



# CORPORATE PROFILE / SUSTAINABILITY REPORT (DIGEST VERSION) 2020



MAZDA MOTOR CORPORATION  
ESTD. 1920 HIROSHIMA, JAPAN



## CORPORATE VISION

We love cars and want people to enjoy fulfilling lives through cars. We envision cars existing sustainably with the earth and society, and we will continue to tackle challenges with creative ideas.

1. Brighten people's lives through car ownership.
2. Offer cars that are sustainable with the earth and society to more people.
3. Embrace challenges and seek to master the Doh ("Way" or "Path") of creativity.



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### Editorial Policy

To satisfy the needs of reader of both the Mazda Corporate Profile and the Mazda Sustainability Report, this report presents Mazda's corporate overview and basic version while featuring its unique initiatives in FY March 2020. The Mazda Sustainability Report 2020 [In-Depth Version] (142 pages) is available on Mazda's official website.

### Period Covered

The report primarily covers the period from April 2019 through March 2020, although some activities after April 2020 are included.



## Cherishing Mazda’s uniqueness to continue to thrive and grow

The automotive industry is currently experiencing a once-in-a-century transformation. Reform is required in numerous areas including product planning, development, production, sales and services in order to respond to the demands of this period as represented by CASE—an acronym used to designate the new technologies of Connected technology, Autonomous driving technology, Shared services, and Electrification technology. To ensure that Mazda overcomes this time of great change, and continues to thrive and grow, we must cherish and co-create Mazda’s uniqueness together with everyone involved with Mazda.

## Promoting initiatives for three priority areas defined under the Medium-Term Management Plan

We announced our Medium-Term Management Plan in November 2019, based on the philosophy of "co-creation of uniqueness with others." As the first stage for the next 100 years, we defined three focus areas: investment in unique products, technologies and customer experience; curbing expenses that depreciate our brand value; and investment in areas in which we need to catch up. In FY March 2020, steady progress was made in our initiatives for these priority areas, including the commercialization of new technology in response to CASE.

Status of initiatives for priority areas (As of October 2020)

1. Investment in unique products, technologies and customer experience	2. Curbing expenses that depreciate our brand value
<ul style="list-style-type: none"> <li>■ Commercialization of new technology in response of CASE                             <ul style="list-style-type: none"> <li>• Environmental technologies                                     <ul style="list-style-type: none"> <li>- Mazda EV battery system developed in-house</li> <li>- New-generation gasoline engine, Skyactiv-X</li> <li>- Mild hybrid system, Mazda M Hybrid</li> </ul> </li> <li>• Connected technologies and services                                     <ul style="list-style-type: none"> <li>- Starting services in Japan, the United States and Europe</li> </ul> </li> <li>• Advanced safety technologies linked to automated driving technology</li> </ul> </li> <li>■ New-generation products—1st: MAZDA3, 2nd: CX-30, 3rd: MX-30</li> <li>■ Continuing and strengthening investments to reinforce sales networks</li> </ul>	<ul style="list-style-type: none"> <li>■ Improving sales quality by curbing marketing expenses</li> <li>■ Reducing marketing expenses by improving product quality</li> </ul>
	3. Investment in areas in which we need to catch up*
	<ul style="list-style-type: none"> <li>■ Initiatives to address social issues                             <ul style="list-style-type: none"> <li>• Testing of a shared mobility service in Miyoshi City, Hiroshima Prefecture (since December 2018)</li> </ul> </li> <li>■ Establishing a next-generation biodiesel fuel value chain (Since August 2020)</li> <li>■ Continuing and strengthening industry-academia-government collaboration promoted by the Hiroshima Council of Automotive Industry-Academia-Government Collaboration</li> </ul>

\* Investment in infrastructure, building partnerships, and environment and safety (related to people, local community, SDGs and CSR)

In September of FY March 2021, Mazda launched in Europe its first mass-production EV model, the MX-30. In Japan, a mild hybrid model of the MX-30 was launched in October, while the EV model is due to be released in January 2021.

## Capitalize on learning from the COVID-19 pandemic to reform our business structure and make it more resilient to future crises

Since March 2020, the global pandemic has significantly impacted management at Mazda. However, we have learned and reflected over things by taking the COVID-19 pandemic as an opportunity to look back on the past, analyze the present, and contemplate the future. We have been undertaking efforts to speed up reforms of work style, review and optimize operations, accelerate the streamlining of fixed costs, balance inventories and production, and review our investment methods and efficiency.

Making the most of these trying times, we will revise the Medium-Term Management Plan, and will look to reform our business structure to become more resilient.

## Carrying forward stakeholder initiatives, despite current harsh conditions

Despite the current harsh conditions of the COVID-19 pandemic, Mazda strives to contribute to resolving social issues, and proactively promote stakeholder initiatives.

The Company places the highest priority on the health and safety of its employees, their families and the local community, and is making efforts to prevent the spread of COVID-19. Specifically, Mazda ensures employees' health and safety by avoiding close-contact settings through such measures as increasing the number of employees working from home, and staggering employee working hours. We have also opened an internal portal for infection response that provides information regarding infectious diseases. As a vehicle manufacturer, Mazda is providing as much support as possible to all the people on the frontline, working tirelessly day and night, including members of the central and local governments, healthcare professionals, and members of local communities. Additionally, keeping true to the spirit of coexistence and mutual prosperity, Mazda is offering assistance to suppliers affected by the novel coronavirus pandemic.

Besides our actions to curb the spread of COVID-19, Mazda continues to support natural disaster-affected areas as part of its efforts to contribute to local communities. For example, to support recovery work in the areas stricken by the heavy rain of July 2020, we made monetary donations and provided vehicles and relief supplies, including gloves, surgical masks, sandbags and kits of Mazda original items useful for spending the night in a car.

## Carry forward CSR initiatives to contribute toward achieving SDGs

Mazda will strengthen its investment in safety and the environment, in order to fight climate change and enhance road traffic safety, primary issues for all automobile manufacturers. We will also promote activities to help enrich people's lives by capitalizing on Mazda's technologies and resources.

In regard to the environment, we strive to establish a value chain of next-generation biodiesel fuel, aiming to spread carbon neutral biofuels as alternatives to fossil fuels. In collaboration with the government and other companies, Mazda began a project to conduct a virtual power plant demonstration test for reusable technology of EV drive batteries. As exemplified by these activities, Mazda is working to reduce environmental impact, from both the perspective of well-to-wheel CO<sub>2</sub> emissions, and the perspective of life cycle assessment that evaluates the environmental impact of vehicles across their entire life cycle, from the purchase of materials to final disposal.

Looking at safety, Mazda launched an acceleration suppression device in Japan that activates when the driver pushes the wrong pedal, to help prevent accidents caused by drivers mistakenly stepping on the accelerator instead of the brakes. With the goal of realizing a motorized society free of traffic accidents, we strive to develop more advanced safety technologies under the Mazda Proactive Safety Philosophy.

Mazda vehicles have been highly acclaimed by external organizations for their outstanding safety performance. For example, many Mazda 2020 models currently on sale in the United States received the highest safety ratings from the U.S. Insurance Institute for Highway Safety (IIHS), as a result of the IIHS evaluation of safety performance, which includes crashworthiness, crash avoidance and mitigation.

In terms of our initiatives for people, we are vigorously implementing initiatives for the purpose of creating a society where people can live healthy peaceful lives. As part of its support activities during the global pandemic, Mazda has offered local governments in Japan vehicles for the transportation of carriers of COVID-19 showing mild or no symptoms. In the United States, Mazda offered the Essential Car Care program, which provides free oil changes and car cleaning services for eligible healthcare workers.

We will clarify the relationship between our Medium-Term Management Plan and the targets of the SDGs, to make it easier to understand both our initiatives to address social issues through our business activities and our contributions toward the achievement of the SDGs.

We will make continuous efforts to take up the challenge of attaining our ideal for the Mazda brand, seeking enhancement of corporate value, while also promoting CSR activities to contribute to the achievement of the SDGs even within the significantly changing external environment.

## Looking ahead to the next 100 years

Mazda Motor Corporation celebrated its 100th anniversary on January 30, 2020.

We would like to express our sincere appreciation to the customers, dealers, suppliers, business partners and the local community, who have all supported us over the years, and to whom we owe our 100 years of existence. As we look ahead to the next 100 years, we will continue to put people first and cherish our "uniqueness of co-creating with others". As we strengthen co-creation with all those connected to the Company, we will continue to challenge ourselves to create unique products, technologies and experiences that our customers love, and continue to grow as a sustainable company.

October 2020

## Mazda's Actions against the Spread of the Novel Coronavirus\*<sup>1</sup>

Mazda Motor Corporation would like offer our deepest condolences to those whose lives were taken away by the symptoms caused by the novel coronavirus (COVID-19), and their families and loved ones. We would also like to express our sincerest sympathies to all those affected by the global pandemic that continues to spread around the world.

In response to the spread of COVID-19, as a car manufacturer we are making concerted efforts to support all the people who are on the frontline, working tirelessly day and night, including members of the central and local governments, healthcare professionals, members of local communities, and all those who stay put to prevent the further spread of the pandemic. We are committed to make a contribution in every way we can by listening to the voices of the recipients to address their concerns, thereby living up to their expectations.

### Activities in response to the spread of the novel coronavirus (As of October 2020)

#### [Major examples in Japan]

<Support for medical frontline health workers and provision of medical supplies>

- Provision of medical face shield frames  
Mazda has supplied medical face shield frame that can be used in the medical field, in cooperation with Hiroshima prefectural government, JMS Co., Ltd. and Ishii Hyoki Co., Ltd. This protective gear uses polypropylene, a material Mazda uses to make bumpers for vehicles, to offer durability and good fitting capability, while ensuring that users can wear this protective gear for prolonged periods of time with little discomfort.
- Development of vehicles for the transportation of COVID-19 patients with mild symptoms  
We have provided vehicles to Hiroshima and Yamaguchi Prefectures for the transportation of COVID-19 patients with mild or no symptoms. Mazda designed the vehicles using the Mazda CX-8 as a base model, and Mazda Engineering & Technology Co., Ltd. mounted accessories catering to the various needs of the governmental body and medical institutions.
- Joining the IP Open Access Declaration Against COVID-19

<Support for local communities>

- Provision of items donated by Mazda employees: Waterproof clothing & raincoats,<sup>\*2</sup> cloth for making waste cloths<sup>\*3</sup>
- Provision of stockpiles at Mazda: Surgical masks<sup>\*4</sup>
- Support for business partners

<Suggestion for those who stay home (general public)>

- Provision of Mazda vehicle paper craft kits and coloring pictures<sup>\*5</sup>

#### [Major examples overseas]

<United States>

- Essential Car Care program  
From April 16 to June 1, the Essential Car Care was carried out in partnership with Mazda's U.S. dealer network. The program was to provide free oil changes and car cleaning services for healthcare workers nationwide. Not only Mazda owners but also for most makes and models from other manufacturers were covered by the program.
- Mazda Heroes: Honoring the Human Spirit program  
Mazda Heroes: Honoring the Human Spirit program was launched, aiming to place a spotlight on individuals who have selflessly dedicated themselves to their communities. Mazda North American Operations will select 50 deserving people and provide each local hero with a Mazda MX-5 (Roadster in Japan) 100th Anniversary Special Edition vehicle.<sup>\*6</sup>

<Europe>

- A national sales company and dealers work together to implement initiatives that are best-matched to the situations in each country (Example) Netherlands: Participation of Mazda Motor Netherlands in a program that provides transportation services to health care workers who commute public transport.

<South Africa>

- Support activities for medical professionals are implemented, out of gratitude for their dedication.  
During the lockdown period, a free vehicle inspection service was offered to Mazda vehicle owners working in the medical profession.

Supply of face shield frames



Mazda CX-8 for transportation of COVID-19 patients with mild or no symptoms



A partition wall installed between the front and second row seats



United States: Essential Car Care program



Netherlands: Vehicle for healthcare heroes



South Africa: Advertisement of the medical worker support program



\*1 For the latest information, please visit the following URL: <https://www.mazda.com/en/covid-19/>

\*2 Between April and May 2020, a total of 745 items were donated (Hiroshima Prefecture: 306; Hiroshima City: 379; Hofu City: 60).

\*3 In June 2020, about 220 kg of items (equivalent to about 2,640 pieces of waste cloth) were donated to the Hiroshima City Council of Social Welfare.

\*4 In April 2020, a total of 30,000 surgical masks were donated (Hiroshima Prefecture: 10,000; Hiroshima City: 10,000; Yamaguchi Prefecture: 5,000; Hofu City: 5,000)

\*5 Refer to the following URL: <https://www.mazda.com/en/csr/social/kids/papercraft/>

\*6 The honorees were announced in December 2020.

## Feature Story: Mazda Marks its 100th Anniversary —We would like to express our sincere appreciation to all stakeholders

Mazda Motor Corporation celebrated its 100th anniversary on January 30, 2020. We would like to express our sincere appreciation to our customers, dealers, suppliers, business partners and the local community, who have supported us over the years. As we look ahead to the next 100 years, we will continue to put people first and cherish "our unique co-creation with others." As we strengthen co-creation and cooperation with all those connected with the Company, we will continue to challenge ourselves to create unique products, technologies, and experiences that our customers love.

### Various initiatives to express our gratitude to those who have supported us

#### Opening of the Mazda 100th Anniversary website

On December 18, 2019, the Company launched the Mazda 100th Anniversary website in advance of commemorating its centennial. Through the website, Mazda will illustrate from various angles its history of 100 years, during which the Company has advanced side by side with all those connected, along with expressing our sincere gratitude to them. We also hope that the participatory contents of the website will help strengthen our ties with you all. For example, the "with Mazda Stories" section introduces the personal stories and photographs posted by people who have supported us.



#### Photographic advertisement that expresses our appreciation for celebrating our 100th anniversary

On January 30, 2020, the day on which Mazda marked its 100th anniversary, the Company placed a newspaper advertisement. It was prepared in the hope of expressing sincere gratitude to all those who have supported us and raising their expectations for Mazda, which is embarking on its next 100 years. Since Mazda's century-long history is also the history of each individual Mazda supporter, the advertisement was designed by collaging various photographs, including those of vehicles and their surrounding landscapes.

#### 100th Anniversary Special Edition series

Mazda released its 100th Anniversary Special Edition models, which were prepared as a token of our appreciation for those who have supported Mazda thus far, along with our determination to always remember the origin of Mazda's car development philosophy. The R360 Coupe was Mazda's first passenger car, launched in 1960. It was developed in keeping with our founder's strong aspiration to create a car that enables many people to enjoy driving and to go where they want to, thereby enriching people's lives. Making a pledge to continue carrying on founder's aspiration, we designed these Special Edition models in the motif of the R360 Coupe.



#### Mazda official merchandise "Mazda Collection"

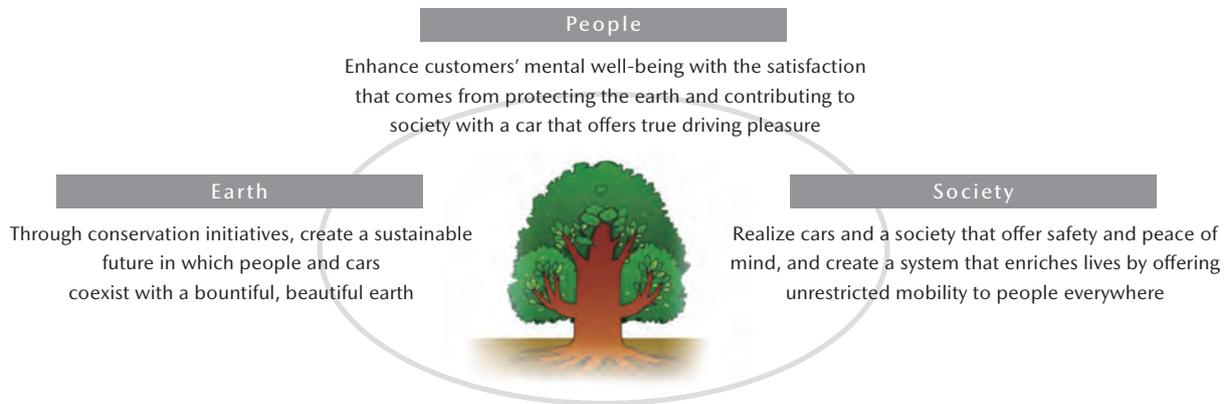
In commemoration of its 100th anniversary, the Company released its official merchandise "Mazda Collection," which allows customers to enjoy Mazda's view of the world in various situations in their everyday life. Each official merchandise item was created with our hope to convey our deep appreciation to all those who have supported Mazda.

## Feature Story : Long-Term Vision for Technology Development

In 2007, Mazda announced the “Sustainable Zoom-Zoom” long-term vision for technology development. Based on that vision, Mazda has worked to provide both driving pleasure and outstanding environmental and safety performance. In August 2017, Mazda announced “Sustainable Zoom-Zoom 2030,” its long-term vision for technology development that looks ahead to the year 2030. In light of the significant changes in the global automobile industry, the new vision takes a longer-term perspective and sets out how Mazda will make use of driving pleasure—the fundamental appeal of the automobile—to help resolve issues facing the earth, society, and people.

### Sustainable Zoom-Zoom 2030

**At Mazda, we see it as our mission to bring about a beautiful earth and to enrich people’s lives as well as society. We will continue to seek ways to inspire people through the value found in cars.**

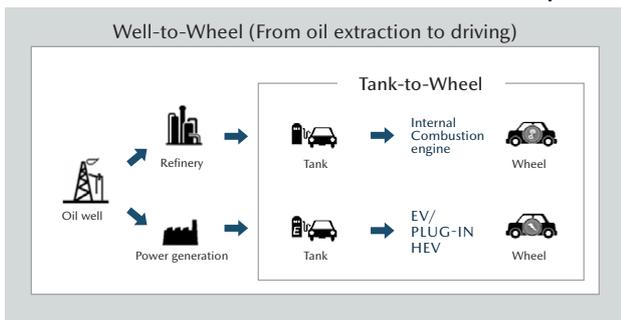


#### **Earth** Through conservation initiatives, create a sustainable future in which people and cars coexist with a bountiful, beautiful earth

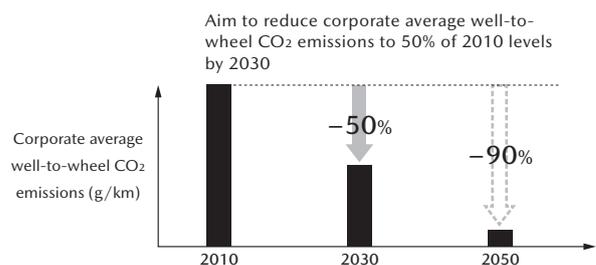
Our greatest challenge lies in reducing CO<sub>2</sub> emissions to curb global warming. In order to stop global warming and preserve this beautiful earth for future generations, we are working to reduce CO<sub>2</sub> emissions throughout a vehicle’s life cycle. Accordingly, we are promoting the reduction of CO<sub>2</sub> emissions not just from the conventional perspective, which evaluates CO<sub>2</sub> emissions while driving, but also from a well-to-wheel perspective, which evaluates CO<sub>2</sub> emissions from oil extraction to product manufacture and shipping as well. Specifically, we aim to reduce our corporate average well-to-wheel CO<sub>2</sub> emissions to 50% of 2010 levels by 2030 with a view to achieving a 90% cut by 2050.

This approach and its goals are in alignment with the Paris Agreement, an international agreement to combat climate change and reduce greenhouse gas emissions, and the Strategic Commission for the New Era of Automobiles, under Japan’s Ministry of Economy, Trade and Industry (METI).

#### CO<sub>2</sub> Emissions Reduction from Well-to-Wheel Perspective



#### Targets

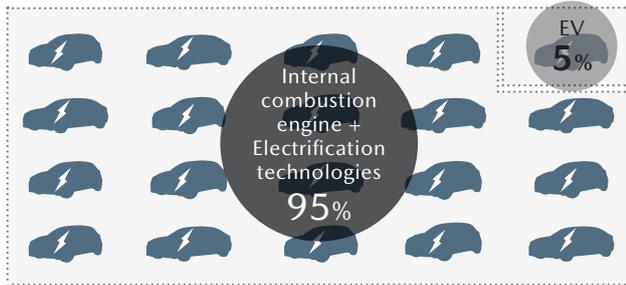


To achieve these objectives, we are developing multiple solutions that enable us to offer appropriate powertrains that take into consideration each region's energy situation and power generation mix.

We will continue to pursue advances in the internal combustion engine, which is widely expected to help power the majority of cars worldwide well into the future, while deploying compact, lightweight electrification technologies. Meanwhile, we will introduce electric vehicles (EVs) as the optimal solution in regions that generate a high ratio of electricity from clean energy sources or restrict certain vehicle types to reduce air pollution. We plan to equip all cars with some form of electrification technology by 2030. We expect that by 2030, internal combustion engines combined with some form of electrification technology will account for 95% of the vehicles we produce and that battery EVs will account for 5%.

In addition, aiming to make fuels themselves as carbon neutral as possible, we will step up collaborative efforts with other companies and between industry, academia, and government to encourage the spread of renewable liquid fuels such as microalgae biofuels.

### Composition of Mazda Vehicles with Electrification Technology in 2030



### Launching an EV as one of the multiple solutions



Mazda MX-30, Mazda's first mass-production EV

### Means to Achieve Our Targets

To protect the earth, we will implement the following initiatives in order to maximize the effect of reduced greenhouse gas emissions under real-world conditions.

1. Aspire to make the best internal combustion engine in the world
2. Combine the ideal internal combustion engine with efficient electrification technologies
3. Introduce electric vehicles (EVs) and other electric-powered technologies in regions that use clean energy to curb global warming and in regions that implement government policies to reduce air pollution

### SKYACTIV-X

Skyactiv-X is an innovative internal combustion engine that combines the distinctive high-revving performance of a gasoline engine with the fuel efficiency, torque, and response of a diesel. Using Mazda's proprietary combustion method called Spark Controlled Compression Ignition (SPCCI), Skyactiv-X uncompromisingly achieves outstanding environmental performance, power, and acceleration performance. Skyactiv-X is an engine that stands by the earth and people while supporting the *Jinba-ittai* "sense of oneness between driver and car" enjoyment that we strive to offer our customers. Furthermore, the deployment of the mild hybrid system, Mazda M Hybrid, provides a smooth drive and fuel efficiency. From 2019, Skyactiv-X has been included in our new-generation models, the Mazda3 and Mazda CX-30.



### Using the Life Cycle Assessment (LCA) to Evaluate Electric Vehicles (EVs)

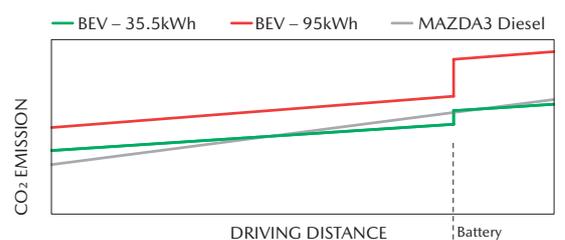
Regarding the CO<sub>2</sub> emissions of EVs, Mazda uses LCA to calculate and evaluate the environmental impact of each stage of the vehicle's life cycle, including material procurement, manufacturing, use, recycling, and disposal. Mazda desires to contribute to substantive reduction of global environmental impact from an LCA perspective by installing batteries with appropriate capacities.

In general, while driving range increases in proportion to battery capacity, the bigger the battery is, the more CO<sub>2</sub> is emitted when it is produced. The Mazda MX-30 uses a 35.5 kWh battery that has a driving range of approximately 200km\*<sup>1</sup> on a single charge, in order to balance both the reduction of CO<sub>2</sub> emissions and maintain a practical driving range that customers can use with peace of mind.

### Life-cycle CO<sub>2</sub> emissions of BEVs\*<sup>2</sup> and ICEVs\*<sup>3</sup>

Mazda's trial calculation based on evaluation conditions of the presentation and paper during the academic conference

X-axis: Total driving distance after manufacturing Y-axis: Total CO<sub>2</sub> emissions



CO<sub>2</sub> from electricity generation : 2016 European avg.  
BEV battery changeover : 160,000 km

Battery replacement to maintain battery performance

\*1 Measured in the European WLTP mode. The driving range of EVs vary depending on a variety of factors, including driving style, use of features, and driving environment.

\*2 BEV : Battery Electric Vehicle

\*3 ICEV : Internal Combustion Engine Vehicle

**Society**

**Realize cars and a society that offer safety and peace of mind, and create a system that enriches lives by offering unrestricted mobility to people everywhere**

There has been an emergence of new causes of traffic accidents, especially in developed nations, for example distracted driving due to the increase in volume of information from devices such as smartphones. There has also been an emergence of issues accompanying changes in the structure of society, for example the weakening or disappearance of public transport in depopulated areas. Regarding these problems, we will realize cars and a society that offer safety and peace of mind and create a system that enriches lives by offering unrestricted mobility to people everywhere.

With the goal of realizing a motorized society without traffic accidents, we are striving to develop more advanced safety technologies under the Mazda Proactive Safety Philosophy.

**Means to Achieve Our Targets**

**1. Continuously evolve fundamental safety technologies and standardize them across all models**

- Driving position
- Pedal layout
- Visibility
- Active Driving Display

**2. Promote standardization of i-Activsense advanced safety technology, which helps drivers recognize and assess potential hazards**

**Technologies to reduce accidents involving rear-end collisions, pedestrians, pedal mix-ups, and lane changes**

- FY March 2018: Standardize in Japan
- 2018 and onward: Standardize globally

**The Mazda Co-Pilot Concept centers on people and leverages automated driving technologies**

- By 2025: Aim for standardization

**3. Utilize connectivity technologies**

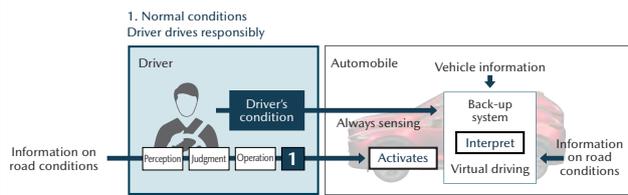
**Using an advanced version of Mazda Connect, we will create a new business model that enables car owners to help fulfill the mobility needs of people in depopulated areas that have dilapidated public transportation systems.**

- 2018: Mobility service trial with an eye on future shared mobility in Miyoshi City, Hiroshima Prefecture.

**Mazda Co-Pilot Concept**

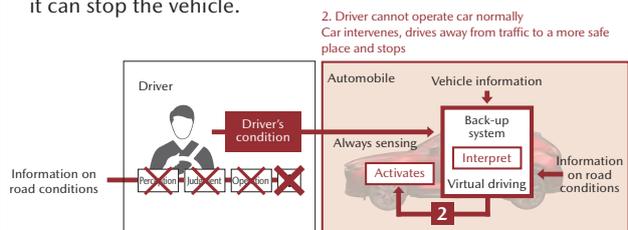
**When the driver's condition is normal**

Under normal conditions, drivers can enjoy driving themselves while the car constantly monitors their condition and conducts "virtual driving," meaning it is ready to drive itself at any time.



**When the driver cannot operate the vehicle in a normal manner**

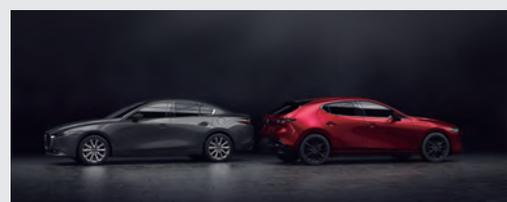
When it is determined that the driver cannot operate the vehicle normally, the car intervenes in an attempt to avoid collisions and moves the vehicle away from traffic to a more safe location where it can stop the vehicle.



**Mazda Earns Six IIHS TSP+ Awards, the Most Among Automakers Tested for 2020**

Six Mazda U.S. specification models\*, including the 2020 model year's Mazda3 and Mazda CX-5, tested by the U.S. Insurance Institute for Highway Safety (IIHS) have been awarded the nonprofit organization's highest safety rating. In addition to crashworthiness tests, headlight performance and frontal crash prevention by means of auto-braking and forward collision warning systems are evaluated. The IIHS reported that among all automakers, Mazda won the most 2020 Top Safety Pick+ (TSP+) awards, with six vehicles receiving the organization's highest safety ratings. The results were possible because the Mazda models performed well not only in the crashworthiness evaluation categories but also in the preventive safety performance categories with standard advanced headlight features and auto emergency braking with pedestrian detection, aimed at mitigating damage of or preventing collisions.

\* 2020 model year Mazda3 sedan and hatchback, Mazda6, Mazda CX-9 (built after December 2019), Mazda CX-5 and Mazda CX-3 currently on sale in the U.S.



MAZDA3 (U.S. specification)

## People

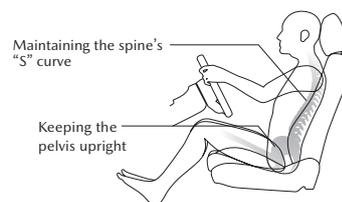
Enhance customers' mental well-being with the satisfaction that comes from protecting the earth and contributing to society with a car that offers true driving pleasure

People today benefit from mechanization and automation in many ways. However, stress levels have also been rising due to issues such as a lack of exercise. To address these issues, through our vehicles, we aim to offer driving pleasure and an enriched life to an even greater number of customers. We will build on our strengths by further pursuing a *Jinba-ittai*—or “horse and rider as one”—driving feel, which unlocks people’s potential and revitalizes them mentally and physically, and further maturing our Kodo design language, which is grounded in a philosophy of bringing cars to life and raises car design to the level of art to enrich people’s emotional lives.

### New-Generation Skyactiv-Vehicle Architecture Platform

Mazda’s Skyactiv-Vehicle Architecture was developed with an increased focus on the human-centered design philosophy to maximize the human body’s inherent ability to balance itself. In this way, it offers all occupants a more comfortable and less tiring ride and enables them to respond quickly to environmental changes. As the human body is easily able to balance itself in response to driving inputs, the new vehicle architecture provides responsive driving and the ultimate *Jinba-ittai* driving feel. In order to realize these advancements, we pursued development from the perspective of optimizing the entire vehicle by reviewing various functions, including the seats, body, chassis, and NVH (Noise, Vibration, Harshness) performance.

A seat designed to keep the pelvis upright and thereby maintain the spine’s natural “S” curve to allow the spine to flexibly move



### Kodo—Soul of Motion Design Philosophy: A Step Further

Since 2010, Mazda has striven to create cars that embody the dynamic beauty of life through application of its Kodo—Soul of Motion design philosophy. Going deeper, the matured Kodo design pursues the expression of a “new elegance” based on Japanese aesthetic sensibilities. This further evolved Kodo design focuses on a “less is more” aesthetic that cherishes space and eliminates non-essential elements to create simplicity of form. The challenge then is to bring the car to life via carefully honed reflections on the body surface.



MAZDA VISION COUPE

## Mazda Designs That Engage People

### Mazda3 Wins 2020 World Car Design of the Year

The Mazda3 won the 2020 World Car Design of the Year award, one of the special awards of the World Car Awards\*. The Mazda3’s design pursues the Mazda design philosophy, Car as Art. Taking inspiration from Japanese aesthetics, Mazda adopted a “less is more” approach when designing the Mazda3 and stripped away superfluous elements from the car’s form. The result is a unique design that creates subtle undulations of light and shadows gliding over the car’s smooth body, giving birth to a natural and powerful expression of vitality.

\* The World Car Awards was established in 2004 by an international group of automotive journalists.



MAZDA3

### Mazda CX-30 and Mazda MX-30 Each Win Germany Red Dot Award for Product Design 2020

The CX-30 and MX-30 each won a Red Dot Award for Product Design 2020, one of the world’s most prestigious design awards. (Organized by Design Zentrum Nordrhein Westfalen )

The CX-30 was designed to be the most beautiful crossover SUV in the world, combining its elegant, unconstrained beauty with the boldness and power of an SUV. The curved surface of the vehicle’s body reflects ambient light and shadows, creating beautiful “transitions” that breathe life into the CX-30.

The MX-30 was designed based on a concept of we call “Human Modern.” The design stays grounded in the beautifully honed and handcrafted forms of Kodo yet aligns itself with changing values and new lifestyles.



MAZDA CX-30 (European specification)



MAZDA MX-30 (European specification)

## Feature Story: Mazda's First Mass-Production Electric Vehicle, Mazda MX-30

A human-centric car that offers creative time and space.

Under its long-term vision for technology development "Sustainable Zoom-Zoom 2030," Mazda has strived to develop a car that will match the lifestyles and wishes of our customers while addressing issues facing people, the earth and society.

Through such endeavors, Mazda has created a new model with relaxing but challenging features.



**Tomiko Takeuchi**

Mazda MX-30 Program Manager, Product Division

### People

#### To embody the theme of "Living true to yourself"

The theme of the MX-30 is "Living true to yourself." The development team first came up with it four years ago, in the course of a meeting with many customers around the world at the time of the preparatory stages of the MX-30's development.

What especially impressed us was that an unexpectedly large number of customers we met had no television in their living rooms. This may be because they were so busy that they would try making time to switch off their minds. We also heard some customers point out that the cabin of their car gave them a "special space and time to get back to being themselves." The development team concluded such needs would only be greater by the time they would release the car they were developing. That is why we decided to create a car that would offer time and space to fulfill our customers' wishes.

To materialize the now-established theme of "Living true to yourself," the team first studied living rooms—where customers spend their downtime. The findings regarding the living room interior and furniture were helpful in designing the cabin interior of the car. Numerous ideas were incorporated into the form and materials of the seats, materials of door trims, as well as the height and shape of the console on which the shift lever and the touch panel are placed, to enhance comfort and ease of use.

## Kodo design explores a new expression—Human Modern

In the present age, when AI\*1 and IoT\*2 technologies are finding increasing applications in our daily lives, there is a tendency to employ a simple “High-tech Modern” concept in designing products around us. Nevertheless, while meeting with customers, the team wanted to pursue a “Human Modern” design concept, which helps people discover their natural selves and provides human warmth. To this end, we explored an expressive dimension more in touch with new lifestyles. It was a new challenge involving human and time factors, in addition to a two-dimensional range of expression. The flat doors and the sophisticated lines flowing from the front end to the mirror are among the notable examples of designs realized by Mazda’s “less is more” ideal, and they represent advanced techniques based on elaborate calculation. I am confident that the MX-30 features defiantly new expression—which enabled us to further evolve the Kodo design.

The idea of adopting the freestyle doors for the MX-30 derived from the sense of openness embodied by the Mazda MX-5, my favorite car. We also aimed to create a relaxing space, seamlessly connecting the vehicle interior and outdoor, just like the external corridors running along the outer side of a traditional Japanese house. These doors are practical because by simply opening the front and rear doors, you can quickly place luggage on the rear row seats and quickly get into the car. We believe that making the flow path of such interactions as short as possible will help produce that sense of openness, which can lighten the burden of customers who are pressed for time.

\*1 Artificial Intelligence

\*2 The Internet of Things, which consists of smart devices that communicate with each other via the Internet.



## An Electric Vehicle that offers the same *Jinba-ittai* driving feel as our combustion engine-powered cars

While the MX-30 is our first mass-production electric vehicle (EV), first and foremost, we focused our efforts to pursue excellent driving performance that makes drivers feel more comfortable and relaxed.

I myself love to drive, and feel excited when I get into a car. However, this is not always the case. Sitting behind the wheel, when you feel exhausted after a busy day, may pull you down.

In such a case, the above-mentioned cabin interior provides an environment conducive to settling your mind. Once inside, the first thing to come in sight is the 7-inch touch panel, which displays graphics that change looks depending on the driver’s action, the time of day and the temperature outside. When you open the door and get into the car, the graphics will change as if the panel is welcoming the driver, to help keep you positive over time. In this way, the cabin was designed to help you feel focused and positive so that you can feel a greater joy of driving. Next, the development team intended to make effective use of the EV features to yet further evolve Mazda’s *Jinba-ittai* driving performance.

Driving an EV with a larger battery than that installed in mild hybrid models can be likened to running with a heavy weight. For this reason, when turning the steering wheel, EV drivers tend to feel like the vehicle body lags behind. However, a battery should not be a heavy obstacle to achieving enhanced driving performance with EVs. As a countermeasure, the battery case of the MX-30 is joined to the body to effectively help increase overall rigidity. Furthermore, the MX-30 is equipped with electric G-Vectoring Control Plus (e-GVC Plus), Mazda’s unique vehicle motion control technology, which realizes smooth and comfortable vehicle motions in various driving situations, including low- or high-speed driving and going up or down a slope.

In addition to natural and comfortable motions, the MX-30 features an EV sound system that enables drivers to perceive the motor torque conditions, thereby assisting more accurate speed control.

## Earth

**Sustainable materials found anywhere in our daily lives**

A customer showed me a cutting board made of a single wooden block handed down from her grandmother. The customer said, "Since this board is truly convenient, I can continue to use it for many years to come." Her way of speaking was so natural that I could well understand that the customer enjoyed using goods carefully for a long time. Similarly, many other customers who live life simply, create comfortable spaces suited to their respective lifestyles. They are mindful of the environment and society, willingly selecting daily commodities made from natural materials.

By contrast, a vehicle is a product made of steel and plastic. Not allowing themselves to be constrained by conventional ideas, the team considered introducing sustainable materials sourced from nature. However, cars may be exposed to high temperatures, ultraviolet rays, and other damaging elements in harsh outdoor conditions. For this reason, materials that could be used for vehicles were limited. Nevertheless, from the stage of material development we held many discussions with suppliers and finally decided to adopt cork and fibers made from recycled plastic bottles as materials for the MX-30.

Regarding the cork in particular, the material's hygroscopic and vibration-damping properties makes it highly functional but also lightweight. Despite these advantages, cork lacks durability, which proved to be the greatest problem we had to address. Around that time, coincidentally, we came across a TV program that introduced techniques to enhance the durability of cork. Our team members obtained the information and then shared it with suppliers, which enabled us to achieve at a stroke quality that satisfied Mazda's standards. Cork is made of the bark of cork oak trees and is a sustainable material. It is possible to continue to harvest the bark of trees that live for between 200 and 300 years while absorbing large amounts of CO<sub>2</sub>. Furthermore, the MX-30 uses cork made of wood waste generated from the production of wine corks. Mazda was in fact founded as a cork manufacturer. For this reason, suppliers associated with our founder's business participated in the development process. It was a surprising but happy encounter that our developers come across, at a time when the Company was going to mark its 100th anniversary.

**Battery capacity for the environment and customers' daily routine**

Production of car batteries requires a large amount of electricity. On top of this, as the battery capacity becomes greater, the sizes of the brake and tires also become larger, having greater impact on the environment. Mazda strives to contribute to CO<sub>2</sub> reduction at all stages, from procurement of materials for batteries and other components, manufacturing and the disposal of vehicles. In the early stage of the development, the team identified the appropriate battery capacity on a life-cycle assessment basis and decided not to use a large-capacity battery for the MX-30.

The MX-30 is powered by a battery with a capacity of 35.5 kWh and travels approximately 200 km\*<sup>1</sup> on a single charge. We judge the capacity to be suitable for customers who choose the MX-30 for their daily commuting and going shopping in town. The development team also aimed to make the most of the convenience of EVs, which can be charged overnight by a household power supply. Therefore, for the greater benefit of customers, we decided that the MX-30 would not be equipped with an unnecessarily heavy battery, which would have made the car needlessly expensive. Consequently, I am confident that the MX-30 was able to strike a good balance between environmental friendliness and daily convenience.

\*<sup>1</sup> Measured in the European WLTP mode. The driving range of EVs vary depending on a variety of factors, including driving style, use of features, and driving environment.

### With greater passion for safety and people

In consideration to traffic safety, one of the social issues addressed by Mazda, we aim to contribute to society via our technological strengths. Which is why new advanced technologies are effectively incorporated into the MX-30.

New functionality was added to Smart Brake Support (SBS), with the intention to help prevent accidents where a car turning right collides with an oncoming car at an intersection (in the case of right-hand drive units). The MX-30 also introduces the Emergency Lane Keeping system, comprising two assist functions. One is Road Keep Assist, which helps keep the car on the right track on roads with grass, curbs or discernable edges, even in the absence of lane markings. The other is Blind Spot Assist, which helps prevent collisions when changing lanes by issuing an alarm to alert the driver to the presence of vehicles in the areas behind and to the side of the car and by providing steering assistance to return the car toward the center of the lane. All of these technologies adopted by the MX-30 have been developed based on the analysis of many potential accident-prone situations.

In addition to considering safety, we applied our inventiveness to the freestyle doors in response to diverse customer needs. For example, when Mazda adopted the freestyle doors on the RX-8 previously, wheelchair users were among customers who purchased the car. Based on this experience, the MX-30's front doors were designed to have a greater degree of opening than that of other Mazda models, to enable wheelchair users to get behind the wheel in a priority parking place without the need to turn their wheelchair around.



The MX-30 development project was launched four years ago. Many participants including not only planners but also designers and sales representatives joined the project from the planning stage, in which we conducted interviews with customers. As such, the project was characterized by particularly strong bonds between team members. While encouraging one another, project members were able to enhance their skills in their respective fields. It's from this teamwork that the MX-30 was born.

A car should be more than a mere means of transportation. We hope that vehicles can serve as a place that provides functionality and space always sought after by customers. This is also the source of my passion, which has driven me to create a car that will be loved by its owner, as if it were part of their family or their partner.

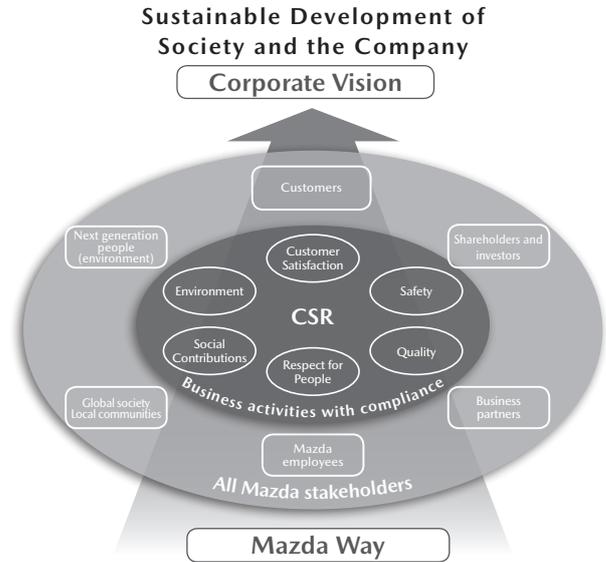
I believe that through the development of the MX-30, we were able to embody Mazda's challenger spirit. This challenge marked the first step toward the next 100 years for Mazda, which celebrated its centennial this year. I would like to take this opportunity to reaffirm my determination to play an active role in promoting Mazda's strategy of offering multiple solutions by continuously challenging myself.

# Mazda CSR



## Basic Approach

Mazda aims to achieve its Corporate Vision through the actions of each individual, based on the Mazda Way. While striving to meet the requests and expectations of all of Mazda's stakeholders, each employee pursue CSR (Corporate Social Responsibility) initiatives in the course of their daily business activities, thereby striving to the sustainable development of both society and the Company itself. In cooperation with development, production and sales sites and suppliers, the Company has established a CSR initiative promotion, to ensure that its CSR initiatives not only comply with international rules as well as the laws and regulations of each country/region, but also respect local history, culture, and customs.



## Promoting Initiatives Based on the SDGs

The Mazda Group pushes forward with various initiatives to contribute to the achievement of the Sustainable Development Goals (SDGs) \*, adopted by the United Nations. In FY March 2021, discussions are under way to clarify the relationship between Mazda's initiatives based on its Medium-term Management Plan and the SDGs. The Group's initiatives to contribute to the achievement of the SDGs are presented in each section of Mazda Sustainability Report 2020 [In-Depth Version] (see p.26).

\* Sustainable Development Goals form an agenda for United Nations member states to realize sustainable development in areas ranging from poverty, hunger and energy to climate change and peace from 2015 through 2030. Adopted in September 2015, the SDGs consists of 17 goals and 169 targets.



### Engagement in the international initiative

Mazda signed the United Nations Global Compact, an international effort to build a global framework for sustainable growth. The Company also declared its support for the recommendations from the Task Force on Climate-Related Financial Disclosures (TCFD) set up by the Financial Stability Board (FSB), as part of its efforts in line with the international community's initiatives.



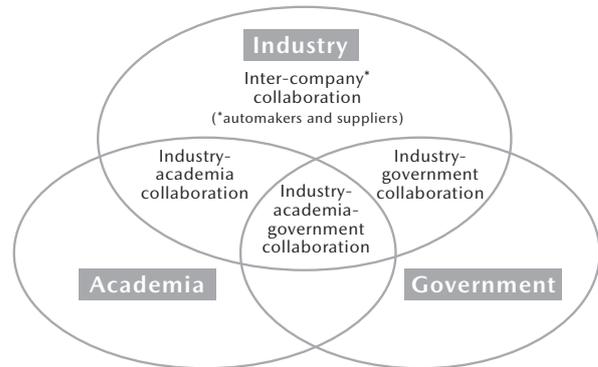
### External Evaluations of CSR (as of August 31, 2020)

Mazda identifies key external ratings and evaluations both from within Japan and overseas. By analyzing the results, Mazda evaluates its own initiatives. Mazda has been praised for responding to both domestic and global surveys and evaluations, such as those by socially responsible investment (SRI) and environmental, social and governance (ESG) rating organizations.



## Collaboration with Companies, Universities and Government Authorities

Mazda has promoted collaboration with companies, universities and government authorities, aiming to efficiently resolve business issues by obtaining new knowledge from outside the Company and to achieve the sustainable growth of society and businesses. The business environment in which companies operate is becoming increasingly competitive due to stricter environmental and safety regulations, new competitors from other industries, and diversification of the mobility business. Through collaborations, such as Hiroshima Council of Automotive Industry-Academia-Government Collaboration\*, Mazda has contributed to the local community in terms of developing new creative technologies and nurturing human resources capable of bringing about innovation.



\* Hiroshima Council of Automotive Industry-Academia-Government Collaboration: A council that promotes industry-academia-government collaboration. Motivated by the strong hope and enthusiasm for encouraging the manufacturing industry in Hiroshima, its member organizations have voluntarily joined Hiroshima Council of Automotive Industry-Academia-Government Collaboration, to consider what manufacturing ought to be and to leverage innovation that will lead to industrial development. Hiroshima Council of Automotive Industry-Academia-Government Collaboration implements various activities, such as studies on future energies and technology exchange with suppliers.

## Promoting CSR activities in Collaboration with Suppliers

Mazda is promoting CSR activities aimed at building a sustainable society in full partnership with its suppliers. The Company bases its assessments of business dealings with its suppliers on a comprehensive evaluation that covers not only quality, technical strengths, pricing, delivery time and management approach, but also corporate compliance structure and initiatives for environmental protection. Mazda is promoting activities to improve quality and productivity jointly with local suppliers. While paying respect to the differences in national characters and cultures, the Company continues to promote continuous improvement activities at worksites overseas.



Activity report presentation in Mexico

For more details, visit Mazda website:

<https://www.mazda.com/en/csr/management/distributor/>

## Management Systems of Mazda

### Corporate Governance

Mazda respects the purport of the Corporate Governance Code formulated by the Tokyo Stock Exchange and, while working to build a good relationship with its stakeholders, including shareholders, customers, suppliers, the local community and its employees, 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.

### Internal Controls

Mazda has established the Mazda Corporate Ethics Code of Conduct, which states action guidelines for employees, the guidelines for global financial control, and other guidelines. Based on these guidelines, each department develops rules, procedures, and manuals. In cooperation among Group companies, Mazda is promoting to establish the system of internal control which is optimum for the entire Mazda Group.

### Responding to Various Risks

Mazda makes efforts to identify and reduce various internal and external risks in accordance with the basic policies and related internal guidelines, so as to ensure continuous and stable progress of business activities. The company tries to manage potential risks appropriately, preparing specific activities include response to accidents and other emergencies, ensuring of information security, and protection of personal information and intellectual property. Mazda is presently upgrading and expanding its business continuity plan (BCP) to avoid suspension of business that would extensively impact society.

### Promoting Compliance

At Mazda the concept of compliance applies not only to laws and regulations, but also includes adherence to other rules such as internal guidelines and societal norms and expectations. Business operations are conducted in accordance with the Mazda Corporate Ethics Code of Conduct to ensure fair and honest practice.

# Customer Satisfaction

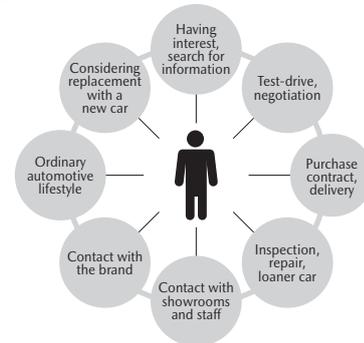
Customer Satisfaction



## Basic Approach

The Mazda Group promotes brand value management. By enhancing its brand value, the Group aims to increase the number of enthusiastic Mazda fans and attain its business growth, thereby consequently enhancing its corporate value. To establish an emotional connection with customers, Mazda considers it necessary to take into account all touch points, i.e., not only the period during which customers are in possession of a Mazda vehicle, but also the periods before they purchase the vehicle and after they let go of it.

## Every touch point



## Promoting Activities to Enable Customers to Experience “Driving Pleasure”

Mazda promotes initiatives to provide customers with opportunities to communicate with the Mazda brand and strengthen bonds with Mazda throughout their car ownership. As part of these initiatives, Mazda promotes activities in which both beginners and advanced drivers can easily participate, to experience “driving pleasure” and learn about driving considering safety and the environment.



Mazda Fan Festa 2019 in OKAYAMA (organizer: Okayama International Circuit, main administrator: B-Sports Corporation)  
One of the Mazda’s largest fan events in Japan. With the aim of deepening bonds with customers, Mazda engineers delivered a lecture on *Jinba-ittai* (oneness between car and driver) driving performance. Participants also enjoyed hands-on manufacturing experience. (With 6,549 participants in FY March 2020)

## Supporting Customers’ Car Ownership Assuredly

Aiming to realize “safer, secure and comfortable ownership experiences” and “customer services that will be relied on by customers”, Mazda promotes initiatives. The Company offers training for both service trainers and service staff to help them acquire advanced knowledge/maintenance skills and to provide customers with honest, faithful advice for their car ownership.



The 5th Mazda Customer Service Skills World Competition, in which participants competed in terms of maintenance skills. (May 2019)

### TOPICS Establishing Bonds with Customers through Mazda Official Merchandise

Mazda has moved forward together with customers over the past 100 years. Hoping to express its sincere appreciation to all those who have supported the Company, Mazda released its official merchandise on the theme of “Heritage & Vision.” Two collections are offered. One is a collection comprising mainly easy-to-use items, such as T-shirts and mugs, which make users feel close to Mazda in their everyday life. The other is a collection of model cars that have been carefully selected from among Mazda vehicles in the past, present and future. These items have been designed to allow all customers to enjoy their own “with MAZDA” stories, regardless of their age brackets.



Mugs from Mazda 100th Anniversary Collection

## Approach to Quality Improvement

To deliver customers safety, trust and excitement through automotive lifestyles, Mazda makes Group-wide efforts to “establishing consistent quality, from planning to production”, “early detection and early solution of market problems”, and “building special bonds with customers”.

## Vehicle production based on the “100–1=0” belief

### ■ Establishing consistent quality from planning to production

“100–1=0” expresses Mazda’s strong desire to provide good quality to all customers, under the belief that for an individual customer, his/her vehicle is not one out of 100 vehicles but the only one. Mazda pursues a kind of vehicle production that respects each vehicle as a certain customer’s “one-and-only,” and aims to achieve “zero defects.” Standing firmly on the basic principles and mechanisms of manufacturing, all related departments make consistent efforts to establish quality in all processes, from planning to production.

## Initiative for the process to change “100–1=0” to “100+1”

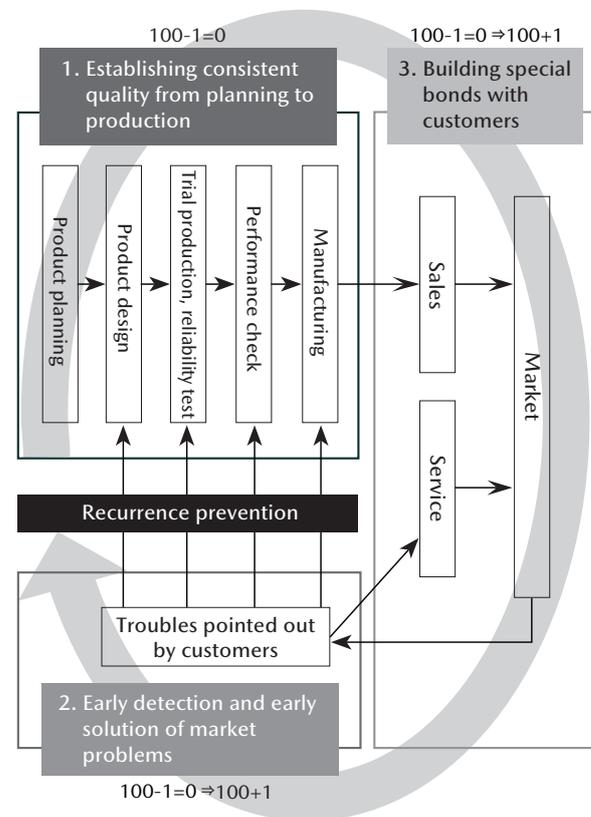
### ■ Early detection and early solution of market problems

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

### ■ Building special bonds with customers

Mazda aims to build special bonds of ever-lasting trust with its customers by keeping contact with customers in good faith and with a sense of commitment to them (“100–1=0” ⇒ “100+1”).

## Vision for Quality Assurance



### TOPICS Training Program to Deepen Employees’ Understanding of the Mazda Brand

To enable Mazda employees to explain Mazda’s products and communicate the concept of Mazda’s *monotsukuri*, or product development and manufacturing, with their own words to Mazda’s stakeholders, Mazda offers a training program for employees, designed to help them deepen their understanding of the Mazda brand by actually experiencing the products. Through test rides in the latest models, program participants are expected to deepen their understanding of not only each product’s characteristics, but also the spirit and philosophy common in all Mazda products. Another initiative is under way to help employees reaffirm Mazda’s commitment to and concept of *monotsukuri* that have been handed down since the Company’s founding, through restoration of Mazda’s historic vehicles.



Activities to restore Mazda’s historic vehicles

# Safety



## Basic Approach

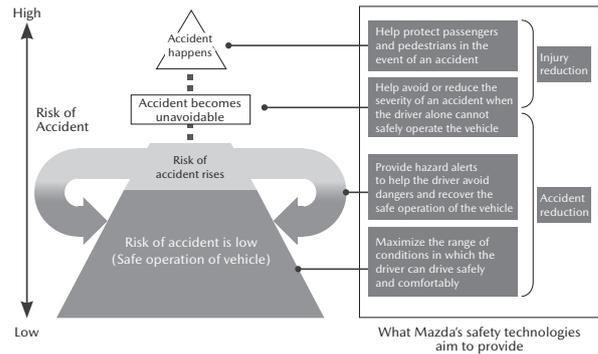
While continuing to keep abreast of the latest safety advancements, Mazda works on technology development with the belief that technologies will demonstrate their true value only when their use becomes widespread.

## Initiatives in Vehicles : Mazda Proactive Safety

Mazda's safety philosophy, which guides the research and development of safety technologies, is based on understanding, respecting and trusting the driver.

To drive safely it is essential to recognize potential hazards, exercise good judgment and operate the vehicle in an appropriate fashion. Mazda aims to support these essential functions so that drivers can drive safely and with peace of mind, despite changing driving conditions. Since drivers are human beings, and human beings are fallible, Mazda offers a range of technologies which help to prevent or reduce the damage resulting from an accident.

Safety initiatives in technology development are also explained in Feature Story: Long-term Vision for Technology Development (see pp. 8-11).



## Continuous Evolution of Safety Technologies

Mazda strives to continuously evolve its basic safety technologies, such as the ideal driving position and pedal layout, and excellent visibility, as well as technologies to mitigate injuries in an accident, as represented by a lightweight, high-rigidity, safe body. The Company is also committed to continuous evolution of i-Activsense, a series of Mazda's advanced safety technologies, which the Company plans to incorporate into more Mazda models, in order to deliver safer, more reliable cars to a greater number of customers. The features of i-Activsense includes technologies that support safer driving by helping the driver to recognize potential hazards, and technologies which help to avert collisions or reduce their severity in situations where they cannot be avoided.

Meanwhile, the Company is aiming to make the Mazda Co-Pilot Concept, which is Mazda's development concept for human-centered self-driving technology, standard by 2025.

Designing a cockpit that enables the driver to concentrate his/her attention on driving



### TOPICS Release of an add-on device that suppresses acceleration due to erroneous accelerator operation\*

In July 2020, Mazda released an add-on device that suppresses acceleration due to erroneous accelerator operation through its dealerships throughout Japan. The device is designed to be installed in the Demio (Mazda 2) and the Verisa sold in the past. This add-on device allows long-term users of the Demio (Mazda 2) and the Verisa, in addition to the users of models currently being sold with the feature, to enjoy driving with more peace of mind.

Refer to the following URL for details (Japanese only): <https://newsroom.mazda.com/ja/publicity/release/2020/202007/200706a.html>

\* This device is designed just to suppress acceleration, not to automatically stop the vehicle. Be sure to stop the vehicle by depressing the brake pedal.

Display Unit: Shows the warning sign "release the accelerator pedal" when the driver depresses the wrong pedal.





## Basic Approach

Mazda actively adopts initiatives to promote a low-carbon, recycling oriented society in harmony with nature, in cooperation with local governments, industrial organizations, and non-profit organizations. These efforts are reflected in all of Mazda's corporate activities with the aim of achieving a sustainable society. The Company focuses on the following themes, which Mazda believes automakers should address to meet the expectations of both customers and society: energy- and global-warming-related issues, promoting resource recycling, cleaner emissions, and environmental management.

## Energy- and Global-Warming-Related Issues

Mazda is taking various measures to reduce CO<sub>2</sub> emissions over the entire life cycle of a vehicle. The Company is developing multiple solutions that enable us to offer appropriate powertrains that take into consideration each region's situation and power generation mix. In addition, Mazda carries out various initiatives such as making efforts with other companies and between industry, academia, and government to encourage the spread of renewable liquid fuels, and reducing CO<sub>2</sub> emissions from production, offices and logistics operations.

## Promoting Resource Recycling

Mazda strives to reduce waste from vehicles, the vehicle manufacturing and shipping processes, and disposal of end-of-life vehicles, while actively promoting the comprehensive recycling of resources. Various initiatives are under way, including development of vehicles that are easy to disassemble and recycle, reduction of direct landfill waste in production sites, and reduction of the volume of packaging and wrapping materials used for logistics operations.

## Cleaner Emissions

Efforts are being made to reduce various emissions/waste (aside from CO<sub>2</sub>) from vehicles and manufacturing processes, especially emissions with highly adverse environmental impacts. For example, the Company encourages the introduction of low-emission vehicles to improve air quality in each country and region, and activities to reduce emissions of PRTR substances and VOCs in production sites.

## Environmental Management

Mazda is promoting the establishment of environmental management systems (EMS) across its entire supply chain and in all Group companies, in order to conduct more environmentally conscious business activities in a more effective manner, based on ISO 14001 and other standards. Moreover, various measures are carried out to expand the implementation of life cycle assessment (LCA) and biodiversity preservation activities.

Environmental initiatives in technology development are also explained in Feature Story: Long-term Vision for Technology Development (see pp. 8-11)

### Establishment of value chain for next-generation biodiesel fuels in Hiroshima "Your Green Fuel" Project

Mazda participates in the Hiroshima "Your Green Fuel" Project, a project to spread next-generation biodiesel automotive fuels. To create a model for the local production and consumption of biodiesel fuels in Hiroshima, the company has established a biodiesel fuel value chain-from the production and supply of raw materials to the use of the fuels-and use of the fuels has started.



Image of biofuel vehicle

Refer to the following URL for details (Japanese only): <https://newsroom.mazda.com/ja/publicity/release/2020/202008/200804a.html>

### Environment-Related Accident Emergency Drill with Group Companies

In cooperation with Mazda Ace Co., Ltd. and Mazda Logistics Co., Ltd., Mazda Motor Corporation carries out an annual emergency drill based on an assumed simulation in which hydraulic oil has leaked from a domestic vessel (dedicated car carrier) into the sea. In the simulation drill, participating employees are engaged in operations of removing oil spillage and communicating through an emergency contact network. Each year, the content of the drill has been reviewed and improved to simulate a situation that is closer to reality, to establish a system that ensures that employees can make a quick and appropriate response in the event of an accident.



Emergency Drill to Prevent Marine Pollution (Deploying oil containment booms)

# Respect for People

Respect for People



## Basic Approach

Mazda recognizes that people are its most important resource and aims to be a company staffed by people who enjoy their work. To this end, the Company promotes human resources training based on the Mazda Way principles that are shared throughout the entire Mazda Group worldwide. Also, the Company has established Group-wide human resources policies and measures along with promotion of various initiatives.

Also, Mazda declares that it will never tolerate human rights violations of any kind, including discrimination and bullying on the basis of race, nationality, faith, gender, social status, family origin, age, physical disability, sexual orientation, or gender identity, and also states that Mazda is determined to eliminate human rights violations from business activities both inside and outside the Company. With this determination, the Company expands its initiative to promote respect for human rights to its domestic and overseas group companies and suppliers.

## Creating a Working Environment that Enables Each Employee's Successful Performance

Mazda strives to create a working environment where each employee can continue to proactively work and succeed. Specifically, the Company promotes the introduction of a system that encourages flexible and diverse work styles, reduction of working (overtime) hours through the effective use of information technology, and development of career plans for employees' continued success. In November 2019 Mazda was named in the "Top Hundred Telework Pioneers" by the Ministry of Internal Affairs and Communications (MIC) in recognition of the Company's sufficient track record in the utilization of the work-from-home system. MIC has been selecting and announcing the enterprises and organizations who are advancing the introduction and utilization of telework as the Top Hundred Telework Pioneers. In FY March 2020, as a measure to further promote diverse work styles, Mazda participated in Telework Days 2019, during which employees working in the metropolitan Tokyo area were encouraged to work from home.

## Occupational Safety and Health

Mazda is working to develop people, workplaces, and mechanisms that ensure the safety and health of the people who work at Mazda. Mazda is also promoting Company-wide health improvement activities with an emphasis on reduction of health risks as priority issues. Mazda was selected as one of the Excellent Enterprises of Health & Productivity Management for the fourth consecutive year under the Certified Health and Productivity Management Organization Recognition Program, which is jointly run by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.

## Seven Principles of the Mazda Way

### INTEGRITY

We keep acting with integrity toward our customers, society, and our own work.

### BASICS/FLAWLESS EXECUTION

We devote ourselves to the basics, and make steady efforts in a step by step fashion.

### CONTINUOUS KAIZEN

We continue to improve with wisdom and ingenuity.

### CHALLENGER SPIRIT

We set a high goal, and keep challenging to achieve it.

### SELF INITIATIVE

We think and act with "self initiative."

### TOMOIKU

We learn and teach each other for our mutual growth and success.

### ONE MAZDA

We think and act with the view of "Global" and "One Mazda."

## Human Resources System and Measures (Examples)

### Work-life balance

Child-rearing paid leave / Child-rearing leave:

550 beneficiaries (including 459 male) /

241 beneficiaries (including 29 male)

Nursing care leave: 11 beneficiaries (including 7 male)

Special Warm Heart leave system\*:

772 beneficiaries (including 394 male)

\* A paid-leave system covers nursing care for relatives, volunteer work, functions at one's child's school, and infertility treatment

### Support for employees with special needs

Established the Physical Challenge Support Desk for consultations. Employed two certified sign-language interpreters as regular employees.

### Promoting Re-Employment of the Elderly

Re-employ retired former employees to help them share their expertise (Expert Family system)

### Health Improvement

Vitality Checkups (Investigation of Occupational Stress and Diagnosis of the Organization's Comprehensive Health Degree)

Eco-Walk Commuting Program (with allowance payments)





## Basic Approach

As a company engaged in global business, Mazda is fulfilling its responsibilities as a good corporate citizen through ongoing involvement in socially beneficial activities tailored to the needs of local communities, in order to ensure that its business activities contribute to the building of a sustainable society. Mazda conducts various social contribution initiatives, based on the three pillars in the basic policy.

## Three Pillars in Basic Policy on Social Contribution Initiatives



## Initiatives Based on the Three Pillars

### Environmental and Safety Performance

Mazda's business activities have a relationship with and impact social issues, such as global warming, energy and resource shortages, and traffic accidents. To resolve these issues, the Company attaches importance to the environmental and safety perspectives, not only in conducting its main business, but also when making social contributions.

For more details, visit Mazda website:

[https://www.mazda.com/globalassets/en/assets/csr/social/library/download/2020\\_s\\_all.pdf](https://www.mazda.com/globalassets/en/assets/csr/social/library/download/2020_s_all.pdf)

#### Environment

Recycling the materials of used billboards into school bags and pen cases (South Africa)



#### Safety

Mazda dealerships collaborate with local police stations in cleaning and inspecting convex traffic mirrors, during Road Safety Week (Japan)



### Human Resources Development

Mazda emphasizes the perspective of human resources development, based on the idea that fostering people who will be future leaders in the foundation of society and in business is important.

#### Human Resources Development

Supporting children's education through tours of the Mazda Museum for social studies (Japan)



#### Community Contributions

"Santa Project," in which the employees of overseas affiliated companies provide children with joyful experiences, such as going for a drive, in cooperation with child support organizations (Colombia)



### Community Contributions

Mazda promotes community contribution activities to cope with specific issues of each local community, in the countries/regions where the Company conducts its business operations.

## TOPICS Support for Recovery Work in the Areas stricken by the heavy rain in July 2020

Mazda strives to provide assistance to disaster-hit areas and victims in making recovery efforts in accordance with requests from local governments and social welfare councils. To support recovery work in the areas stricken by the heavy rain in July 2020, the Company offered relief supplies, including gloves, surgical masks and sandbags, as well as a Mazda original kit of emergency items\* that are useful for evacuees in spending the night in a car in the event of a disaster. Furthermore, three vehicles, including a pickup truck, the Mazda Scrum Truck, were provided free of charge. As for monetary donations, Mazda donated 1 million yen and 2 million yen, respectively, through the Japan Red Cross and the Central Community Chest of Japan. The Company will continue to provide needed support after confirming the circumstances of the disaster-stricken regions.

\* For details, refer to the following URL (Japanese only):

<https://newsroom.mazda.com/ja/publicity/release/2020/202007/200706b.html>

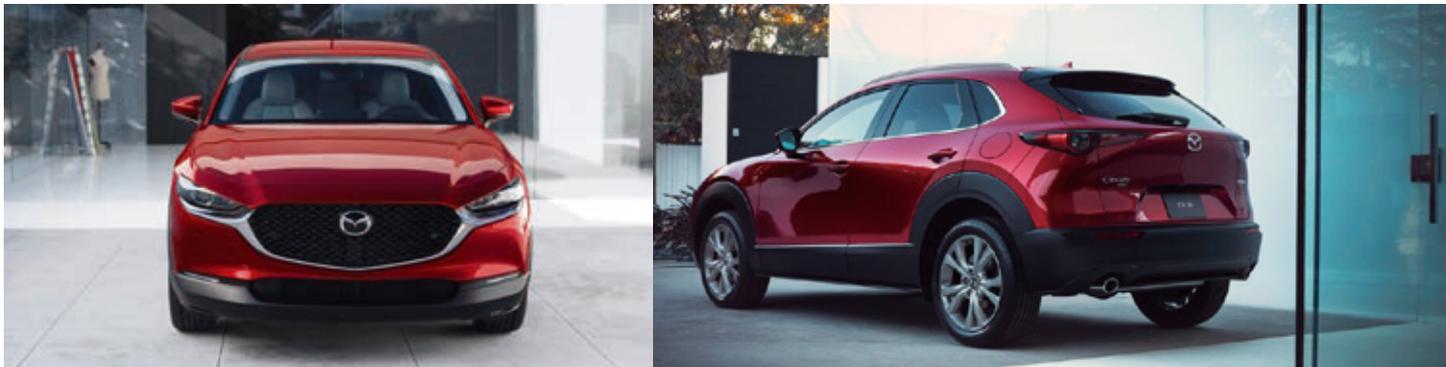


Mazda original kit for spending the night in a car

## NEW-GENERATION PRODUCTS

The Second New-Generation Model—Crossover SUV

# MAZDA CX-30



In response to the globally growing SUV market, we added the CX-30 as a new core model to our product lineup. The CX-30 is a completely new crossover SUV that combines the bold proportions of an SUV with elegant styling that embodies Mazda's Kodo design language. Using the concept of a crossover that broadens life's possibilities for customers and enriches how they see the world, the CX-30 was developed with the hope of enriching customers' lives by helping them and their loved ones make new and stimulating discoveries within their daily lives.

The Third New-Generation Model—Mazda's First Mass-Production EV

# MAZDA MX-30



The MAZDA MX-30 aims to offer an experience that lets customers relax and be themselves, and it deepens the bond between car and owner. The model also offers a creative use of time and space that invites new ways of using a vehicle.

Based on the concept of "Human Modern," spaces in and around the center console give the cabin an open feel. The MX-30 adopts freestyle doors\* so customers can invent new and creative ways of using the car. Furthermore, the MX-30 delivers the same *Jinba-ittai* "sense of oneness between driver and car" driving joy to an electric vehicle that every Mazda offers. It also adopts Mazda's new electric-drive technology, e-Skyactiv, and combines outstanding response with smooth dynamic behavior to achieve performance that drivers can enjoy naturally.

The MX-30 was released starting from Europe in September, 2020. A gasoline powered mild hybrid model equipped with Mazda M Hybrid technology was introduced in Japan from October, and EV model will be introduced in January, 2021.

\* Center-opening double doors

# MAJOR PRODUCT LINEUP

Mazda provides attractive products that provide driving pleasure and outstanding environmental and safety performance. Since 2019, the Company has been introducing new-generation products that adopt a matured Kodo—Soul of Motion Design and Skyactiv Technology.

## MAZDA CX-3



Global Sales Volume   Sales markets   **J N E O**  
 120 thousand units   Production bases   **J O**

## MAZDA CX-30



Global Sales Volume   Sales markets   **J N E C O**  
 73 thousand units   Production bases   **J N C O**

\* Started production in China in April 2020, and sales in May 2020.

## MAZDA CX-4



Global Sales Volume   Sales markets   **C**  
 45 thousand units   Production bases   **C**

## MAZDA CX-5



Global Sales Volume   Sales markets   **J N E C O**  
 416 thousand units   Production bases   **J E C O**

## MAZDA CX-8



Global Sales Volume   Sales markets   **J C O**  
 27 thousand units   Production bases   **J C O**

## MAZDA CX-9



Global Sales Volume   Sales markets   **N E O**  
 61 thousand units   Production bases   **J E**

## MAZDA 2



Global Sales Volume   Sales markets   **J N E O**  
 139 thousand units   Production bases   **J N O**

## MAZDA 3



Global Sales Volume   Sales markets   **J N E C O**  
 309 thousand units   Production bases   **J N C O**

## MAZDA 6



Global Sales Volume   Sales markets   **J N E C O**  
 120 thousand units   Production bases   **J E C O**

## MAZDA MX-5

(Japanese name: Mazda Roadster)



Global Sales Volume   Sales markets   **J N E O**  
 27 thousand units   Production bases   **J**

## MAZDA BT-50



Global Sales Volume   Sales markets   **O**  
 32 thousand units   Production bases   **O**

## MAZDA MX-30



Launched globally starting from Europe in autumn 2020

Sales markets and production bases  
**J** Japan   **N** North America   **E** Europe  
**C** China   **O** Other markets

\* Global sales volume is for fiscal year March 2020; sales markets and production bases are as of March 31, 2020.  
 \* Vehicle specifications differ by market.

# GLOBAL NETWORK (As of March 31, 2020)

Mazda is based in Hiroshima Prefecture and has major production sites in Japan, Mexico, Thailand, and China. The Company conducts sales in more than 130 countries and regions around the world. Mazda has established a global network of headquarters, R&D bases, production facilities, dealerships, and other facilities.

## Japan

(Number of dealerships: 946)

- 1 Headquarters
- 2 Headquarters R&D Divisions
- 3 Mazda R&D Center (Yokohama)
- 4 Miyoshi Proving Ground
- 5 Mine Proving Ground
- 6 Hokkaido Kenbuchi Proving Ground
- 7 Hokkaido Nakasatsunai Proving Ground
- 8 Hiroshima Plant
- 9 Hofu Plant
- 10 Miyoshi Plant
- 11 Press Kogyo Onomichi Plant<sup>\*1\*</sup>

## Asia

(Number of dealerships: 856)

- 12 Mazda Motor (China) (MCO) / MCO China Engineering Support Center
- 13 China FAW<sup>\*\*2</sup>
- 14 Changan Mazda Automobile
- 15 Changan Mazda Engine
- 16 AutoAlliance (Thailand)
- 17 Mazda Powertrain Manufacturing (Thailand)
- 18 Thaco Mazda Automobile Manufacturing Company<sup>\*1</sup>
- 19 Mazda Malaysia
- 20 FAW Mazda Motor Sales
- 21 Changan Mazda Automobile Sales
- 22 Mazda Motor Taiwan
- 23 Mazda Sales (Thailand)

## Oceania

(Number of dealerships: 191)

- 24 Mazda Australia
- 25 Mazda Motors of New Zealand

<sup>\*1</sup> Consignment production facilities  
<sup>\*2</sup> Changed name from FAW Car in June 2020  
<sup>\*3</sup> Started production in April 2020  
<sup>\*4</sup> Started production in May 2020  
<sup>\*5</sup> Ended production in May 2020  
<sup>\*6</sup> Ended production in August 2020



**14 Changan Mazda Automobile**  
 Location: Nanjing, China  
 Production capacity: 220,000 units per year  
 Models in production: CX-30<sup>\*3</sup>, CX-5, CX-8, Mazda3



**16 AutoAlliance (Thailand)**  
 Location: Rayong, Thailand  
 Production capacity: 135,000 units per year  
 Models in production: CX-3, CX-30, Mazda2, Mazda3, BT-50



**1 Headquarters**  
 Location: Aki-gun, Hiroshima, Japan



**3 Mazda R&D Center (Yokohama)**  
 Location: Yokohama, Kanagawa, Japan



**8 Hiroshima Plant**  
 Location: Aki-gun, Hiroshima, Japan  
 Production capacity: 569,000 units per year  
 Models in production: CX-30, CX-5, CX-8, CX-9, MX-5, MX-30<sup>\*4</sup>, Bongo<sup>\*5</sup>, Sports cars for Fiat Chrysler Automobiles



**9 Hofu Plant**  
 Location: Hofu, Yamaguchi, Japan  
 Production capacity: 416,000 units per year  
 Models in production: CX-3, CX-5, Mazda2, Mazda3, Mazda6

## North America

(Number of dealerships: 778)

- 26** Mazda North American Operations
- 27** Mazda Toyota Manufacturing, U.S.A. \*1
- 28** Mazda de Mexico Vehicle Operation
- 29** Mazda Motor of America
- 30** Mazda Canada
- 31** Mazda de Mexico Sales & Commercial Operation



**26** Mazda North American Operations  
Location: California, USA



**28** Mazda de Mexico Vehicle Operation  
Location: Guanajuato, Mexico  
Production capacity: 250,000 units per year  
Models in production: CX-30, Mazda2, Mazda3, Compact vehicles for Toyota

## Europe

(Number of dealerships: 1,978)

- 32** Mazda Motor Europe/  
European R&D Centre
- 33** Mazda Motor Logistics Europe
- 34** Mazda Sollers Manufacturing Rus
- 35** Mazda Motors (Deutschland)
- 36** Mazda Motors UK
- 37** Mazda Motor Russia  
19 distributors in other main markets



**32** Mazda Motor Europe  
Location: Leverkusen, Germany

## Caribbean, Central and South America, Middle East, Africa

(Number of dealerships: 415)

- 38** Mazda de Colombia
- 39** Mazda Southern Africa



### Main Business Lines

- Regional headquarters / R&D
- Production facilities
- Distributors

\*1 Start of operations planned for 2021

## FY March 2020 Highlights

Number of sales countries/regions

More than **130** countries/regions

Number of tier 1 suppliers

**1,071**

Global sales volume

**1,419** thousand units Down 9.1% YoY

Global sales share



Number of employees

**50,479**\*2

Overseas local employment rate for management\*3 **74%**

Rate of employees by region (consolidated)



Net sales

**3,430.3** billion yen Down 3.8% YoY

Operating income

**43.6** billion yen Down 47.0% YoY

Domestic production volume

**970** thousand units

Overseas production volume

**460** thousand units

CO<sub>2</sub> emissions per unit of sales revenue from production (Four principal domestic sites\*4)

**16.3** t-CO<sub>2</sub>/100 million yen Reduced by 56.6% compared with FY March 1991 levels

Total amount of landfill waste (Four principal domestic sites\*4)

**0** t Maintained since FY March 2009

Rate of reinstatement after childrearing leave (Non-consolidated)

**99%**

Percentage of employees with special needs (Non-consolidated)

**2.22%**

\*1 Including Mexico.

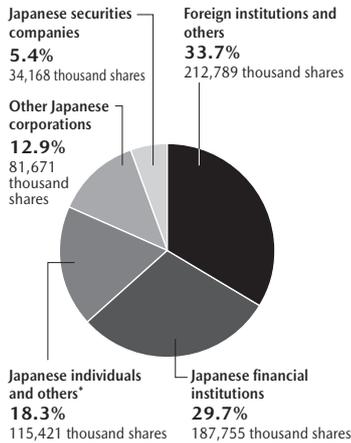
\*2 Excluding the number of Mazda Group employees dispatched to companies outside the Group, but including the number of employees dispatched to Mazda Group companies from outside the Group.

\*3 Executive officers/divisional general managers

\*4 Head Office (Hiroshima); Miyoshi Plant; Hofu Plant, Nishinoura District; and Hofu Plant, Nakanoseki District (including R&D and other indirect areas)

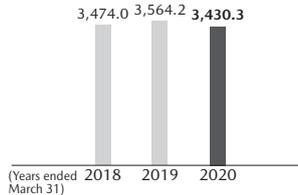
## Financial Information

Breakdown of Shareholders by Type (as of March 31, 2020)



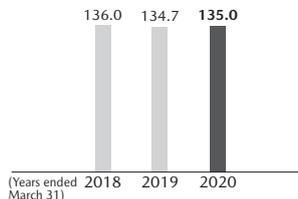
Net Sales

(Billions of yen) ■ Net sales



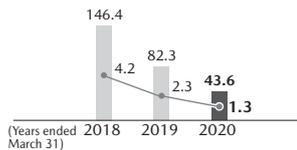
R & D Costs

(Billions of yen) ■ R & D Costs



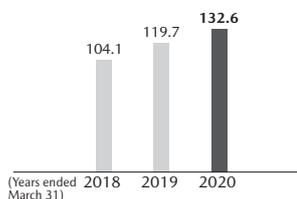
Operating Income / Operating Income Ratio

(Billions of yen / %) ■ Operating Income  
→ Operating Income Ratio



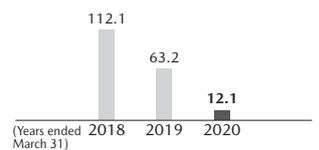
Capital Expenditures

(Billions of yen) ■ Capital Expenditures



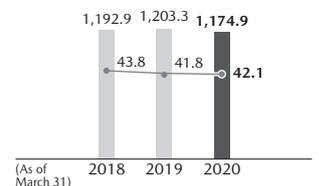
Net Income Attributable to Owners of the Parent Company

(Billions of yen) ■ Net income



Equity / Equity Ratio

(Billions of yen / %) ■ Equity  
→ Equity Ratio



## Corporate Profile (as of March 31, 2020)

Company name:	Mazda Motor Corporation	Research and development sites:	Head Office, Mazda R&D Center (Yokohama), Mazda North American Operations (U.S.A), Mazda Motor Europe (Germany), China Engineering Support Center (China)
Founded:	January 30, 1920	Production sites:	Japan: Hiroshima Plant (Head Office, Ujina), Hofu Plant (Nishinoura, Nakanoseki), Miyoshi Plant Overseas: China, Thailand, Mexico, Vietnam* <sup>2</sup> , Malaysia* <sup>2</sup> , Russia* <sup>2</sup>
Head Office:	3-1 Shinchi, Fuchu-cho, Aki-gun, Hiroshima 730-8670, Japan	Sales companies:	Japan: 212, Overseas: 140
Main business lines:	Manufacture and sales of passenger cars and commercial vehicles	Principal products:	Four-wheeled vehicles, gasoline reciprocating engines, diesel engines, automatic and manual transmissions for vehicles
Stock information:	1,200,000,000 total shares issuable 631,803,979 total outstanding shares 148,222 shareholders		
Capital:	284 billion yen		
Employees:	Consolidated Total: 50,479* <sup>1</sup>		*1 Excluding the number of Mazda Group employees dispatched to companies outside the Group, but including the number of employees dispatched to Mazda Group companies from outside the Group. *2 Assembly only (Volume is not disclosed).

## About Mazda

### The Origin and Meaning of "Mazda"

The Company's name, "Mazda", derives from Ahura Mazda, a god of the earliest civilizations in western Asia. The Company has interpreted Ahura Mazda, the god of wisdom, intelligence, and harmony, as a symbol of the origin of both Eastern and Western civilizations, and also as a symbol of automotive culture. It incorporates a desire to achieve world peace and the development of the automobile manufacturing industry. It also derives from the name of the Company's founder, Jujiro Matsuda.

### Mazda Brand Symbol

The brand symbol expresses Mazda's dedication to continuous growth and improvement. It is a symbolic development of the Mazda "M", and shows the Company stretching its wings as it soars into the future (Established in June 1997).



### Mazda Corporate Mark

Mazda developed its corporate mark as a symbol for Mazda's communications in 1975. It was later positioned as an easy-to-read corporate mark, in line with the establishment of the brand symbol in 1997 (Established in January 1975).



### Mazda Brand Slogan, "Zoom-Zoom"

Mazda's creativity and innovation continuously delivers fun and exhilarating driving experiences to customers who remember the emotion of motion first felt as a child (Announced in April 2002).

## Other Information

### Official websites

	URL	Content
CSR	<a href="https://www.mazda.com/en/csr/">https://www.mazda.com/en/csr/</a>	Mazda's CSR initiatives and other general information
Investor relations	<a href="https://www.mazda.com/en/investors/">https://www.mazda.com/en/investors/</a>	Financial and governance information
Company	<a href="https://www.mazda.com/en/about/">https://www.mazda.com/en/about/</a>	Overview and business/ production bases of the Mazda Group
Brand	<a href="https://www.mazda.com/en/innovation/">https://www.mazda.com/en/innovation/</a>	Information on brand, technologies
Newsroom	<a href="https://newsroom.mazda.com/en/">https://newsroom.mazda.com/en/</a>	News releases, social media, animations
Sales/ Customer service	<a href="https://www.mazda.com/en/about/d-list/">https://www.mazda.com/en/about/d-list/</a> *	Information on products and others to customers before/ after purchase

\* Choose the country/area to be searched.



**Mazda Sustainability Report 2020 [In-Depth Version]**  
<https://www.mazda.com/en/csr/report/download/>



**Annual Report 2020**  
<https://www.mazda.com/en/investors/library/annual/>



**Mazda Technical Review**  
<https://www.mazda.com/ja/innovation/technology/gihou/>  
(For English, Summary is available)

# HISTORY OF MAZDA

## 1920

Corporate

Product\*

- 1920.1 Toyo Cork Kogyo Co., Ltd is founded
- 1921.3 Jujiro Matsuda becomes president
- 1927.9 Company becomes Toyo Kogyo Co., Ltd



1920-



1930

- 1930.9 New plant is constructed in Hiroshima (Aki-gun, Fuchu-cho)
- 1932 Export of 3-wheel trucks begins
- 1936.4 Caravan of 3-wheeled trucks from Kagoshima to Tokyo (advertising campaign)



1936.4-

1931.10 Production of 3-wheel truck "Mazda-go DA model," Mazda's first automobile, begins

1940

- 1945.8 Mazda loans part of Head Office building to Hiroshima prefectural government, court, news media, etc. Regarding the Hiroshima prefectural government all functions are temporarily transferred there (until July 1946)
- 1945.12 Production of 3-wheel trucks suspended since August 1945 resumes
- 1949.8 3-wheeled truck exports restart

1950

- 1951 New logo is introduced
- 1951.12 Tsuneji Matsuda becomes president
- 1959.7 New logo is introduced



1951-



1959.7-

1950.6 4-wheel light truck "CA model" is launched



1960

- 1961.7 Mazda enters into technical cooperation with NSU/Wankel on rotary engines
- 1963.3 Cumulative domestic production reaches 1 million vehicles
- 1965.5 Miyoshi Proving Ground is completed
- 1966.11 Operations at new passenger car plant (Ujina) in Hiroshima begin
- 1967.3 Full-scale exports to the European market begin



1960.5 "R360 Coupe," Mazda's first passenger car is launched



1963.10 The first "Familia" is launched



1967.5 "Cosmo Sport (110s)" Mazda's first rotary engine vehicle is launched (Selected as the Japan Automotive Hall of Fame's "2003 Historic Car of Japan")



1962.2 The first "Carol" is launched



1966.5 The first "Bongo" is launched



1966.8 The first "Luce" is launched



1970

- 1970.4 Exports to the U.S. begin
- 1970.11 Kouhei Matsuda becomes president
- 1975.1 New logo is introduced
- 1977.12 Yoshiki Yamasaki becomes president
- 1979.6 Cumulative domestic production reaches 10 million vehicles
- 1979.11 Ford Motor Company and Mazda enter into a capital tie-up



1975.1-

1970.5 The first "Capella (RX-2)" is launched



1975.10 The first "Cosmo" is launched



1971.8 The first "Titan" is launched



1971.9 The first "Savanna (RX-3)" is launched



1978.3 The first "Savanna RX-7 (RX-7)" is launched



1980

- 1981.12 Operations at Hofu Transmission Plant (Nakanoseki district) begin
- 1982.9 Operations of manufacturing passenger car at Hofu plant (Nishinoura district) begin
- 1984.5 Company is renamed as Mazda Motor Corporation
- 1984.10 Mazda Foundation is established
- 1984.11 Kenichi Yamamoto becomes president
- 1985.1 Mazda Motor Manufacturing (USA) Corporation (MMUC), now Auto Alliance International (AAI), is established (-2012.8)
- 1987.4 Cumulative domestic production reaches 20 million vehicles
- 1987.6 New research center is opened in Yokohama, Japan (the current Mazda R&D Center Yokohama)
- 1987.12 Norimasa Furuta becomes president
- 1988.4 Mazda Technical College is established
- 1988.5 Mazda Research and Development Center is established in Irvine, CA (U.S.)

1980.6 "Familia (GLC/323)" is fully redesigned (Receives the "1980-1981 Car of the Year Japan")



1982.9 "Capella (Telstar)" is fully redesigned (Receives the "1982-1983 Car of the Year Japan")



1989.9 The first "Roadster (MX-5)" is launched (Selected as the Japan Automotive Hall of Fame's "2019 Historic Car of Japan")



1990

- 1990.1 Hokkaido Kenbuchi Proving Ground for cold-weather testing is completed
- 1990.5 European R&D Representative Office (MRE) is completed
- 1991.12 Yoshihiro Wada becomes president
- 1995.4 Cumulative domestic production reaches 30 million vehicles
- 1995.11 Mazda and Ford jointly establish Auto Alliance (Thailand) Company Limited (AAT), a joint venture production company
- 1996.3 Mazda website is opened
- 1996.6 Henry D.G. Wallace becomes president
- 1997.6 New logo is introduced
- 1997.11 James E. Miller becomes president
- 1999.12 Mark Fields becomes president



1997.6-

1991.6 Mazda 787B wins the 59th Le Mans 24-Hour Endurance Race, claiming the first ever victory for a Japanese automobile



1996.8 The first "Demio (Mazda2)" is launched (Receives the "1996-1997 RJC New Car of the Year")



1990.1 The first "MPV" is launched



1991.12 "RX-7" is fully redesigned (Receives the "1991-1992 RJC New Car of the Year")



1999.4 The first "Premacy (Mazda5)" is launched



\* Launching date is based on Japanese market

2000

Corporate	
2000.11	Mid-term plan "Millennium Plan" is announced
2002.1	Nakasatsunai Proving Ground is completed
2002.4	New brand statement "Zoom-Zoom" is introduced
2002.6	Lewis Booth becomes president and CEO
2003.1	Production of "Mazda6" commences at FAW Car Company in China
2003.8	Hisakazu Imaki becomes president and CEO
2004.11	Mid-term plan "Mazda Momentum" is announced
2005.8	China Engineering Support Center is opened
2006.5	Mine Proving Ground is completed
2007.3	Mid-term plan "Mazda Advancement Plan" is announced
2007.3	Long-term vision for technology development: "Sustainable Zoom-Zoom" is announced
2007.4	Changan Ford Mazda Engine Co., Ltd. (CFME, now CME) in China commences operation
2007.7	Cumulative domestic production reaches 40 million vehicles
2007.10	Changan Ford Mazda Automobile Nanjin Co., Ltd. (CFMA, now CMA) commences operation
2008.11	Takashi Yamanouchi becomes president and CEO

Product*		
2000.7	"Roadster (MX-5)" is recognized by the Guinness Book of Records as the world's largest production of lightweight open two-seater sports car	
2002.5	The first "Atenza (Mazda6)" is launched (Receives the "2003 RJC Car of the Year")	
2003.10	The first "Axela (Mazda3)" is launched	
2005.8	"Roadster (MX-5)" is fully redesigned (Receives the "2005-2006 Car of the Year Japan")	
2006.2	Leasing of hydrogen vehicle, "RX-8 Hydrogen RE", is started	
2006.3	Global presentation of the first "BT-50" at Bangkok International Motor Show	
2006.10	Production of the first "CX-9" commences	
2006.12	"CX-7" is launched	
2007.7	"Demio (Mazda2)" is fully redesigned (Receives the "2008 RJC Car of the Year" and the "2008 World Car of the Year")	
2008.7	"Biante" is launched	
2009.3	Leasing of hydrogen vehicle, "Premacy Hydrogen RE Hybrid", is started	

2010

2010.4	"Framework for Medium-and Long-term Initiatives" is announced
2012.2	"Structural Reform Plan" is announced
2012.9	Mazda and Sollers establish Mazda Sollers (MSMR), a joint venture production company in Russia
2012.9	Mazda and Bermaz establish Mazda Malaysia (MMSB), a joint venture company
2013.1	Business agreement is concluded for the development and production of Fiat brand two-seater convertible sports car
2013.6	Masamichi Kogai becomes president and CEO
2014.1	Operations at the production facility Mazda de Mexico Vehicle Operation (MMVO) a joint venture with Sumitomo Corporation in Mexico are started
2015.1	Operations at transmission plant in Thailand, Mazda Powertrain Manufacturing (Thailand) (MPMT) are started
2015.4	"Structural Reform Stage 2" is announced
2015.4	New Corporate Vision is established
2017.8	Agreement is entered into with Toyota on business and capital tie-up
2017.8	Long-term vision for technology development "Sustainable Zoom-Zoom 2030" is announced
2018.3	Mazda and Toyota establish a joint-venture company "Mazda Toyota Manufacturing U.S.A"
2018.5	Cumulative domestic production reaches 50 million vehicles
2018.6	Akira Marumoto becomes president and CEO
2019.11	"Medium-Term Management Plan" is announced
2020.1	Mazda marks the 100th anniversary of its founding

2010.10	Skyactiv Technology is announced	2012.2	"CX-5" is launched (Receives the "2012-2013 Car of the Year Japan")		
2012.11	"Atenza (Mazda6)" is fully redesigned (Receives the "2014 RJC Car of the Year")				
2013.6	Commenced public road test of leased hydrogen vehicles, "Premacy Hydrogen RE Range Extender EV"				
2013.11	"Axela (Mazda3)" is fully redesigned				
2015.2	"CX-3" is launched		2014.9	"Demio (Mazda2)" is fully redesigned (Receives the "2014-2015 Car of the Year Japan")	
2015.5	"Roadster (MX-5)" is fully redesigned (Receives the "2015-2016 Car of the Year Japan," the "2016 World Car of the Year," and the "2016 World Car Design of the Year")				
2015.7	"Mazda BT-50" is fully redesigned and production commences in Thailand		2016.2	"CX-9" is fully redesigned and production commences	
2016.4	"CX-4" makes its world debut		2016.7	A series of Mazda's vehicle motion control technologies "Skyactiv Vehicle Dynamics" is announced	
2016.12	"CX-5" is fully redesigned		2017.8	New-generation gasoline engine "Skyactiv-X" is announced	
2019.5	"Mazda3" is launched (Receives the "2020 World Car Design of the Year")		2017.12	"CX-8" is launched	
2020.10	"MX-30" is launched		2019.9	"CX-30" is launched	

2020

\* Launching date is based on Japanese market

### **Request for cooperation in answering our questionnaire survey**

Your frank opinions and comments regarding Mazda Corporate Profile/Sustainability Report [Digest Version] 2020 are highly appreciated.

[https://mag.mazda.jp/form/pub/csr/questionnaire\\_en](https://mag.mazda.jp/form/pub/csr/questionnaire_en)



**Mazda Motor Corporation**  
**CSR & Environment Department, Corporate Services Division**

Head office: 3-1 Shinchu, Fuchu-cho, Aki-gun, Hiroshima 730-8670, Japan  
Issued: January 2021

Disclaimer: This report includes future projections for Mazda Motor Corporation and its Group companies' performance based on plans, forecasts, management plans, and strategies at the time of publication, in addition to actual past and present facts. Such forward-looking statements are predictions based on information or assumptions available at the time of edit, and may differ from future operational results due to changes in circumstances.