraging its knowledge as an automobile manufacturer, in response to a recent rise in the frequency of unexpected disasters, Mazda has launched an original kit containing emergency items that are useful for disaster evacuees needing to spend the night in a car. The kit includes goods that enable evacuees to spend the night as comfortably as possible in a car, such as pressure socks, which help reduce the risk of suffering from economy class syndrome, as well as portable toilets. In the aftermath of a disastrous torrential downpour in Japan in July 2020, Mazda sent kits to disaster-affected areas to be used in support and recovery activities.

【Related Information (External Website)】
[Mazda's emergency item kit for spending the night in a car](#) (in Japanese only)



SOCIAL CONTRIBUTION

Basic Approach

Basic Principles

Mazda continues to implement initiatives tailored to the issues faced by each country and region. Through its human connections and uplifting experiences, we build a "community of trust and empathy" with local communities and society in line with the purpose to enrich life-in-motion for those we serve.

Enrich life-in-motion for those we serve.

At Mazda, we value the progress we have made alongside our communities. This progress represents the company's founding principle of contributing to society through manufacturing, as well as our deep connection to society. Mazda has been able to produce vehicles for over a century due to the support of people in Hiroshima, its blessed location open to the sea, and the development of the region.

To continue this legacy, we connect with communities in many ways – by creating opportunities for people to learn more about cars and to experience making things, and by directly contributing to forest and ocean conservation. Through these actions, we aim to enrich people's lives and their communities, while preserving natural beauty and promoting peace for the sake of our children and future generations.

Building connections through these activities will create a more joyful future, and acting together in a supportive atmosphere will make tomorrow even more prosperous. Based on these convictions, Mazda provides uplifting experiences both emotionally and physically to enrich life-in-motion for those we serve in Hiroshima, Japan and around the world.

Mazda's Social Contribution Activity "Mazda Smile Project"

In FY March 2025, Mazda Group introduced "Mazda Smile Project" as the name for its social contribution activities, serving as a unifying phrase connecting the hearts of every member. To promote the activities, a logo mark was created, and the name was decided based on ideas solicited from employees.



Mazda Smile Project Logo

The large smile line featuring four icons—Earth (tree), Society (house), People, and MAZDA (car)—expresses our commitment to spreading joy and smiles throughout communities and society through connections with people and uplifting experiences.

The introduction video for Mazda's social contribution activities "[Mazda Smile Project](#)" (only in Japanese)

Promotion Frameworks

The Social Contribution Committee has been established to regularly discuss and share information on the social contribution activities of the entire Mazda Group. The details of actual activities will be considered by the working group made up of relevant departments. The community contribution committees, which are subordinate organizations of the Social Contribution Committee, have been established at each site to promote activities that are tailored to regional characteristics based on the directions and plans set forth by the Social Contribution Committee.

Social Contribution Committee

Chairperson: Executive Officer in charge of Oversight of Administrative Domain, Compliance and Risk Management

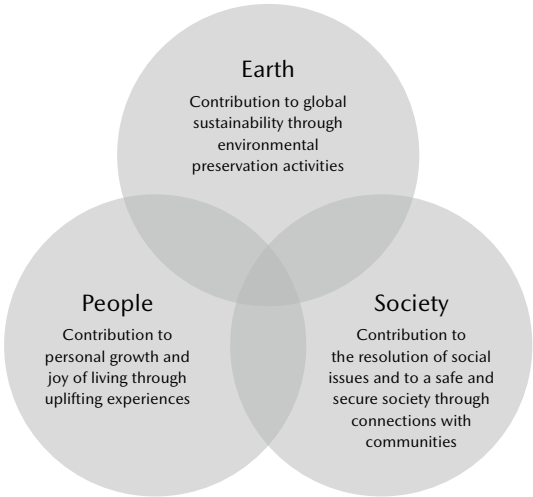
Vice Chairperson: Executive Officer in charge of Global Sales Coordination; in charge of Operations in China and ASEAN
Executive Officer in charge of Vehicle Development, Product Development, Design and Cost Innovation
Executive Officer in charge of Communication, Corporate Communications, Corporate Liaison, Sustainability and Operations in the Greater Tokyo Metropolitan Area
Executive Officer in charge of Business Operations and Brand Experience in Japan
Executive Officer in charge of Safety, Health & Disaster Prevention and Mazda Hospital

Working group: Consisting of the general managers of eight related departments
Secretariat: General Affairs Dept.

Community Contribution Committees in Each Region (Hiroshima, Hofu, Miyoshi, Tokyo area, dealerships in Japan, and overseas)

Core Initiative Areas

Mazda will carry out initiatives to address the issues regarding "Earth", "People", and "Society".



Volunteering by Employees

- Mazda offers support to help employees become actively involved in volunteer activities.
- Subsidizing part of the cost of activities (Mazda Flex Benefits, etc.)
 - Enabling employees to take leave for activities (volunteer leave such as the Special Warm Heart leave system, etc.)

【Related Information (Sustainability Website)】
[Work-Life Balance Support Systems](#)

Support through Mazda Foundations

Mazda and its Group companies have established Mazda Foundations in five countries such as Japan, the United States, Australia,New Zealand, and South Africa, to promote support activities tailored to each region.

Country	Name	Support activities / objectives	Year of establishment	Amount of grants (donations) in FY March 2025
Japan	Mazda Foundation (only in Japanese)	Support activities to promote science and technology and the sound development of youth.	1984	¥46.97milliom
U.S.	Mazda Foundation U.S.A. (MFUS)	Provide funds to various initiatives for education, environmental conservation, social, welfare, cross-cultural understanding etc.	1990	\$511,000 USD
Australia	Mazda Foundation Australia (MFA)	Provide funds to various initiatives, including education, environmental conservation, technology promotion, and welfare.	1990	\$1,803,000 AUD
New Zealand	Mazda Foundation New Zealand (MFNZ)	Provide funds to various initiatives for education, environmental conservation and culture.	2005	\$108,000 NZD
South Africa	Mazda Foundation Southern Africa	Provide funds to various initiatives for education, career development, technological development, and environmental conservation.	2017	R526,000 ZAR

Praise for Social Contribution Activities

Mazda has previously evaluated and recognized outstanding social contribution activities within the Mazda Group through the Social Contribution Committee. Since FY March 2025, we have updated our commendation system to align with the new corporate philosophy (PPV*) established in 2022. Under the new system, activities nominated from each site will be reviewed by the Community Contribution Committee, with participation from the committee members of each site, and praise will be given to the selected activities. By broadening the scope and diversity of activities considered for evaluation and encouraging employees to recognize each other's efforts, we aim to expand and invigorate Mazda's unique social contribution activities. This initiative will foster a corporate culture where all employees are actively engaged in social contribution activities.

* PPV: "Enrich life-in-motion for those we serve (Propose)", "Uplifting experiences, emotionally and physically (Promise)", "Radically human/Challenger spirit/Omotenashi (Values)"

FY March 2025 Praise for Social Contribution Activities

Activity name	Entities carrying out activities
Connecting with communities through the power of sports - Passion we want to convey through volleyball classes	Mazda Sinwa-kai*: Mazda women's volleyball club Mazda Cross Nine
Towards a society where humans and animals can coexist happily - Supporting activities for rescued dogs and cats	Mazda Sinwa-kai*: One "Meazda" Club
Partnering with the community - Continuous support for Hofu Tenmangu Shrine events	Hofu Plant
Mazda Heroes - "Positive power" supporting the challenges of youth	Mazda Colombia

* An association where employees voluntarily gather outside of work to engage in activities such as "enhancing employee qualities and fostering mutual friendship" and "contributing to the local community."

Connecting with Communities through the Power of Sports - Passion We Want to Convey through Volleyball Classes

Mazda Sinwa-kai: Women's Volleyball Club "Mazda Cross Nine"

Mazda Cross Nine, a women's volleyball club, has been engaged not only in competitions but also in community contribution activities through sports. In volleyball classes and workshops held both within Hiroshima prefecture and across the country, the members interact sincerely with the children, teaching them not only skills but also the importance of teamwork and maintaining a positive mindset. Additionally, the members participate in community-based activities with the belief of "making someone's day better through sports", such as holding workshops at child welfare institutions and conducting peace education programs, emphasizing heartfelt interactions.



Towards a Society Where Humans and Animals Can Coexist Happily - Supporting Activities for Rescued Dogs and Cats

Mazda Sinwa-kai: One "Meazda" Club

One "Meazda" Club aims to create a society where dogs, cats, and humans coexist happily by providing adoption support and awareness activities for rescued dogs and cats. The Club held adoption and awareness-raising events in collaboration with local governments and schools, primarily in Hiroshima Prefecture. In FY March 2025, 66 dogs and cats found new families. The Club also provides support for the acceptance of cats affected by the Noto Peninsula earthquake, supports local TNR* activities, and has established a registration system for foster volunteers. Through these efforts, the club's commitment to spreading understanding of the value of life and fostering a culture of kindness aligns closely with Mazda's corporate philosophy.

*Trap-Neuter-Return, a process to control the population of stray cats by trapping them, performing neutering surgery, and returning them to their original location.



Partnering with the Community - Continuous Support for Hofu Tenmangu Shrine Events

Hofu Plant

Mazda Hofu Plant values local culture and community bonds, and has been participating in traditional events hosted by Hofu Tenmangu Shrine for many years. The Hofu Plant has created opportunities to engage with local residents through various activities such as assisting with the fireworks display and cleaning efforts during the Gotanshin Festival, participating in the vigorous Hadakabo Festival, and serving as "Fuku Musume" during the Setsubun Festival. In FY March 2025, a record number of 213 participants took part in the Hadakabo Festival, contributing to regional revitalization. With a sense of responsibility and pride as a "community-based company," each employee fosters connections with the local community while expanding the circle of social contribution.



Mazda Heroes - "Positive Power" Supporting the Challenges of Youth

Mazda Colombia

Mazda Colombia supports the challenges of young people shaping the future of their communities through the social contribution activity "Mazda Heroes." In FY March 2025, for the first time, 11 high school students from Columbia represented their country in the NASA-hosted HERC (Human Exploration Rover Challenge) competition, where they tackled various challenges with their self-made human-powered vehicle. This marked a historic milestone for Columbia. Mazda Colombia provided technical support and covered travel expenses, helping young people realize their dreams.



Environmental Conservation

The Company's business is related to and impacted by societal challenges such as global warming and energy and resource shortages. To address these challenges, we place great importance on the environment perspective not only in our core business but also in our social contribution activities.

Supporting a Zoo and Wildlife Center

【Newzealand】Mazda Motors of New Zealand Ltd.

This company has been supporting Auckland Zoo's program to breed endangered animals within the zoo and return them to the wild, with providing vehicles since 2012. The four vehicles provided to the zoo are utilized for wildlife conservation activities and animal transportation.



Forest Conservation Activities

【Japan】Mazda Motor Corporation

In 2010, we signed a Forest Preservation and Management Pact with Hiroshima Prefecture and have been conducting conservation activities centered on Mazda Forest within the Hiroshima Prefectural Tree Planting Center. We also joined the Hiroshima Moridukuri Forum and has been promoting Corporate Forest Conservation Activity with forest-related organizations. In FY March 2025, we conducted maintenance activities with volunteer groups to restore the Mizukiri Gorge, damaged by the July 2018 torrential rains, and contribute to maintaining its natural environment. Furthermore, since 2005, we have participated in the Conservation of Forests and Water Source Initiative implemented by Yamaguchi Prefecture, involving water-using companies.



Traffic Safety

The Company's business relates to and impacts societal challenges such as traffic accidents. To address these challenges, we place great importance on the perspective of traffic safety not only in our core business but also in our social contribution activities.

Traffic Safety Awareness Event

【Japan】Mazda Motor Corporation

Recognizing that many traffic accident casualties result from not wearing seat belts or improper use of child seats, Mazda continuously holds events with JAF Hiroshima Branch and related facilities to promote seat belt usage for families and children. In FY March 2025, we conducted traffic safety awareness events in Hiroshima Numaji Traffic Museum and Mazda Town Festa.



Flag-waving Campaign

【Japan】Mazda Motor Corporation and domestic dealerships

Mazda and its domestic dealerships continuously conduct traffic safety patrol activities, including flag-waving near dealerships. In FY March 2025, Mazda Skyactivs Hiroshima carried out flag-waving activities to assist crossing at intersections without traffic signals. This also served as a place for interaction, exchanging energetic greetings at the start of the day.



Human Resource Development Support

To contribute to the growth of the next generation of talent, we place great importance on the perspective of human resource development support.

Expanding Outreach Programs through Learning Site Launch

【Japan】Mazda Motor Corporation

Mazda's corporate website offers social studies content for elementary schools, along with quizzes on safety and SDGs. In FY March 2025, the company launched the [Mazda Learning Journey Site](#) (only in Japanese) to strengthen its system for providing outreach programs and online classes on the automotive industry, the environment, and career talks to more elementary and junior high schools.

■ Mazda Kids Channel (only in Japanese)

<https://www.mazda.com/ja/experience/entertainment/kids/>



"Be Moved" Career Education

【U.S.】Mazda North American Operations

Under our social contribution slogan "Be Moved," we support community prosperity beyond business. This initiative stems from the vision behind "Be Moved"—creating opportunities for students to advance in life. In FY March 2025, we welcomed 29 students, providing them with opportunities to learn about diverse careers in the automotive industry.



Coexistence with Local Communities

For a society where all people harmoniously coexist, the Company engages in activities to address the unique issues faced by local communities in the countries and regions where we operate.

Vehicle Donations to Social Welfare Organizations

【Japan】Mazda Motor Corporation

Since acquiring the naming rights in 2009, Mazda has donated one vehicle to a social welfare organization for every milestone of one million visitors to Hiroshima Municipal Stadium (MAZDA Zoom-Zoom Stadium Hiroshima). In FY March 2025, two vehicles were donated and are being used to support transportation for facility users.



Donations of Toys for Children

【Mexico】Mazda Motor de Mexico Sales & Commercial Operation

This company participated in the "Jugueton Project," organized by Mexican broadcaster Jugueton, alongside business partners, dealers, Mazda fan clubs, and customers. This project aims to deliver toys to children in orphanages and children with terminal cancer during the Christmas season. In FY March 2025, Mazda provided three CX-50 vehicles for toy transportation and utilized all dealerships as toy collection centers, delivering over 10 million toys to children.

CHAPTER

4

GOVERNANCE

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CORPORATE GOVERNANCE

Basic Approach

Mazda respects the principles of Japan's Corporate Governance Code, formulated by Tokyo Stock Exchange, Inc., and works to maintain strong relationships with its stakeholders, including shareholders, customers, suppliers, local communities, and its employees. By doing so, the Company strives to sustain growth and enhance its corporate value over the medium and long term through transparent, fair, prompt, and decisive decision-making and to continue to enhance its corporate governance.

Relevant Documents

[Corporate Governance Report](#)

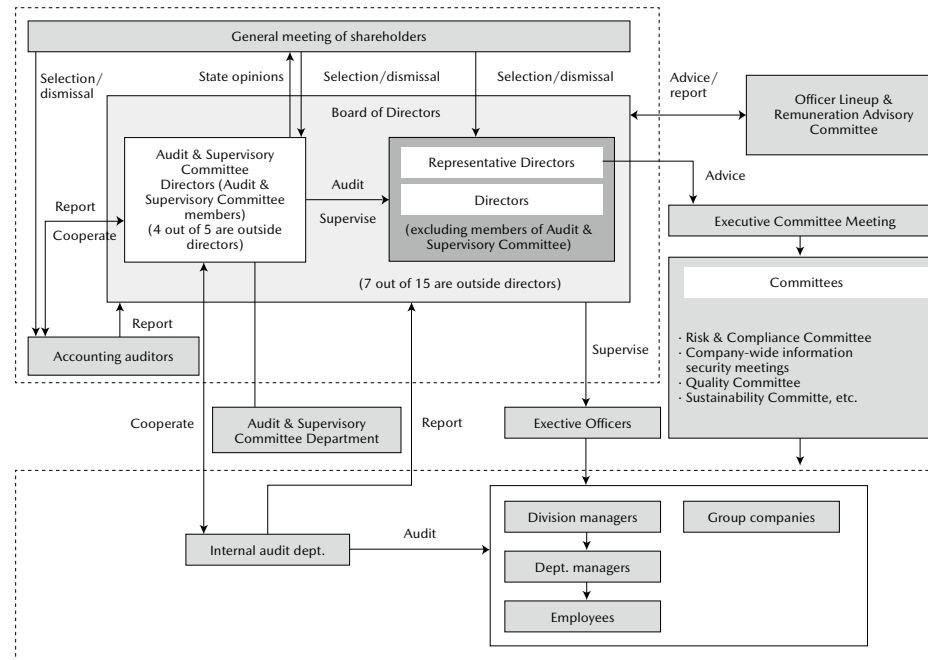
[Annual Securities Report for FY March 2025 Corporate Governance](#)(P48-84)

[Dialogue with Shareholders and Investors](#)

Frameworks

Corporate Governance Framework

The Company's business environment is undergoing rapid changes. In order to enable faster business decision-making, further enhance discussion of management strategies, and strengthen supervisory functions of the Board of Directors, the Company has adopted the company with audit and supervisory committee structure described in the Companies Act of Japan. Based on this structure, the Company maintains legally mandated governance organizations including the general meeting of shareholders, the Board of Directors, and the Audit & Supervisory Committee. Furthermore, to raise the transparency of the processes behind the nomination and selection of officers and the remuneration decision-making process, the Company established the Officer Lineup & Remuneration Advisory Committee as an advisory body to the Board of Directors.



Board of Directors

The Company's board of directors deliberates and makes decisions on items related to the execution of important business, such as management strategy and basic management policies, and supervises the execution of individual directors' duties. In addition, facilitate quick and flexible decision-making, based on the Articles of Incorporation a substantial part of decision-making regarding the execution of important business will be delegated to management, and executive directors including and below the president to whom authority has been delegated based on the Company's rules of administrative authority will make decisions regarding these matters. The board is made up of 15 directors, seven of whom are highly independent outside directors. The board of directors generally meets once per month.

【Major Matters Discussed in FY March 2025】

- Electrification and market strategy for 2030.
- Progress of measures for achieving management that is conscious of cost of capital and stock price.
- Approach to issues around sustainability and progress of action for human rights due diligence.
- Status of operation of systems for internal control and risk management. (efforts to prevent the recurrence of inappropriate incidents in Applications for Type Designation, measures to cybersecurity risks, and others.)

Audit & Supervisory Committee

The Company's Audit & Supervisory Committee audits and supervises the board of directors' decision-making process and business execution through the execution of voting rights at board of directors meetings and the execution of its right to state opinions on the personnel changes and remuneration of directors (excluding directors who are Audit & Supervisory Committee Members) at the General Meeting of Shareholders. The Audit & Supervisory Committee is made up of five members, four of whom are highly independent outside directors. To ensure the smooth operation of the Audit & Supervisory Committee's audits, one of its members is full-time.

【Major Matters Discussed in FY March 2025】

- Audit policy, high-priority initiatives, audit plan, work assignment, audit methods for effective functioning of audit activities.
- Strengthening the mechanisms and means to reflect the opinions of outside directors based on multifaceted perspectives and outside viewpoints in audits while striving to enhance the opportunities to provide outside directors with information, as well as the nature of such information.
- Checking and enhancing the execution of duties (including the formulation and progress of management strategy matters) by directors (excluding directors who are Audit & Supervisory Committee members), executive officers, general managers of major departments, and management of subsidiaries and affiliates.
- The cooperation with the Internal Audit Department and accounting auditor as an organizational audit.
- Evaluating appropriateness of audit by the accounting auditor based on quarterly reviews and reports by the accounting auditor, evaluating validity of the selection and dismissal of the accounting auditor and remuneration for the accounting auditor.

Accounting Auditors

Accounting audits are conducted by KPMG AZSA LLC. The certified public accountants who conducted the Company's accounting audits are Hiroshi Tawara, Koji Yoshida, and Kazumi Kanehara. Those assisting with the Company's accounting audits include 16 certified public accountants and 36 others, four of whom have passed the certified public accountant examination.

Executive Officers

Mazda has introduced an executive officer system. By separating the execution and management functions, Mazda seeks to enhance the effectiveness of the Board of Directors as an oversight organization. In addition, decision-making is expedited through expanded discussion by the Board of Directors and by delegating authority to executive officers. In this way, the Company is working to further managerial efficiency.

Officer Lineup & Remuneration Advisory Committee

The Company established the Officer Lineup & Remuneration Advisory Committee, made up of three representative directors and seven outside directors and chaired by a representative director, as an advisory body to the board of directors. The committee reports to the board of directors the results of its deliberation on matters such as officer lineup and policies regarding the selection and training of directors, as well as remuneration payment policies and the remuneration system and process based on those policies, which contribute to the Company's sustainable growth and raising of corporate value in the medium and long term.

【Major Matters Discussed in FY March 2025】

- Appropriateness of the composition of directors and executive officers to ensure the diversity and skills mix required to achieve management policy goals (executive personnel changes effective April 1 and June 25, 2025)
- Appropriateness of remuneration amount for directors and executive officers (ensuring conformity with the policies on determining details of individual remuneration levels for directors (excluding directors who are Audit & Supervisory Committee members) and comparison with the remuneration levels of the benchmark companies whose size and line of business are similar to those of the Company, etc.)
- Appropriateness of standard amounts, performance indicators, and target values, etc. of the restricted stock remuneration and the performance share unit remuneration.

Cooperation among Parties Responsible for Auditing

The Audit & Supervisory Committee regularly meets with the accounting auditors and hears explanations of their audit plans, audit issues, and results. The Audit & Supervisory Committee also provides necessary information on its audit plans and the status and result of audits. In this way, information is exchanged in both directions and the Company is working to strengthen this close cooperation. Also, some audits, such as physical inspections of inventories and securities, are conducted jointly by the Audit & Supervisory Committee and the accounting auditors. In addition, the Audit & Supervisory Committee regularly holds meetings with the group of the accounting auditors and internal audit department and with the group of the internal audit department and the departments in charge of promoting internal and financial control. The Audit & Supervisory Committee receives reports from the internal audit department on the plans for and results of internal audits of the Company and the Group companies. It also receives reports from the departments in charge of promoting internal and financial control on plans for efforts to enhance internal and financial control in the Company and the Group companies and the status of these efforts. In addition, the Audit & Supervisory Committee provides information acquired in the process of conducting its audits or conveys requests from its perspective as the Audit & Supervisory Committee, making for two-way exchange of information.

Board of Directors

Skills Matrix of the Board of Directors

As the business environment surrounding the Company rapidly changes, Mazda believes that the Board of Directors must have an appropriate balance in knowledge, experience, and competence and also be diverse in composition to effectively fulfill its roles and responsibilities for the Company's sustainable growth and the raising of corporate value in the medium and long term.

Organizational Affiliation (As of June 26, 2025)

Board of Directors (including members of Audit & Supervisory Committee)	Number	15 (Inside directors: 8, outside directors: 7), including 3 female directors and 1 foreign-national director
	Ratio of Outside Directors	46.7%
	Ratio of Female Directors	20.0%
Audit & Supervisory Committee	Number	5 (Inside directors: 1, Outside directors: 4), including 1 female director
Officer Lineup & Remuneration Advisory Committee	Number	10 (Inside directors: 3, Outside directors: 7), including 3 female directors and 1 foreign-national director
	Ratio of Outside Directors	70.0%

Job title Name and attributes ^{*1}	Organizational affiliation ^{*2} and attendance in FY March 2025 ^{*3}				Fields of experience and expertise ^{*4}								
	Board of Directors	Audit & Supervisory Committee	Officer Lineup & Remuneration Advisory Committee	Management (executive experience)	Global business	Product planning / R&D	Manufacturing/ Purchasing / Quality	Brand / Marketing / Sales	ESG	IT / DX	HRmanagement/ Personnel development	Legal / Risk management	Finance / Accounting
 Representative Director and Chairman of the Board Kiyotaka Shobuda 66; male	15/15		4/4	●	●		●	●	●				
 Representative Director, President and Chief Executive Officer (CEO) Masahiro Moro 64; male	15/15		4/4	●	●			●	●		●	●	
 Representative Director, Senior Managing Executive Officer and Chief Financial Officer (CFO) Jeffrey H. Guyton 58; male	15/15		4/4	●	●			●	●				●
 Director, Senior Managing Executive Officer Yasuhiro Aoyama 59; male	12/15			●	●	●		●					
 Director, Senior Managing Executive Officer and Chief Supply Chain Officer (CSCO) Takeshi Mukai 63; male	15/15				●		●		●				
 Director, Senior Managing Executive Officer and Chief Strategy Officer (CSO) Takeji Kojima 59; male	15/15					●			●	●			
 Director, Senior Managing Executive Officer and Chief Technology Officer (CTO) Ryuichi Umeshita 60; male	●			●	●	●		●	●	●			
 Director Independent Director Outside Director Kiyoshi Sato 69; male	15/15		4/4	●	●			●	●	●			
 Director Independent Director Outside Director Michiko Ogawa 62; female	14/15		4/4			●		●	●				
 Director Independent Director Outside Director Miki Oikawa 56; female	●		●	●		●		●	●		●		
 Director Audit & Supervisory Committee Member (full-time) Hironori Tanaka 61; male	●	○			●			●					
 Director, Audit & Supervisory Committee Member Independent Director Outside Director Akira Kitamura 74; male	15/15	16/16	4/4	●					●				●
 Director, Audit & Supervisory Committee Member Independent Director Outside Director Hiroko Shibasaki 71; female	15/15	16/16	4/4					●			●		
 Director, Audit & Supervisory Committee Member Independent Director Outside Director Masato Sugimori 68; male	14/15	16/16	4/4		●				●	●		●	●
 Director, Audit & Supervisory Committee Member Independent Director Outside Director Hiroshi Inoue 68; male	15/15	16/16	4/4						●		●	●	

^{*1} The age is as of June 25, 2025.

^{*2} ○ shows the person's status as chairperson.

^{*3} For Ryuichi Umeshita, Miki Oikawa, and Hironori Tanaka, as they were appointed on June 25, 2025, their attendance is not detailed here.

^{*4} Only shows each person's major fields of experience and expertise, instead of providing complete information.

Outside Directors

Mazda selects outside directors with independent standpoints to strengthen the oversight function of the Board of Directors and improve the transparency of management. Outside directors are judged to be sufficiently independent when they meet the Company's criteria for determining the independence of outside officers.

[Criteria for Determining the Independence of Outside Officers and Reasons for Appointment](#)

Support System for Outside Directors

The company provides explanations of matters to be brought before the Board of Directors as necessary so that outside directors can freely state their opinions at Board meetings and so that outside directors can easily participate in decision-making. The Company also arranges for outside officers to interview executive officers and provides opportunities for them to inspect facilities and participate in events both inside and outside the Company.

Audit & Supervisory Committee members (full-time) offer observations based on information they have acquired or opinions they have formed through their attendance at important internal meetings or through their audit activities. The departments concerned work together to provide information based on the opinions of the outside directors and to support them.

Analysis and Evaluation of the Board's Effectiveness

To assess the current effectiveness of the board of directors and to steadily promote measures for further improvement, the Company conducts an annual analysis and evaluation of the effectiveness of the board of directors.

【The method of analysis and evaluation and an overview of the results of the evaluation for effectiveness in FY March 2025】

(1) Method of analysis and evaluation

- Survey method: questionnaire (4-point rating scale and free comments)
- Areas evaluated: Structure of the board, Matters to be deliberated on / timing / duration, Materials and briefings, Support for outside directors, Status of deliberations, Monitoring and internal control and Other.
- Evaluation process:
 - ① All directors complete a survey (self-evaluation)
 - ② Survey results are compiled and summarized
 - ③ A discussion is held to identify areas to be reviewed and propose effective improvement measures based on the survey results
 - ④ The board of directors on improvement measures

(2) Overview of results

- General comments
The board of directors confirmed that 1) all directors are appropriately involved in decision-making on important matters concerning the Company's management, 2) outside directors express their opinions from an independent perspective after gaining an understanding of the Company's situation through briefings on proposals beforehand and other forms of support, and 3) oversight of the execution of operations is ensured. Furthermore, the board of directors confirmed that delegation of its authority to representative directors within the appropriate scope under the Company's Articles of Incorporation has expedited decision-making, and that securing ample time for deliberation has resulted in more productive discussions.

- Areas to be reviewed and measures

Status of measures taken in previous implementation (effectiveness in FY March 2024)

Areas identified in points for consider in previous implementation	Summary of measures taken
Further deepen discussion of medium- to long-term strategies	• Amid significant changes in the business environment of each market due to electrification, the board of directors discussed marketing strategies based on reports presented at BOD meetings. • The board of directors held an off-site meeting to align their views and exchange opinions with outside directors regarding management issues as well as strategies and their progress.
Hold ongoing discussions on key themes that need reinforcing	• The board of directors shared their views and came to an understanding of key themes that need reinforcing (such as sales strategy, sustainability, and cybersecurity), and discussed these key themes based on reports presented at BOD meetings.
Implement measures to further improve the quality of discussions	• The board of directors discussed and came to an agreement regarding the preparation of materials that clearly and concisely summarize the key points of discussions. • The board of directors regularly conducted prior briefings for outside directors on proposals and shared other information with them.

Areas identified in FY March 2025 and future measures

As a result of this year's evaluation, the board of directors confirmed that while there have been improvements in areas identified points for consider in the previous implementation, further reinforcement of these improvements through the following measures is necessary.

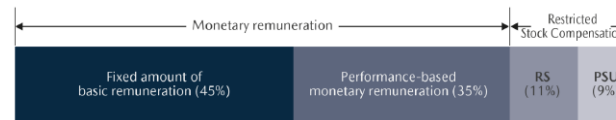
Areas identified points for consider in this implementation	Summary of measures taken
Further deepen discussion of medium- to long-term strategies	• In addition to the presentation of and regular reporting on market and product strategies to the board of directors, the board of directors will utilize off-site meetings and other opportunities to engage in more planned and detailed exchanges of opinions with outside directors regarding management issues, strategies, and their progress.
Hold ongoing discussions on key themes that need reinforcing	• Based on content reported in FY2024, the board of directors will discuss and come to an agreement on how to report on key themes and will incorporate this into the annual plan to be submitted.
Implement measures to further improve the quality of discussions	• The board of directors will ensure the use of materials that clearly and concisely state the key points of discussions, and the provision of comprehensive briefings that emphasize the main points. • The board of directors will ensure all directors have a common understanding on how to report on the status of the execution of duties and other matters. • The board of directors will ensure outside directors are given prior briefings on proposals and other information is shared with them.

Executive Remuneration

In June 2024, a revision was instituted to the remuneration systems for directors (excluding directors who are Audit & Supervisory Committee members and outside directors), executive officers, and fellows. This revision was designed to heighten motivation for pursuing medium- to long-term improvements in corporate value by increasing the degree to which officers share the benefits and risks of share price fluctuations with shareholders. Remuneration is comprised of basic remuneration, performance-based monetary remuneration, and restricted stock remuneration.* The ratios of these different forms of remuneration are set to be around the levels described below when all of the targets of the medium-term management plan and the targets for all of the performance indicators defined for performance share units are accomplished. Directors who are Audit & Supervisory Committee members and outside directors receive a fixed amount of basic remuneration only, considering their independence from the execution of operations.

* Restricted stock remuneration is comprised of restricted stock that is not linked to performance and performance share units that are linked to performance.

Structure of remuneration for directors



Remuneration category	Details	Performance indicators
Basic remuneration	Fixed-sum payments based on the director's position and responsibilities	—
Performance-based monetary remuneration	Payments based on the director's position and responsibilities that are adjusted in accordance with the degree of progress toward the initially announced performance forecasts for defined performance indicators. Also, payments based on personal evaluations that reflect the degree of accomplishment of targets set for each individual.	■ Consolidated net sales ■ Net income attributable to owners of the parent
Restricted stock compensation	Number of shares issued based on standard value set in accordance with the director's position and responsibilities	—
Performance-based performance share units	Number of units allocated equivalent to the base amount (1 unit = 1 share equivalent) based on the director's position and responsibilities and used to determine the number of shares to be issued based on whether the target for each performance indicator was achieved after the performance evaluation period (one fiscal year in which the unit grant date falls)	■ Return on equity ■ Employee engagement* ■ Customer focus enhancement* ■ Greenhouse gas emission reduction

* Employee engagement and customer focus enhancement are measured based on rates of positive responses in regard to relevant questions on Global Employee Surveys.

Executive remuneration amounts in FY March 2025

[Annual Securities Report for FY March 2025 Corporate Governance](#)(P78)

Cross-Shareholdings

(1) Policy on cross-shareholdings

Taking into overall consideration the business strategy, the necessity of business activities such as maintaining and strengthening business dealings, and the comparison of benefits and risks of cross-shareholding with the cost of capital, the Company will have cross-shareholdings when it will lead to the raising of corporate value over the medium and long term. If the purpose of cross-shareholdings is judged to have diminished, the Company will aim to reduce cross-shareholdings, including the selling of shares based on the relevant company's circumstances, etc.

(2) Verification by the Board of Directors

Every year at a board of directors meeting, the Company will individually verify the appropriateness of its cross-shareholdings according to the above policy. Stocks held as of the end of March 2024 were verified at a board of directors meeting, and the rationality of those holdings was confirmed.

(3) Basic policy on exercise of voting rights

When exercising its right to vote for cross-shareholdings, the Company will comprehensively evaluate whether or not matters that have come up for a vote will contribute to enhancing the corporate value, etc., of the Company and companies in which the Company holds shares over the medium and long term; the Company will then decide whether to vote for or against any proposals.

Group Governance

Mazda has established the Group Company Management Regulations to facilitate the development and ongoing and stable growth of the entire Group and to promote appropriate governance. These regulations have been deployed to all Group companies. Mazda Group companies have established corporate governance frameworks and are pursuing enhanced cooperation between the Company and Group companies in accordance with the regulations as well as with the laws and regulations of the relevant countries and regions.

Domestic Group Companies

Domestic Group companies appoint corporate auditors to audit the execution of duties by management. In addition, Audit & Supervisory Committee Members' Meetings are arranged, which are attended by the Company's Audit & Supervisory Committee members and full-time auditors from large Group companies (as defined by the Companies Act of Japan). Furthermore, staff from Mazda's internal audit department concurrently serve as auditors of Group companies. This step is taken to reinforce governance frameworks at Group companies and to enhance coordination between the Company and Group companies.

Overseas Group Companies

Many overseas Group companies organize audit committee meetings with participation by officers and representatives from internal audit and other relevant divisions at the Company and at the respective Group companies. These audit committees are assembled on an independent basis by Group companies to gather information and share opinions on internal controls in order to guide the enhancement of internal controls at Group companies. For overseas Group companies that do not have such committees, the Company will provide guidance and support as necessary to help them improve their internal control-related initiatives.

Internal Audits

Groupwide Internal Auditing Frameworks

Coordination is pursued with the internal audit departments of Group companies to perform internal audits for the purpose of ensuring sound and efficient management. To guide internal audits, the Mazda Group Basic Internal Audit Regulations have been implemented. These regulations define basic shared provisions pertaining to internal audits, such as their role, mission, organizational position, and scope. In accordance with the regulations, the internal audit department of Mazda Motor Corporation organizes regular meetings with and training sessions for the internal audit departments of Group companies in Japan and overseas. In addition, the department also conducts various tasks, such as approval of the internal audit plans of Group companies, receipt of their internal audit reports, and follow-up monitoring of improvement activities, to ensure the consistency of auditing policies across the Group and gather audit-related information. The Company's internal audit department also evaluates the functions of the auditing departments of Group companies and offers support for their activities with the aim of strengthening the internal audit departments of the respective Group companies. The internal audit department of the Company is staffed with individuals holding Certified Internal Auditor (CIA), Certified Information System Auditor (CISA), and other qualifications. Members of the department are constantly encouraged to acquire specialized qualifications and participate in outside training programs and internal workshops in order to improve their auditing skills.

Internal Auditing Frameworks at Group Companies

At Group companies that possess their own internal audit departments, internal audits are conducted independently by these departments or through collaboration with the internal audit department of Mazda Motor Corporation. For other Group companies that do not have their own internal audit departments, audits are performed by the internal audit department of the Company. Moreover, the Company's internal audit department provides Group companies with advice regarding annual audit plans and based on the results of audits, audit-related information, and other forms of support, in order to ensure the quality of audits performed by the internal audit departments of Group companies.

System Auditing

The internal audit department of Mazda Motor Corporation and the internal audit departments of overseas Group companies conduct audits of overall IT controls concerning financial reporting and IT security for individual processes and systems with the aim of reducing IT-related risks.

Internal Controls

Mazda has established the Mazda Corporate Ethics Code of Conduct, which states action guidelines for employees, and other guidelines on financial controls and other matters. In addition, the Audit & Supervisory Committee audits the status of implementation of internal control systems. Based on these guidelines and the results of audits, departments develop rules, procedures, manuals, and other provisions to guide the establishment of internal controls. Moreover, relevant Mazda divisions provide support for internal control training and framework development in accordance with the Group Company Management Regulations to promote Groupwide coordination in the implementation of internal controls.

Mazda's Internal Controls



Internal Control Self-Diagnoses

In 1998, Mazda began conducting internal control self-diagnoses of internal controls for the purpose of spreading awareness concerning internal controls. Currently, self-diagnoses are carried out at almost all domestic and overseas Mazda Group companies. In these diagnoses, the supervisors and individuals actually in charge of developing and implementing processes and frameworks, as opposed to internal audit departments, auditing firms, or other third parties, are responsible for evaluating internal controls using a defined checklist. Through this system, departments and Group companies are able to identify inadequacies in internal controls and take actions to improve them. Moreover, the checklists are confirmed by relevant Mazda divisions and revised as necessary, and newly confirmed lists are used to update existing checklists to ensure that diagnoses are always effective and appropriate.

Internal Control Signoff System

In FY March 2007, Mazda introduced a signoff system in which the senior managers of Company departments and Group companies "sign off" on internal controls after confirming the status and issues of its organization's internal controls through auditing and self-diagnosis. In addition, a quarterly reporting system was implemented in FY March 2010 whereby quarterly reports are issued to Mazda's internal audit department to facilitate the early discovery of inadequacies. For each inadequacy reported, the deadline and responsible person for improvement are specified to facilitate speedy improvement.

RISK MANAGEMENT

Basic Approach

Mazda makes ongoing efforts to identify and mitigate various internal and external risks in accordance with its Basic Policy on Risk Management, Risk Management Regulations, and other related internal regulations so as to ensure the continuous and stable progress of its business activities. In addition, the Company takes steps to enhance its business continuity plan (BCP) to prevent serious impacts to society due to halts to its operations.

Basic Policy on Risk Management

Concept

With the advance of IT and globalization and the growing awareness of environmental issues and legal compliance, the environment surrounding Mazda's activities is rapidly changing, and it can be expected to change even further in the future. There is a need to accurately respond to such changes in the environment and to minimize the potential risks that threaten to interfere with the continuity and stability of our business activities. The Company must also create a system that will allow a rapid recovery when abnormal circumstances or emergencies occur and enable it to gain the strong trust of its customers, shareholders, and the community. The entire Mazda Group shall promote risk management and strive to maintain the earnest trust of society.

Goals

Through the following measures, Mazda shall strive to enhance corporate value and maintain harmony with the community.

- 1.Ensure the health and safety of all those who make up the Mazda Group as well as community members
- 2.Maintain and increase trust from the community
- 3.Make appropriate use of the tangible and intangible corporate assets of the Mazda Group
- 4.Protect the interests of the stakeholders, earn their trust, and meet their expectations
- 5.Maintain the functions of the organization and seek a rapid restoration of business activities at the time of abnormal circumstances or emergencies

Action Policy

All corporate officers and all employees shall have responsibility for carrying out risk management based on the understanding that risk exists in every facet of business activities. Risk management shall be addressed from all angles at every stage of operations.

Methods

Risk management activities shall be divided into two types:

- 1.Continuous efforts to prevent and mitigate potential risks existing in everyday duties and the proactive utilization of such measures (risk management)
- 2.Minimization of damage resulting from crisis and rapid recovery (crisis management)

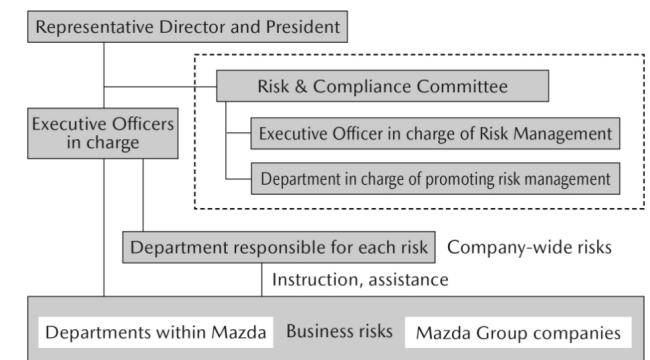
Scope of Application

- 1.Shall include the control of all types of business risk
- 2.Shall apply to the entire Mazda Group including subsidiaries and related companies

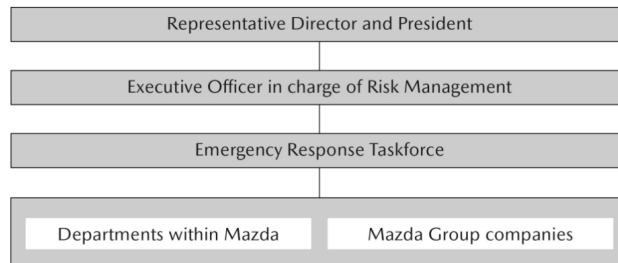
Frameworks

To facilitate appropriate risk management, Mazda implements a plan-do-check-act (PDCA) cycle based on the level of materiality of the identified risks. Risks pertaining to specific businesses are managed by the relevant divisions, while Companywide risks are handled by divisions responsible for Companywide processes. In the event of an emergency, such as a natural disaster or other occurrence with the potential to have serious managerial consequences, Mazda takes appropriate measures based on its internal regulations, which may include establishing an emergency response taskforce to respond to the situation when necessary. Moreover, Mazda has created the Risk & Compliance Committee to further enhance and strengthen risk management at the Company and its affiliates. The committee selects risks to be prioritized in a Companywide manner based on major risks identified by individual departments and information on risk trends and confirms the progress of the related risk countermeasures every six months. Reports on the activities of the Risk & Compliance Committee are submitted to the Executive Committee Meeting and the Board of Directors every six months for use in verifying the effectiveness of risk management frameworks.

Standard Risk Management Framework



Emergency Risk Management Structure



For incidents that fall outside the scope of existing risk management organizations and require a coordinated interdepartmental response, the officer in charge of risk management will consult with the president and then establish an emergency response taskforce and appoint a leader for this taskforce.

Business and Other Risks

Major risks that could affect the Mazda Group's business results or financial position include, but are not limited to, those listed below.

Market and business risk areas	• Economic conditions • Raw material and parts procurement • Coordination and joint ventures with other companies • Market competitiveness • Protection of intellectual properties • Product quality • Dependency on IT • Compliance and reputation • Respect for human rights • Climate change • Human resource recruitment and development
Financial and economic risk areas	• Foreign exchange rate fluctuations • Raw material price increases • Changes in funding environment or interest rates
Political, regulatory, legal procedure, and natural disaster risk areas	• Environmental regulations • International business activities • Natural disasters and accidents

[Annual Securities Report for FY March 2025 Corporate Governance \(P28\)](#)

Natural Disaster and Other Emergency Response Measures

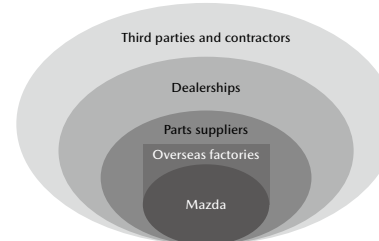
Mazda has been implementing ongoing and systematic disaster preparedness measures in preparation for major earthquakes, such as the projected potential Nankai Trough earthquake, and the tsunamis that may follow such earthquakes. Infrastructure-related measures include quake-proofing buildings and facilities and raising embankments. Framework-related measures include introducing an employee safety confirmation system, organizing self-disaster defense teams, and conducting system operation training. Furthermore, Mazda holds disaster drills jointly with fire authorities to heighten its ability to respond to disasters. In addition to simultaneous evacuation drills, the Company has been working to enhance its practical disaster response capabilities to prevent the spread of damage to neighboring areas due to a secondary disaster by incorporating disaster simulation exercises to respond to various emergency situations, such as the leakage of high-pressure gas or hazardous substances, as well as practical skills training.

Information Security

Frameworks

At Mazda, an officer is assigned responsibility for information security on a Companywide basis. Meanwhile, the Information Security Committee*¹ tracks cybersecurity measures throughout all areas within the scope of the Company's information security framework and formulates improvement plans in this regard. These plans are proposed to the Executive Committee Meeting to drive ongoing improvements in information security, and reports on improvement measures are submitted to the Board of Directors. Measures are also being advanced to strengthen frameworks for responding to information leaks and cyberattacks from outside of the organization. For this purpose, we research information security vulnerabilities and incidents around the world to prevent incidents at the Company.

Scope of Information Security Framework



Product Security

Mazda works together with suppliers to enhance the quality of cybersecurity measures and complies with the cybersecurity standards instituted in July 2022 (UN Regulation No. 155). Furthermore, we participate in the automotive information sharing and analysis centers (Auto-ISACs) of Japan and the United States*² to furnish ongoing responses based on security incidents detected within the industry and best practices.

IT Security

To raise employee awareness about information security, Mazda conducts IT security training and targeted email drills on an ongoing basis. In addition, the Company provides guidelines and educational tools regarding information security to support Group companies with the goal of raising information security awareness and promoting compliance with relevant regulations throughout the Group.

*¹ The Information Security Committee is an organization that manages Companywide information security on a global basis. The committee regularly holds Companywide information security meetings as the decision-making body regarding information security issues on a Companywide level.

*² In addition to participating in the Auto-ISAC of the United States, Mazda has participated in the establishment and operation of the Auto-ISAC of Japan (J-Auto-ISAC).

Personal Information Protection

Mazda has established the Personal Information Protection Policy together with rules for handling personal information. In addition, regular examination of management records for retained personal data is conducted and the status of personal information management is confirmed once a year. In this manner, the Company is practicing the appropriate management and protection of personal information. In cases in which the handling of personal information is entrusted to outside parties, such contractors are carefully selected based on a checklist for confirming security management and other necessary provisions. The Mazda Call Center responds to customers who wish to inquire about the Company's handling of personal information and those who request disclosure regarding privacy issues. In response to the establishment and revision of relevant laws and regulations in countries of operation and changes to the ways in which personal information is handled through the application of IT, the Company conducts ongoing reviews of its rules and frameworks to facilitate more proper management of personal information.

[Personal Information Protection Policy](#)

Intellectual Property

Basic Policy on Intellectual Property

As its basic policy on intellectual property, Mazda strives to use intellectual property as a management resource in support of its business management and corporate activities based on respect for the intellectual property rights of the Company and of other entities. Based on this policy, Mazda has established the Intellectual Property Committee to discuss and decide important matters regarding intellectual property. The committee is comprised of division general managers from related divisions and chaired by the officer responsible for intellectual property issues. In addition, an invention incentive system* has been put in place to increase motivation for inventions among employees working at the forefront of research and development. The Company provides support to domestic and overseas Group companies for formulating policies and implementing systems for handling intellectual property with the aim of enhancing the intellectual property management functions of the entire Mazda Group.

* Once a year, on the anniversary of Mazda's foundation in January, certificates of commendation, commemorative medals, prize money, and other honors are presented to selected recipients through the manager of their department.

Intellectual Property Protection and Risk Management

The Intellectual Property Department leads internal activities regarding intellectual properties to prevent infringements upon the intellectual property rights of other companies. The department also conducts strategic activities aimed at fiercely protecting, accumulating, and making optimal use of the intellectual properties generated through in-house activities.

1. Mazda seeks to obtain rights on a global basis concerning intellectual properties created by business activities, including new technologies, marks, model names, and vehicle designs, to protect its technologies, designs, and brand.
2. Extensive surveys are conducted to prevent and resolve any issues regarding intellectual properties that may obstruct business activities, such as infringement of other parties' patent rights, trademark rights, design rights, and copyrights, and violations of the Unfair Competition Prevention Act.

Intellectual Property Management Awareness-Raising Activities

[The Mazda Corporate Ethics Code of Conduct](#), which contains action guidelines for employees, stipulates "Keep confidential information. Never infringe on any intellectual property rights, whether it belongs to Mazda or another party." Intellectual property risks are reviewed periodically based on changes in the operating environment, and awareness-raising and educational activities are tailored to different employee ranks and positions as well as to the specific intellectual properties involved and conducted at Group companies worldwide. Education programs are carried out with a focus on specific risks, such as intellectual property risks associated with the increase in joint technology and service development with internal and external partners and risks pertaining to social media and internet use. By providing information and raising awareness through these efforts, Mazda strives to prevent intellectual property-related issues.

Examples of Awareness-Raising Activities

- Seminars and e-learning programs
- Preparation of manuals for creating and publishing materials by internal and external parties
- Development of Mazda-Shared Image-Collection to provide materials that can be used without risk of intellectual property infringements

Brand Protection (Measures to Combat Imitation Products)

Mazda strives to eliminate the risk posed to customers by the purchase of imitation products. Safety-related components are a top priority in these efforts. We thereby aim to protect the safety of customers while also improving the strength and reliability of the Mazda brand to ensure that it continues to be loved by customers.

Examples of Brand Protection Activities

1. Development and implementation of unique measures for combating imitation products
2. Active participation in programs organized by private and public sectors
3. Implementation of constructive and systematic measures through local affiliates and in close coordination with industry peers and government and other agencies to promote brand protection activities in countries and regions that are major sources of imitation products

COMPLIANCE

Basic Approach

At Mazda, the concept of compliance applies not only to laws and regulations but also refers to building a brand foundation that emphasizes adherence to internal guidelines and responsiveness to social norms and expectations. Based on this approach, business operations are conducted in accordance with the Mazda Corporate Ethics Code of Conduct to ensure fair and honest practices. The Mazda Corporate Ethics Code of Conduct was established in 1998 with the approval of the Board of Directors, and has been revised as needed thereafter. In addition, the Global Employee Engagement Survey is administered on a regular basis to confirm employees' degree of understanding of compliance.

Outline of the Mazda Corporate Ethics Code of Conduct

Five principles of faithful behavior

- 1.To comply with laws and regulations, Company rules, common sense, and sound practice in international society
- 2.To be fair and even handed
- 3.To fulfill the Company's social responsibilities
- 4.To fulfill one's own duties truthfully
- 5.To be honest

Guidelines

- 1.Comply with laws and regulations and the Company rules. In a situation where such rules are not clearly defined, make a judgment considering their spirit.
- 2.Treat employees, customers, and clients fairly and justly. Do not obtain from or give anybody an unjust benefit and/or favor taking advantage of your business position.
- 3.Make distinctions between public and private affairs, and never pocket or abuse Company assets.
- 4.Keep confidential information. Never infringe on any intellectual property rights, whether it belongs to Mazda or another party.
- 5.Seek to develop, manufacture, and sell products taking human safety and the environment into consideration.
- 6.Act with a view to seeking sound profit.
- 7.Respect human rights and human dignity.
- 8.State the truth honestly and timely in reporting internally and/or to the public.

Policy of Non-Association with Antisocial Forces

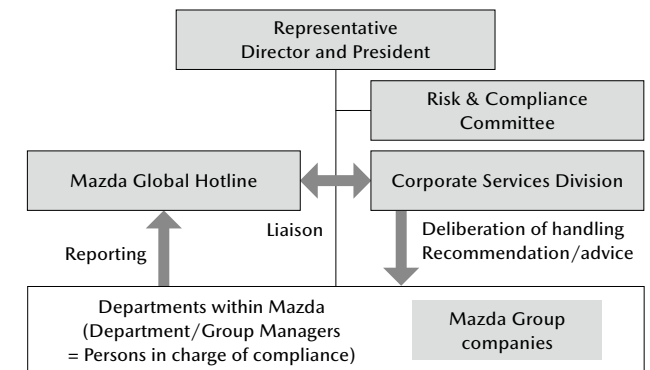
Mazda practices a strict policy of non-association with antisocial forces and organizations and will under no circumstances lend aid to such entities. Inappropriate demands from antisocial forces and organizations will be met with a resolute response as we take organizational measures, including coordination with external organizations (e.g., police, lawyers, etc.) when necessary, to combat such demands.

Frameworks

Compliance Promotion Framework

Mazda has established the Risk & Compliance Committee to oversee Companywide compliance activities in accordance with the Mazda Corporate Ethics Code of Conduct. Meanwhile, division heads are assigned responsibility for promoting compliance as part of our frameworks for ensuring compliance throughout the organization.

Twice a year, the Risk & Compliance Committee issues reports to the Executive Committee Meeting, which is comprised of the president and other executives, and also reports to the Board of Directors on matters including progress in responding to serious compliance issues that have been identified, implementation of the internal reporting system (Mazda Global Hotline), and compliance training programs.



Major Compliance Activities

1997	Establishment of Ethics Committee under direct supervision of the president
1998	Establishment of Mazda Corporate Ethics Code of Conduct Establishment of Guidelines on Entertainment and Gifts
2002	Start of Compliance Seminar for middle managers and executives
2005	Introduction of mandatory e-learning course for all indirect employees Start of distribution of wallet-sized Compliance Cards to every employee in the Mazda Group
2007	Establishment of Mazda Global Hotline
2008	Start of distribution of "Learning from Other Companies" and "Compliance Communications" on the Company intranet Reorganization of Ethics Committee to form Risk & Compliance Committee
2017	Start of distribution of "Let's Learn Together about Compliance!"
2019	Introduction of Special Risk & Compliance Committee Meeting for executive officers and department heads

Anti-Corruption Initiatives

Mazda presents its basic policies on anti-corruption in the Guidelines on the Mazda Corporate Ethics Code of Conduct. In addition, the Company has established the Guidelines on Entertainment and Gifts, which lays out its policies for prohibiting facilitation payments and other forms of bribery to promote highly transparent and fair transactions with all partner companies. Compliance training for employees includes e-learning programs on themes such as anti-corruption (entertainment and gifts) and prevention of violations of fair competition laws (including bribery of public officials). Meanwhile, the [Mazda Supplier Sustainability Guidelines](#) contain anti-corruption provisions pertaining to suppliers, and we ask that suppliers adhere to these guidelines. When making political contributions, Mazda adheres to the Political Funds Control Act and follows appropriate internal procedures. Overseas, Mazda complies with international regulations and the laws of the relevant countries and regions while also respecting local history, culture, and customs. These guidelines are revised as necessary to accommodate changes in social trends and expectations.

【Statistics from FY March 2025】

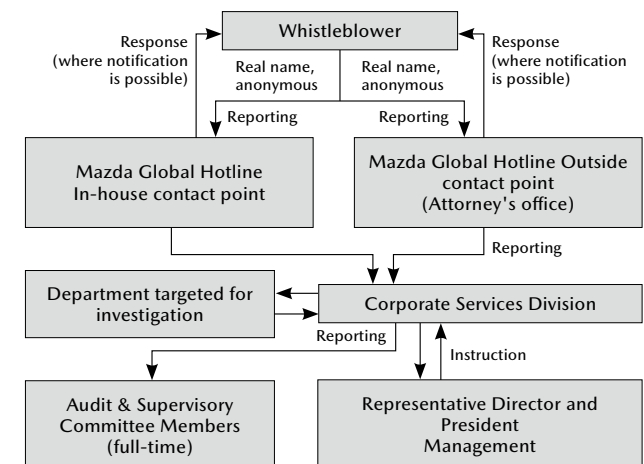
- Political contributions (donations) of ¥21 million
- No incidents of fines for bribery, etc.
- No incidents of employees of Mazda Motor Corporation being subject to disciplinary measures for engaging in corruption

Compliance Initiatives

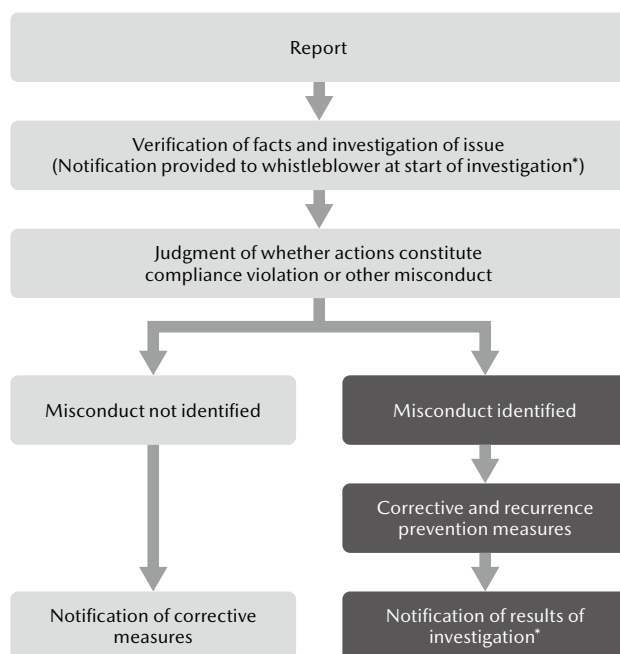
Internal Reporting System

The Company has established the Mazda Global Hotline as an in-house system for receiving reports regarding compliance and other issues. With its contact points set up both inside and outside (an attorney's office) of the Company, the hotline enables Mazda Group employees to choose a contact point to which to submit their reports either under their real names or anonymously. The content of these reports is carefully handled, and the whistleblowers' confidentiality is completely protected. In so doing, Mazda takes sufficient follow-up measures to ensure that those who make reports to the hotline or who cooperate in an investigation will not be subject to unfavorable treatment. After taking steps to confirm the validity of reports, corrective and recurrence prevention measures will be implemented to address any compliance violations or misconduct identified. The start of investigations, as well as results of investigations and validity confirmation and details of corrective measures, are communicated to the whistleblower. To spread awareness and understanding regarding the hotline, the Company distributes Compliance Cards with the contact information for the hotline to all employees and informs employees of the hotline through compliance e-learning programs and posters. The Mazda Global Hotline is also introduced to suppliers so they can receive consultation regarding any doubts that may arise during transactions with Mazda or with Mazda Group companies.

Mazda Global Hotline Framework



Internal Reporting Process



* Notification not provided in cases when whistleblower is unclear or requests not to receive notification

[Statistics from FY March 2025]

- Number of reports (including consultations) through the Mazda Global Hotline of 57

[Social data \(number of reports through the Mazda Global Hotline\)](#)

Compliance Education

Mazda believes that mere adherence to laws and regulations is not enough to guarantee effective compliance; it is important to ensure that each and every employee understands the essence of such laws and regulations and acts with integrity. For this reason, we regularly provide employees with voluntary learning opportunities using e-learning programs, organize compliance seminars for middle managers and executives of the Company as well as for the executives of affiliates conducted by internal and external lecturers, and supply information in a timely manner as part of ongoing initiatives aimed at increasing awareness of the importance of compliance.

Examples of Compliance Training Programs

- Once-annual Compliance Seminar for middle managers and executives
- Rank-based training (new employees, mid-career hires, new foremen, new middle managers, etc.)
- E-learning programs for all indirect employees (on themes including insider trading, subcontractor laws, personal information, confidentiality management, copyrights, etc.)
- Distribution of Compliance Cards to all employees

Enhancement of Global Tax Compliance

The Mazda Group practices integrity with regard to tax affairs in keeping with the Mazda Corporate Ethics Code of Conduct. We recognize that, as a good corporate citizen, we have an important obligation to pay taxes in an appropriate and timely manner in accordance with international rules, the laws and regulations of relevant countries and regions, and Mazda's Finance Control Guidelines. Based on this recognition, Mazda fulfills its tax obligations to contribute to social development in the countries and regions where it does business. The Mazda Group also supports the measures for avoiding base erosion and profit shifting promoted by the Organisation for Economic Co-operation and Development (OECD) and the G20 countries. Accordingly, the Group will not engage in tax evasion through the abuse of tax havens. Rather, we will sincerely cooperate with requests for information disclosure from the tax authorities of relevant countries to ensure tax transparency. Mazda also understands the importance of transfer pricing taxation as a means of determining proper profit sharing among Group companies operating in different countries as part of its global operations. For this reason, we are committed to practicing transparent and fair transfer pricing by promoting active dialogue with tax authorities through effective use of advance pricing agreements and other measures. Going forward, Mazda will continue to build trusting relationships with the tax authorities in relevant countries and enhance tax compliance from a global standpoint, while taking into account changes in the social environment and needs regarding tax affairs.

Support for Enhancement of Compliance at Dealerships and Parts Sales Companies in Japan

To support transparent management at all Mazda Group companies, we systematically promote the enhancement of compliance at dealerships and parts sales companies in Japan to prevent misconduct.

Examples of Initiatives

- A risk and compliance site has been set up on the intranet used by dealerships in Japan to promote understanding of compliance and internal controls among dealership employees and thereby facilitate appropriate practices. The site provides the following educational content.
 - Standard Operating Procedures and Model Regulations that define the basic business operations to be performed by dealerships
 - One-Point Lessons on Compliance training tools using relatable case studies
 - "Learning from Other Companies" records of the underlying causes of accident cases and recurrence prevention measures
 - Education tools that help ensure legal compliance
- Questions encompassing risks concerning new standard operating procedures, internal control risks, and examples of recent accidents have been added to the Self-Diagnosis Checklist on Internal Controls, which is used throughout the Mazda Group. By enabling dealerships and parts sales companies to autonomously identify issues, challenges, and best practices, this checklist helps support the promotion of dealership and parts sales company management in compliance with related laws and rules and the improvement of work efficiency. The best practices and issues identified using the Self-Diagnosis Checklist on Internal Controls are quickly shared with other organizations to facilitate activities for preventing the materialization of risks.
- At training sessions and meetings with dealerships and parts sales companies in Japan, we encourage extensive measures for identifying inadequacies in compliance and internal controls and preventing the recurrence of similar problems. Examples of such inadequacies are also shared with related parties and relevant investigations are carried out.
- To facilitate quick detection of issues regarding compliance, internal controls, human rights, and distribution of information via social media, internal consultation venues are set up at dealerships in Japan, and awareness of the Mazda Global Hotline reporting system is promoted among dealership employees.

CHAPTER

5

ESG DATA

ESG DATA

The results of major initiatives undertaken by Mazda and the Mazda Group through their business activities.

[Environmental Data](#)

[Social Data](#)

Mazda has received the third-party verification to improve the reliability of the data disclosed our Environmental data and Social data.

[Third-party Verification](#)

CHAPTER

6

GUIDELINES

CONTENTS

P131 GRI Content Index

P136 SASB Content Index

GRI CONTENT INDEX

Statement of use	Mazda Motor Corporation referenced the GRI Standard and reports the information in this GRI Content Index for the period April 1, 2024 to March 31, 2025.
GRI used	GRI1: Foundation 2021

Code and Requirements	References
GRI2: General Disclosures 2021	
1 The organization and its reporting practices	
2-1 Organizational details	Company Outline
2-2 Entities included in the organization's sustainability reporting	Editorial Policy
2-3 Reporting period, frequency and contact point	Editorial Policy
2-4 Restatements of information	Editorial Policy
2-5 External assurance	Third-Party Verification
2 Activities and workers	
2-6 Activities, value chain and other business relationships	Annual Securities Report (Description of Business)
2-7 Employees	ESG data>Social data (Employee)
2-8 Workers who are not employees	Annual Securities Report (Employees) ESG data>Social data (Employee)
3 Governance	
2-9 Governance structure and composition	Corporate Governance (Corporate Governance Framework)
2-10 Nomination and selection of the highest governance body	Corporate Governance Annual Securities Report (Corporate Governance) Corporate Governance Report
2-11 Chair of the highest governance body	Annual Securities Report (Corporate Governance)

Code and Requirements	References
2-12 Role of the highest governance body in overseeing the management of impacts	Approach to Sustainability (Sustainability Promotion Framework) Corporate Governance Annual Securities Report (Approach to Sustainability and Our Initiatives)
2-13 Delegation of responsibility for managing impacts	Approach to Sustainability (Sustainability Promotion Framework) Corporate Governance Annual Securities Report (Approach to Sustainability and Our Initiatives)
2-14 Role of the highest governance body in sustainability reporting	Approach to Sustainability (Sustainability Promotion Framework) Annual Securities Report (Approach to Sustainability and Our Initiatives)
2-15 Conflicts of interest	Corporate Governance Report
2-16 Communication of critical concerns	Compliance Risk Management TCFD
2-17 Collective knowledge of the highest governance body	Corporate Governance (Board of Directors)
2-18 Evaluation of the performance of the highest governance body	Corporate Governance (Board of Directors)
2-19 Remuneration policies	Corporate Governance (Executive Remuneration) Annual Securities Report (Corporate Governance) Corporate Governance Report
2-20 Process to determine remuneration	Corporate Governance (Executive Remuneration) Annual Securities Report (Corporate Governance) Corporate Governance Report
2-21 Annual total compensation ratio	—
4 Strategy, policies and practices	
2-22 Statement on sustainable development strateg	CEO Message

Code and Requirements			References
GRI2: General Disclosures 2021	2-23	Policy commitments	Respect for Human Rights (Basic Approach) Policy
	2-24	Embedding policy commitments	Respect for Human Rights Approach to Sustainability
	2-25	Processes to remediate negative impacts	Human Rights Due Diligence Supply Chain Management Compliance (Compliance: Internal Reporting System)
	2-26	Mechanisms for seeking advice and raising concerns	Compliance (Anti-Corruption Initiatives)
	2-27	Compliance with laws and regulations	Compliance
	2-28	Membership associations	Participation in Initiatives
	5	Stakeholder engagement	
	2-29	Approach to stakeholder engagement	Stakeholder Engagement
	2-30	Collective bargaining agreements	ESG data>Social data (Percentage of Employees with Membership in the Mazda Workers' Union)
	3-1	Process to determine material topics	Materiality (Materiality Review and Identification Process)
GRI3:Material Topics 2021	3-2	List of material topics	Materiality (Mazda will carry out initiatives to address the eight themes of materiality that the Company has identified)
	3-3	Management of material topics	Materiality (Mazda will carry out initiatives to address the eight themes of materiality that the Company has identified)
200 Economic			
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Annual Securities Report (Company Overview) ESG data>Social data (Employee) ESG data>Social data (Social Contribution: Expenses Related to Social Contribution Activities)
	201-2	Financial implications and other risks and opportunities due to climate change	Climate Change TCFD (Strategy)

Code and Requirements			References
	201-3	Defined benefit plan obligations and other retirement plans	Annual Securities Report (Financial Information)
	201-4	Financial assistance received from government	—
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	—
	202-2	Proportion of senior management hired from the local community	—
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Creation a Frameworks for Enriching People's Lives (Social Contributions Capitalizing on Strengths as a Vehicle Manufacturer) Realization of an Automotive Society that Offers Safety and Peace of Mind (Safety Awareness Raising /Coordination with Traffic Infrastructure)
	203-2	Significant indirect economic impacts	—
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	(Confidential information)
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	—
	205-2	Communication and training about anti-corruption policies and procedures	Compliance (Anti-Corruption Initiatives)
	205-3	Confirmed incidents of corruption and actions taken	Compliance (Anti-Corruption Initiatives)
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	N/A
GRI 207: Tax 2019	207-1	Approach to tax	Compliance (Compliance: Enhancement of Global Tax Compliance)
	207-2	Tax governance, control and risk management	Compliance (Compliance: Enhancement of Global Tax Compliance)
	207-3	Stakeholder engagement and management of concerns related to tax	Compliance (Compliance: Enhancement of Global Tax Compliance)

Code and Requirements		References
207-4	Country-by-country reporting	—
300 Environment		
GRI 301: Materials 2016	301-1	Materials used by weight or volume ESG data>Environmental data (Resources: Consumption of raw materials (steel, aluminum, etc.)) Resource Circulation (Product and Technology Development)
	301-2	Recycled input materials used Resource Circulation (Product and Technology Development)
	301-3	Reclaimed products and their packaging materials Resource Circulation (Product and Technology Development) ESG data>Environmental data (Resources: Amount of recycled parts/Consumption of wrapping and packaging materials)
GRI 302: Energy 2016	302-1	Energy consumption within the organization ESG data>Environmental data (Energy: Energy consumption (by type))
	302-2	Energy consumption outside of the organization —
	302-3	Energy intensity —
	302-4	Reduction of energy consumption Climate Change ESG data>Environmental data (Energy: Energy consumption (by type))
	302-5	Reductions in energy requirements of products and services Climate Change (Life Cycle Assessment) ESG data>Environmental data (Energy)
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource Resource Circulation (Water) TCFD (Metrics and Targets: Conservation of Water Resources)
	303-2	Management of water discharge-related impacts Resource Circulation (Water) TCFD (Strategy: Specific Initiatives: Seizing of Opportunities Transition Risk Avoidance)
	303-3	Water withdrawal ESG data>Environmental data (Water: Water withdrawal amount)
	303-4	Water discharge ESG data>Environmental data (Water: Wastewater)
	303-5	Water consumption —

Code and Requirements		References
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas —
	304-2	Significant impacts of activities, products, and services on biodiversity —
	304-3	Habitats protected or restored —
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations —
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions ESG data>Environmental data (Energy: GHG emissions intensity)
	305-2	Energy indirect (Scope 2) GHG emissions ESG data>Environmental data (Energy: GHG emissions intensity)
	305-3	Other indirect (Scope 3) GHG emissions ESG data>Environmental data (Energy: GHG emissions intensity)
	305-4	GHG emissions intensity ESG data>Environmental data (Energy: GHG emissions intensity (Scope 1 and 2: market-based))
	305-5	Reduction of GHG emissions TCFD (Metrics and Targets) ESG data>Environmental data (Energy)
	305-6	Emissions of ozone-depleting substances (ODS) Resource Circulation (Collection and Recycling of Vehicles and Parts) Status of resource recycling initiatives (in Japanese only)
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions ESG data>Environmental data (Chemical Substances: NOx emissions and SOx emissions)
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts Resource Circulation (Product and Technology Development) ESG data>Environmental data (Resources: Total amount of waste (by region))
	306-2	Management of significant waste-related impacts Resource Circulation (Product and Technology Development) ESG data>Environmental data (Resources: Amount of landfill waste, amount of recycled materials, recycling ratio)
	306-3	Waste generated ESG data>Environmental data (Resources: Total amount of waste (by region))

Code and Requirements		References
306-4	Waste diverted from disposal	Resource Circulation (Collection and Recycling of Vehicles and Part) ESG data>Environmental data (Resources)
306-5	Waste directed to disposal	ESG data>Environmental data (Resources)
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations Environmental Management (Environment-Related Legal Violations and Complaints)
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria (Confidential information)
	308-2	Negative environmental impacts in the supply chain and actions taken Supply Chain Management (Application of the Mazda Supplier Sustainability Guidelines)
400 Social		
GRI 401: Employment 2016	401-1	New employee hires and employee turnover ESG data>Social data (Employee)
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees —
	401-3	Parental leave ESG data>Social data (Employee)
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes —
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system Occupational Health and Safety (Occupational Health and Safety Management System)
	403-2	Hazard identification, risk assessment, and incident investigation Occupational Health and Safety (Occupational Health and Safety Management System)
	403-3	Occupational health service Occupational Health and Safety
	403-4	Worker participation, consultation, and communication on occupational health and safety Occupational Health and Safety

Code and Requirements		References
403-5	Worker training on occupational health and safety	Occupational Health and Safety (Occupational Health and Safety Management System) ESG data>Social data (Safety&Health: Number of Participants in Education and Training Programs Concerning Occupational Safety and Health)
403-6	Promotion of worker health	Human Capital (Health and Productivity Management) ESG data>Social data (Health)
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Safety and Health
403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety (Occupational Health and Safety Management System)
403-9	Work-related injuries	Occupational Health and Safety (Occupational Health and Safety Management System) ESG data>Social data (Safety&Health: Disaster Occurrence)
403-10	Work-related ill health	Occupational Health and Safety ESG data>Social data (Safety&Health: Disaster Occurrence)
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee ESG data>Social data (Employee: Education/Training Results)
	404-2	Programs for upgrading employee skills and transition assistance programs Human Capital (Enhancement of Frameworks for Supporting Autonomy and Growth)
	404-3	Percentage of employees receiving regular performance and careerdevelopment reviews Human Capital (Enhancement of Frameworks for Supporting Autonomy and Growth)
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees Human Capital (Diversity, Equity, and Inclusion) Corporate Governance (Board of Directors) ESG data>Social data (Employee)
	405-2	Ratio of basic salary and remuneration of women to men ESG data>Social data (FY March 2025 average salary by gender)
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken ESG data>Social data (Human Rights: Breakdown of Human Rights Consultations/ Number of Reports to the Mazda Global Hotline)

Code and Requirements			References
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	—
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Supply Chain Management Respect for Human Rights (Human Rights Due Diligence)
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Supply Chain Management Respect for Human Rights (Human Rights Due Diligence)
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	—
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	—
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Initiatives to Address Issues Related to Society: Creating a System That Enriches People's Lives Creation a Frameworks for Enriching People's Lives (Social Contributions Capitalizing on Strengths as a Vehicle Manufacturer) Social Contribution
	413-2	Operations with significant actual and potential negative impacts on local communities	—
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	(Confidential information)
	414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Management
GRI 415: Public Policy 2016	415-1	Political contributions	Compliance (Anti-Corruption Initiatives)
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Realization of an Automotive Society that Offers Safety and Peace of Mind (Third-Party Evaluations of Mazda's Safety Technologies)
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Quality (Early Detection and Resolution of Market Problems) ESG data>Social data (Recalls)

Code and Requirements			References
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	Web Catalog
	417-2	Incidents of non-compliance concerning product and service information and labeling	—
	417-3	Incidents of non-compliance concerning marketing communications	N/A
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	N/A
GRI 419: Socioeconomic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	N/A

SASB CONTENT INDEX

Transportation sector: Automobiles of the SASB (Sustainability Accounting Standards Board) Standards: The table below shows the reference to our webpage or a section in the ESG Report containing information relevant to disclosure topics and accounting metrics for the automobile industry.

Updated in October 2025

Topics	Accounting metrics	Code	Reference and disclosed data
Product Safety	Percentage of vehicle models rated by NCAP programs with an overall 5-star safety rating, by region	TR-AU-250a.1	• Realization of an Automotive Society that Offers Safety and Peace of Mind(Third-Party Evaluations of Mazda's Safety Technologies)
	Number of safety-related defect complaints, percentage investigated	TR-AU-250a.2	• ESG data>Social data (Quality: Breakdown of Mazda Call Center Customer Responses by Type)
	Number of vehicles recalled	TR-AU-250a.3	• ESG data>Social data (Quality: Recalls)
Labor Practices	Percentage of active workforce covered under collective bargaining agreements	TR-AU-310a.1	• ESG data>Social data (Labor-Management Relations: Percentage of Employees with Membership in the Mazda Workers' Union)
	(1) Number of work stoppages (2) Total days idle	TR-AU-310a.2	• ESG data>Social data (Labor-Management Relations: Collective labor disputes)
Fuel Economy & Use-phase Emissions	Sales-weighted average passenger fleet fuel economy, by region	TR-AU-410a.1	—
	(1) Number of zero emission vehicles (ZEV) sold (2) Number of hybrid vehicles sold (3) Number of plug-in hybrid vehicles sold	TR-AU-410a.2	• TCFD (Metrics and Targets) • ESG data>Environmental data (Energy: Ratio of electrified vehicles to global sales volume)
	Discussion of strategy for managing fleet fuel economy and emissions risks and opportunities	TR-AU-410a.3	• Management Policy up to 2030 • TCFD (Strategy)
Materials Sourcing	Description of the management of risks associated with the use of critical materials	TR-AU-440a.1	• Respect for Human Rights (Supply Chain Human Rights Due Diligence)
Materials Efficiency & Recycling	Total amount of waste from manufacturing, percentage recycled	TR-AU-440b.1	• ESG data>Environmental data (Resources: Total amount of waste) • ESG data>Environmental data (Resources: Amount of landfill waste, amount of recycled materials, recycling ratio)
	Weight of end-of-life material recovered, percentage recycled	TR-AU-440b.2	• Status of resource recycling initiatives (in Japanese only) • Resource Circulation (Collection and Recycling of Vehicles and Parts)
	Average recyclability of vehicles sold	TR-AU-440b.3	• Status of resource recycling initiatives (in Japanese only) • Resource Circulation (Collection and Recycling of Vehicles and Parts)
Number of vehicles manufactured	—	TR-AU-000.A	• News Releases>Production and Sales ↗
Number of vehicles sold	—	TR-AU-000.B	• News Releases>Production and Sales ↗