



**CORPORATE PROFILE /
SUSTAINABILITY REPORT (DIGEST VERSION) 2017**



zoom-zoom

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.

* Mazda revised its Corporate Vision in April 2015, with the following objectives, aiming to be recognized as a corporate group gaining sincere trust of its stakeholders.

- Clarify the attributes of the Mazda brand, and make concerted efforts across the Mazda Group to realize the Corporate Vision.
- Promote the Group-wide dialogue process to share, understand and agree the goal of the Corporate Vision through the continuous thorough discussions.
- Closely link the Corporate Vision to our daily business activities.

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Inspiring People Through Cars Sustainable with the Earth and Society

Building strong bonds with stakeholders

The Mazda Group sells vehicles in more than 130 countries and regions, and has production sites in seven countries around the world. We are working to strengthen our organization to facilitate mutual learning across the group, while respecting the cultures and customs of each country and region, thereby building strong bonds with stakeholders worldwide.

Under Structural Reform Stage 2,^{*1} a medium-term business plan launched in FY March 2017, we have been striving to offer attractive products and to achieve qualitative growth in all areas of our business.

The all-new CX-5 released in February 2017 represents the first full redesign of a new-generation model and continues to enjoy a growing fan base.

In 2002, we introduced our “Zoom-Zoom” brand slogan and declared Mazda a brand that offers driving pleasure, a message that has resonated with our stakeholders. Indeed, since launching our new-generation models, more people are recognizing the value of driving pleasure, with strong bonds forming as a result.

A major driver of this deepening connection with stakeholders has been “Sustainable Zoom-Zoom,” which we announced in 2007 to clarify our purpose within the automotive industry. This long-term vision for technology development commits us to providing cars that offer a breakthrough combination of driving pleasure and environmental and safety performance engineered from the customer's point of view. A decade later, in August 2017, we announced “Sustainable Zoom-Zoom 2030” amid radical transformations taking place in our industry worldwide. This is Mazda's new initiative to use driving pleasure – the fundamental appeal of the automobile – to help solve issues facing the earth, society, and people for the long run.

Mazda aims to become a brand that inspires deep loyalty, so customers will choose to stay with Mazda for life – in other words, to make Mazda Premium a reality. While the word premium may call to mind expensive brands, for us Mazda Premium means making the best cars in the world, brightening people's lives through the power of driving pleasure, and creating an emotional connection with our customers.

*1 The Structural Reform stage 2 consists of the following four initiatives: “Product and R&D”, “Global sales and network reinforcement”, “Global production and cost improvement”, and “Financial structure reinforcement and shareholder return”. For more details, see Mazda Sustainability Report 2017 (In-Depth Version, p.125). http://www.mazda.com/globalassets/en/assets/csr/download/2017/2017_all.pdf

“Sustainable Zoom-Zoom 2030”

“Sustainable Zoom-Zoom 2030” is about seeking ways to inspire people through the value found in cars, to enrich individual lives and society as a whole and to help bring about a more beautiful

earth. This is Mazda's new initiative to use driving pleasure – the fundamental appeal of the automobile – to help solve issues facing the earth, society, and people.

Earth – Through conservation initiatives, Mazda is committed to creating a sustainable future in which people and cars coexist with a bountiful, beautiful earth.

For the sake of our planet, it's imperative that we cut emissions of the greenhouse gases that contribute to climate change and achieve a substantive reduction in CO₂ emissions. We also need to examine the worsening problem of air pollution in major cities around the world.

Specifically, our goal at Mazda is to reduce our corporate average "well-to-wheel"^{*2} CO₂ emissions

to 50 percent of 2010 levels by 2030, with a view to achieving a 90% cut by 2050 (see p. 21).

To reach the target, we have been perfecting the internal combustion engine and are now on a clear path to the mass production of our next-generation engine. This is an engine that combines the advantages of diesel and gasoline engines using a completely new method of combustion. We see it as a crossover between a diesel and a gasoline engine, and have named it SKYACTIV-X accordingly (see pp.7-9).

*2 See p.8 for a conceptual diagram of Well-to-Wheel – from the point of fuel extraction to driving the vehicle –



Masamichi Kogai
Representative Director, President and CEO
Mazda Motor Corporation

Society – Through cars and a society that offering both safety and peace of mind, Mazda will create a system that enriches lives by offering unrestricted mobility to people everywhere.

The changing structure of society is giving rise to new challenges. These include new causes of traffic accidents, such as driving under the effects of overwork and driving errors made by the growing number of elderly drivers, and the weakening of public transportation systems in depopulated areas. To address these issues and realize a society that offers safety and peace of mind, Mazda will create a system that enriches lives by offering unrestricted mobility to people everywhere.

Our aim is a motorized society free of traffic accidents. We will help achieve this by continuing to advance our safety fundamentals – such as driving position and pedal layout – and making them standard on all models, while continuing to update and make standard our advanced safety features. We also aim to standardize the Mazda Co-Pilot Concept, which uses autonomous driving

technologies to allow drivers to enjoy any drive with peace of mind, by 2025 (see pp.18-19).

People – Mazda is committed to enhancing 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.

Many people today enjoy a more affluent lifestyle thanks to mechanization and automation, but stress levels have also increased because we tend to get less exercise and have less opportunity for direct social contact.

As a remedy for such problems, we aim to offer an emotionally enriching experience to as many people as possible. Besides the pure pleasure of driving, we hope to deliver an uplifting sense of satisfaction. To this end, we will pursue an enhanced Jinba-Ittai driving feel that will unlock people's potential and invigorate them in body and mind, and further hone our vehicle designs to nourish the spirit of all who see them.

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.



Wholehearted commitment to growing as a trusted company

The auto industry is going through major changes, including stricter environmental and safety regulations, new competitors from other industries, and diversification of the mobility business. This was the context in which, Mazda signed an agreement to enter a business and capital alliance with Toyota Motor Corporation in August 2017.*³ The deepening collaboration realized through this alliance will allow both Mazda and Toyota to rise against and overcome these pressing challenges

and thereby achieve sustainable growth. Companies now face increasing social responsibilities and a growing list of challenges to be addressed. It is important to earnestly confront each of these challenges and do our best to resolve them. Above all, we will continue to work wholeheartedly to grow as a company that is truly trusted by our global stakeholders, and inspire people through cars sustainable with the earth and society.

*3 Details of business alliance agreement
 ■ Establish a joint venture to produce vehicles in the U.S.
 ■ Jointly develop technologies for electric vehicles
 ■ Collaborate on next-generation technologies, including connected-car and advanced safety technology
 ■ Explore further opportunities to complement each other's product lineups
 See: <http://www2.mazda.com/en/publicity/release/2017/201708/170804c.pdf>

Representative Director, President and CEO
Mazda Motor Corporation

Feature Story 1

SKYACTIV-X Next-Generation Gasoline Engine: Our Contribution to the Earth, People, and Society

At Mazda, our goal is to protect the earth by reducing carbon dioxide emissions in real-world driving as much as possible. Since the internal combustion engine is expected to power the majority of vehicles for many years to come, we believe that perfecting it is the greatest contribution we can make to cutting carbon dioxide emissions.

The SKYACTIV-X next-generation gasoline engine, announced in August 2017, brings us one step closer to realizing our dream engine. Combining the advantages of both gasoline and diesel engines, the SKYACTIV-X was born of Mazda's mission to bring about a beautiful earth, to enrich people's lives as well as society, and to seek ways to inspire people through the value found in cars.



Eiji Nakai

General Manager
Powertrain Development Division

Interview with the lead engineer of the
SKYACTIV-X next-generation engine

Pursuit of the ultimate engine

**Q: What is the SKYACTIV-X and how is it
different from previous engines?**

A: Simply put, the SKYACTIV-X is a gasoline engine that combines the advantages of gasoline and diesel engines in a manner befitting the title "next-generation." It helps the earth and people by offering unprecedented environmental performance and responsive driving. For example, it improves fuel efficiency up to 20-30 percent over Mazda's current gasoline engine and also increases torque*¹ 10-30 percent. Basically, it offers the driving performance of

*1 A measure of the rotational or driving force generated by an engine. It affects acceleration from a steady speed.

a 2-liter gasoline engine sports car (MX-5) with the carbon dioxide emissions of a 1.5-liter diesel compact car (Mazda2).

Features of the next-generation gasoline engine

	Gasoline engine	Next-generation gasoline engine	Diesel engine
Fuel economy	▲	◎	◎
Torque	▲	◎	◎
Responsiveness	▲	◎	◎
Output (smooth acceleration)	◎	◎	▲
Heat generation	◎	◎	▲
Exhaust cleanliness	◎	◎	▲

Q: Of all available technologies, such as electricity and hydrogen, why have you focused on the internal combustion engine?

A: While it's true that various technologies are being developed and brought to market, each has its issues. Energy infrastructure varies between countries and regions. The operating environment – road conditions and driving styles – also varies between customers. Given that, we considered what kind of environmental technology was best. The point was to reduce carbon dioxide emissions on a well-to-wheel basis – from the point of fuel extraction to driving the vehicle – and to do that in actual driving on a global level.

Our research pointed to the internal combustion engine. We realized that making existing engines more efficient would drive reductions in carbon dioxide emissions globally and in real-world driving.

The future prospects of the internal combustion engine have been demonstrated by external organizations. An International Energy Agency report projects that internal combustion engine vehicles will represent around 84 percent of all vehicles in 2035. Of course, we are also

developing other technologies so we can deploy them to markets where they are suitable. Our electric vehicle scheduled for launch in 2019 is one example.

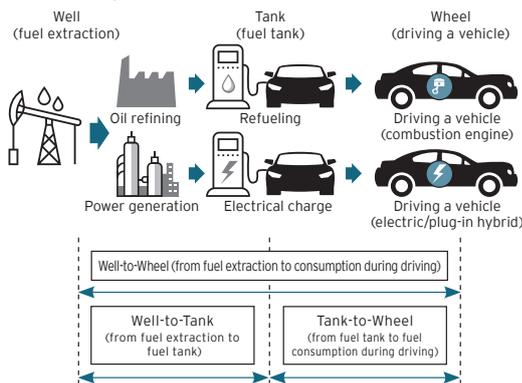
We are also researching ways to reduce overall emissions more efficiently by adding compact electrification technologies for driving speeds at which the efficiency of the combustion engine suffers.

Q: Does the internal combustion engine have that much potential for improvement?

A: We're constantly working to develop the ideal engine, so we know there's still plenty of room for improvement. There has been a lot of research on the potential – and technical difficulty – of improving the internal combustion engine's efficiency. When Mazda developed its existing engines (SKYACTIV-G and SKYACTIV-D), it demonstrated that potential and attracted attention from the science community. This helped to breathe new life into combustion engine research and development. That accomplishment followed major challenges: pushing the boundaries of abnormal combustion (knocking) under high-temperature, high-pressure conditions in gasoline engines (SKYACTIV-G) and pushing the boundaries of ignition performance (misfiring) under low-temperature, low-pressure conditions in diesel engines (SKYACTIV-D).

Automobile engines generate energy by compressing air, exhaust gas, and fuel and igniting it to combust. Theoretically, the more air you put in and the more you compress it before combustion, the greater power you can obtain – but it doesn't work like that. High compression ratios in gasoline engines cause abnormal combustion, while low compression ratios in diesel engines cause misfiring. While tackling these challenges in both types of engines, Mazda's engineers honed their skills for developing our next-generation engine, the SKYACTIV-X.

Conceptual diagram of Well-to-Wheel*



*Where fossil fuel is extracted and used to drive a vehicle.

Rollout of SKYACTIV Technology (gasoline/diesel engines)

SKYACTIV Technology: Collective term for Mazda innovative base technologies

2011	2012	2013	2014	2015	2016	2017	2018	2019
								Planned market launch of SKYACTIV-X next-generation gasoline engine
							Launch of SKYACTIV-D new-generation highly efficient clean diesel engine (technology updates)	
							Launch of SKYACTIV-G new-generation highly efficient direct-injection gasoline engine (technology updates)	

Q: What technical innovations went into SKYACTIV-X?

A: The first is that we used the tendency for abnormal combustion to our advantage. The SKYACTIV-X generates a lot of energy by forcefully compressing a large volume of air-fuel mixture and igniting it with a spark plug, which then triggers multiple flames of combustion (compression ignition) throughout the cylinder.

The second is the balance of air to fuel (gasoline) inside the cylinder. A mixture of air, exhaust gas, and fuel is created inside the cylinder, and the more air relative to fuel, the better the fuel efficiency. With the SKYACTIV-X, we succeeded in increasing the air-fuel ratio significantly over that of conventional engines.

Q: You must have encountered difficulties in achieving those innovations. How did you overcome them?

A: Achieving our target combustion consistently in different user environments – air temperature, altitude, driving conditions, etc. – was a major hurdle. With compression ignition, gasoline burns vigorously only when the right temperature and pressure conditions are met. It's especially hard to combust when the air-fuel ratio is high. We had to create conditions for the combustion of a predetermined amount of fuel as planned in every combustion cycle and in various driving scenarios and operating conditions. It was like trying to find the perfect way to cook rice by adjusting the size of the flame every time.

To find that perfect flame, we decided to expand our computing resources. Designing a new and complex method of combustion requires an accurate simulation of the combustion chamber. This was computer model-based development, where we determined the ideal combustion by calculation and then worked to achieve it in the real world. In the past our work was a time-consuming process that involved creating lots of prototype vehicles or engines and testing them repeatedly. But that approach would have gotten us nowhere when developing the present engine, since there were countless possible combinations. Computer model-based development increased our work efficiency dramatically.

We have also cooperated with academia and government to develop the fundamental technologies. As we increased the accuracy of our simulations, we found the right “flame” that would allow gasoline to combust vigorously. We used the simulation results to create something like a recipe that

we then programmed into an engine control unit.

That recipe is Spark Controlled Compression Ignition (SPCCI), which embodies compression ignition technologies pursued by successive generations of gasoline engine engineers. We have been able to package SPCCI as an engine system. We are refining it for maximum customer satisfaction when we launch it in 2019.

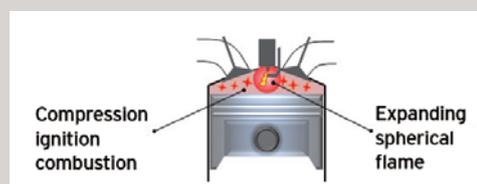
Q: What kind of engine do you want to develop next?

A: Our goal is to continue striving for the world's best engine: a responsive source of power that is more efficient and emits less carbon dioxide emissions in real-world driving scenarios according to the user's environment, and emits cleaner exhaust.

We have overcome a number of challenges in the process of developing the SKYACTIV-X. In fact, we were even able to clear the hurdle of abnormal combustion and make it to our advantage. Coffee tastes bitter when you are a child, but you come to appreciate it as an adult. Something like that has happened in my career as an engineer. The challenges we face now in our pursuit of the ideal combustion engine will inevitably become our strengths. That inspires us to continue pursuing the engine that will help bring about a beautiful earth and enrich people's lives and society.

Spark Controlled Compression Ignition

Spark Controlled Compression Ignition (SPCCI) is Mazda's proprietary combustion method that offers complete control of compression ignition combustion by way of spark ignition. Once ignited by the spark plug, the expanding spherical flame serves as a second piston (air piston), further compressing the air-fuel mixture in the combustion chamber and providing the necessary conditions for compression ignition. By controlling the timing of spark plug ignition, SPCCI expands the range of conditions under which compression ignition can take place.



Feature Story 2

New CX-5 Crossover SUV: A Car for a Brighter Life

At Mazda, we believe that life with a car shines even brighter. Our engineers aim to build the ultimate vehicle, one that is fully in tune with human sensibilities. The result, the new CX-5, takes the performance and design qualities of the first-generation model to a whole new level.



Driving pleasure for all who ride

The first-generation CX-5, launched in February 2012, has earned glowing reviews worldwide with its dynamic design, satisfyingly responsive drive, and outstanding environmental and safety performance. When developing the new CX-5, we sought to build on the strengths of the first generation while enhancing its overall character.

We added G-Vectoring Control, one of the SKYACTIV-VEHICLE DYNAMICS series of new-generation vehicle motion control technologies, to provide integrated control of lateral and longitudinal acceleration (G) forces. This creates a more comfortable ride by reducing swaying around curves and alleviating things like driver fatigue and passenger motion sickness. We also increased quietness so occupants can enjoy conversations even on the highway without minding road noise and other sounds.

At the Mazda Group, we aim to enrich people's lives and become a brand with which customers feel an emotional connection. As engineers, my colleagues and I are particularly passionate about designing cars around the person, so they are completely aligned with the human way of perceiving and operating.



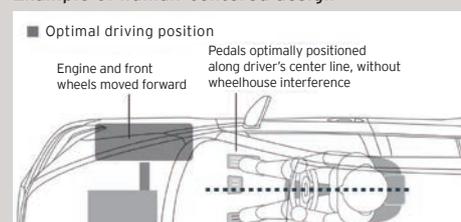
Hideki Matsuoka
New CX-5 Program Manager
Product Division

Specifically, this means designing a car that makes driving surprisingly enjoyable, that creates a space where parents in the front and kids in the backseat can enjoy quality time together. We want customers to feel the radiance of being alive. This vision, when realized, strengthens the bond we share with our customers.

Mazda's human-centered design philosophy

Mazda believes the ideal vehicle is one that is easy to operate. Our design philosophy puts the person at the center and fully aligns the car to their sensibilities. By thoroughly understanding the driver and incorporating the latest technologies where appropriate, we strive to provide smooth, precise control with a felt vehicle response. We also strive to enhance comfort and quietness to create the ideal vehicle for passengers as well as driver.

Example of human-centered design



Contributions through safety, environmental performance, and design

To pursue environmental and safety performance is essential to “offering cars that are sustainable with the earth and society to more people,” as stated in our Corporate Vision.

We are raising fuel efficiency and cutting CO₂ emissions by refining base technologies such as the engine and transmission. We adopt a real-world approach of offering environmentally conscious vehicles at affordable prices, even in markets that lack special infrastructure, and without relying too heavily on one type of green car technology. We followed this approach when improving the environmental performance of the new CX-5 as well.



For safety, every year we advance our i-ACTIVSENSE preventive safety technologies*¹ and package them in a manner suited to each country or market. In Japan, for example, we made i-ACTIVSENSE technologies standard*² in August 2017 to

address the rise in accidents caused by accelerator pedal mistakes by seniors, a growing segment of the population. We have also put a lot into functions that support safe driving based on a human-machine interface (HMI) perspective. Active Driving Display, a feature offered in Japan, displays dashboard and navigation information on the windshield, which helps keep the driver focused on driving.

And though it may sound strange, we believe that design, too, contributes to coexistence between cars, the earth and society. No one wants to drive an unstylish car, regardless of its environmental and safety performance. The new CX-5 is the car of choice for many because we designed it to be bold and refined on the outside, and pleasurable for everyone on the inside.

As a result, the new CX-5 has received enthusiastic reviews by offering a more gratifying driving experience than conventional SUVs. Through the new CX-5, we will continue to strive for sustainable mobility – and to win new Mazda fans in the process.

*1 An umbrella term for advanced safety technologies that support driver awareness, crash avoidance, and damage reduction, developed in line with Mazda Proactive Safety, Mazda's safety philosophy.
*2 Four advanced safety features were made standard: Adaptive LED Headlights (ALH) and Lane Departure Warning System (LDWS) for supporting driver awareness, and Advanced Smart City Brake Support (ASCBS) and Acceleration Control for AT (in drive position) for avoiding collisions and reducing damage.

Simplicity and refinement inspired by Japanese tradition

With the new CX-5, we aimed for the beauty of simplicity and refinement that arise from removing extraneous elements, an aesthetic passed down through traditional Japanese craft. We wanted CX-5 observers and owners to feel enriched by their experience. The result is a bold and refined exterior, and an interior that is pleasing for driver and passengers alike.

Front face shows elevation of brand expression



Contribution to Sustainable Development Goals (SDGs) through value creation

In 2007, Mazda announced Sustainable Zoom-Zoom, its vision to provide driving pleasure as well as outstanding environmental and safety performance to all customers. The company strives to create corporate value by providing cars that are sustainable for earth and society.

The new CX-5 reflects this philosophy. In research & development, our goal was a pleasure felt by passengers as well as driver. Mazda raised all elements of design and technology to a level above and beyond the first-generation model.

The automotive industry has a responsibility to tackle social challenges such as climate change and rising traffic accidents. The CX-5 was designed with this responsibility in mind. Below Mazda introduces its contributions to the earth and society in relation to the UN Sustainable Development Goals (SDGs).



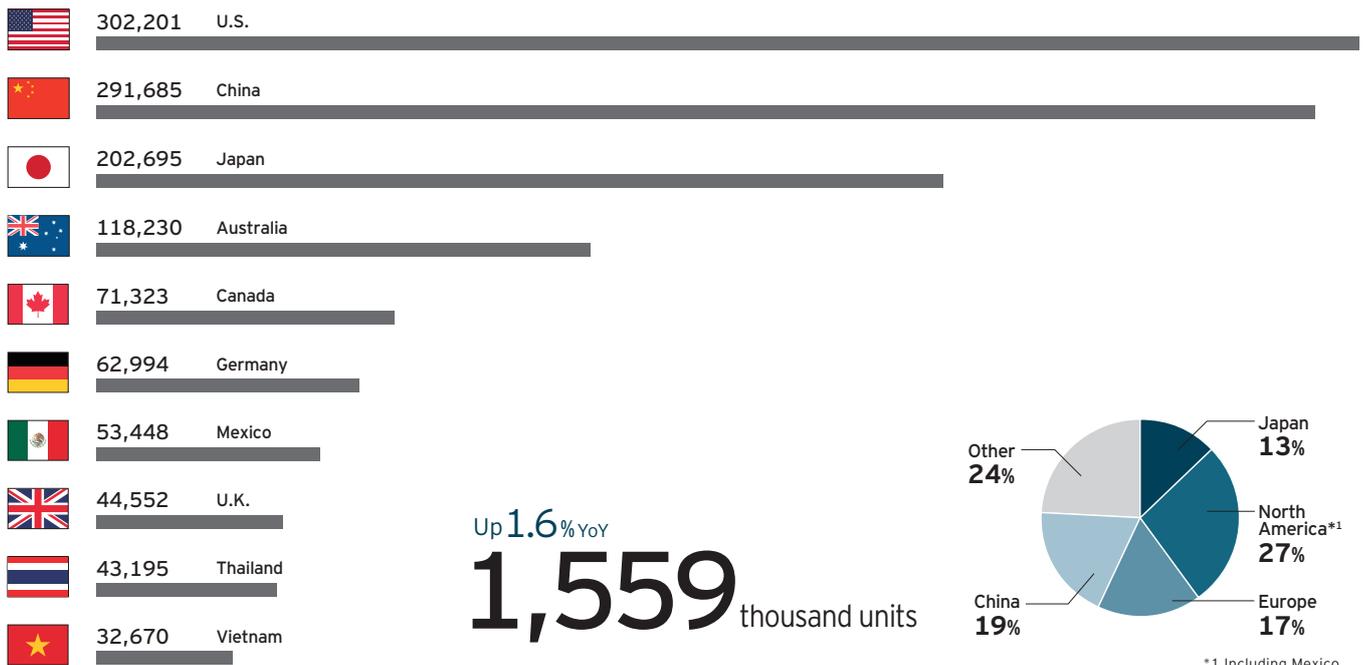
Sustainable Development Goals (SDGs) are a set of shared goals adopted in September 2015 by the international community, including developed and developing countries, to achieve development that is socially, economically, and environmentally sustainable. SDGs call on United Nations member nations to mobilize efforts to achieve sustainable development, by accomplishing such targets as ending poverty and hunger, ensuring access to affordable and clean energy, combating climate change, and promoting peaceful and inclusive societies between 2015 and 2030. SDGs comprise 17 goals with 169 targets.

Connection between the SDGs (excerpt) and value provided by the new CX-5

	SDGs		Value provided by Mazda (new CX-5)
Goal 3		Ensure healthy lives and promote well-being for all at all ages (including road safety)	<ul style="list-style-type: none"> • Reduces damage from traffic accidents with advanced safety features • Invigorates body and mind through driving pleasure
Goal 7		Ensure access to affordable, reliable, sustainable and modern energy for all	<ul style="list-style-type: none"> • Delivers exceptional fuel performance with efficient engine technologies
Goal 9		Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	<ul style="list-style-type: none"> • Offers technologies engineered to provide the freedom of mobility that enriches people's lives long into the future
Goal 12		Ensure sustainable consumption and production patterns	<ul style="list-style-type: none"> • Assesses and reduces environmental impacts across the product life-cycle, which includes every step from manufacturing through and after product use.
Goal 13		Take urgent action to combat climate change and its impacts	<ul style="list-style-type: none"> • Develops technologies that lead to CO₂ emissions reductions on a well-to-wheel basis*

* Well-to-wheel refers to the entire flow of processes from fuel extraction to fuel consumption during driving (see p. 8).

Top 10 Markets in Global Sales for FY March 2017



Mazda's Value Chain* (FY March 2017)

*Corporate activities throughout the entire value chain from research and development- purchasing- manufacturing- logistics- sales and services- to recycling end-of life vehicles.

Research and Development



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

Purchasing



Implementation of a broad range of initiatives, in tandem with 1,071 major suppliers in Japan and overseas, aiming for harmonious coexistence and co-prosperity

Manufacturing



Pursuit of high-level manufacturing in a total of 7 countries, including Japan, Thailand, China and Mexico (Japan: 965 thousand units Overseas: 627 thousand units)

Logistics



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

Sales and services



Provision of vehicles and services to customers in more than 130 countries and regions

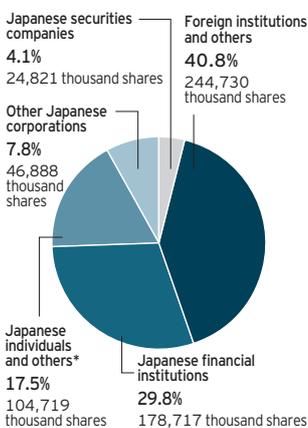
Recycling end-of-life vehicles



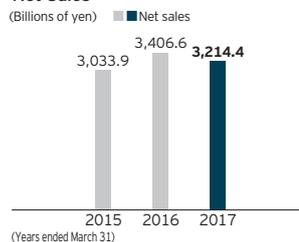
Pursuit of end-of-life vehicle recycling and waste reduction

Financial Information

Breakdown of Shareholders by Type (as of March 31, 2017)



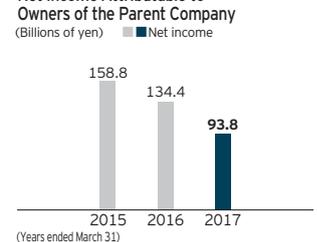
Net Sales



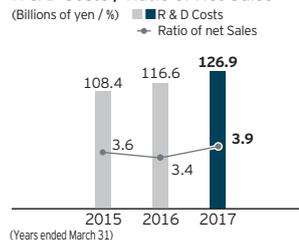
Operating Income / Operating Income Ratio



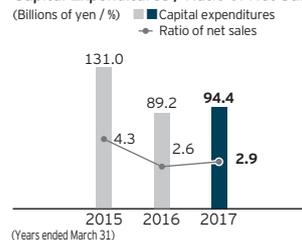
Net Income Attributable to Owners of the Parent Company



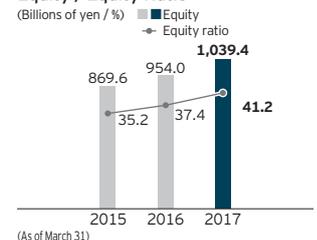
R & D Costs / Ratio of Net Sales



Capital Expenditures / Ratio of Net Sales



Equity / Equity Ratio



Major Product Lineup

MAZDA3

(Axela)*

Sales	Japan	North America	Europe	China	Other
Production	Japan	North America		China	Other



Global sales volume
469,619

CX-5

Sales	Japan	North America	Europe	China	Other
Production	Japan		Europe	China	Other



Global sales volume
374,975

MAZDA6

(Atenza)*

Sales	Japan	North America	Europe	China	Other
Production	Japan		Europe	China	Other



Global sales volume
178,075

MAZDA2

(Demio)*

Sales	Japan	North America	Europe		Other
Production	Japan	North America			Other



Global sales volume
155,994

CX-3

Sales	Japan	North America	Europe		Other
Production	Japan				Other



Global sales volume
142,347

CX-4

Sales				China	
Production				China	



Global sales volume
50,635

CX-9

Sales		North America	Europe		Other
Production	Japan				



Global sales volume
42,237

BT-50

Sales					Other
Production					Other



Global sales volume
38,274

MX-5

(Roadster)*

Sales	Japan	North America	Europe		Other
Production	Japan				



Global sales volume
36,621

BONGO

Sales	Japan				
Production	Japan				



Global sales volume
10,379

MAZDA5

(Premacy)*

Sales	Japan	North America			Other
Production	Japan				



Global sales volume
10,377

BIANTE

Sales	Japan				Other
Production	Japan				



Global sales volume
4,041

CX-7

Sales				China	
Production				China	



Global sales volume
1,848

* Presented models are those produced by Mazda as of the end of March 2017. * Includes old and new models. Not all body types are shown. * Global sales volume/ Sales markets /Production sites for FY March 2017.
* Includes sites with knockdown production only (Production volume unannounced). * OEM vehicles sold in Japan are as follows: Carol, Flair, Flair Wagon, Flair Crossover, Scrum, Familia (van), Titan.

*(): Japanese name

New-Generation Models* Incorporating SKYACTIV TECHNOLOGY and KODO—Soul of Motion Design

Small

Mid-size

Sedan, hatchback, wagon, etc.	Demio/Mazda2 (From September 2014)	Axela/Mazda3 (From September 2013)	Atenza/Mazda6 (From November 2012)		
SUV/crossover	CX-3 (From February 2015)	CX-4 (From June 2016)	CX-5 (From February 2012)	New CX-8 (From December 2017)	CX-9 (From May 2016)
Sports car	Roadster/MX-5 (From May 2015)				

* Availability depends on country or region.
* (): timing of the introduction



Providing a Mazda Brand Experience that Exceeds Customer Expectations

Mazda is striving to improve customer satisfaction through providing a Mazda brand experience that exceeds customer expectations.

Efforts to be Relied on by Customers

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. In line with this concept, Mazda pushes forward with various initiatives in cooperation with local distributors/dealerships to provide customers with a Mazda brand experience in all stages of their car ownership, with a view to building special bonds with customers.



[Case in the U. S.] Demonstrating design and technologies through offering chances for test-drive and talks with engineers

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 strives to provide the best possible customer services. 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 Company also hosts Service Skills Competitions with the aim of boosting the service skills and motivation of service staff. In 2017, the 4th Mazda Customer Service Skills World Competition was held with participation by 26 excellent service engineers in 13 teams from 11 countries.



4th Mazda Customer Service Skills World Competition to compete the service skills (May, 2017)

Design Theme, KODO - Soul of Motion

Mazda wants to make the relationship between driver and car one based on emotion, like that of rider and horse. Therefore, a car cannot be a simple tool; it must have the vitality, expressiveness and power of a living creature. In order to realize this ideal, the Company announced the KODO —Soul of Motion design theme in 2010. This was followed by the ideal of "Car as Art," aiming to sublimate the KODO design to a level that makes customers feel a car is like art. The Company also focuses on Japanese aesthetics, which have been passed down in Japanese traditional manufacturing, and pursues the essence and depth of beauty.



Mazda RX-VISION, representing the future of Mazda design (unveiled at the Tokyo Motor Show in the fall of 2015)



Promoting Co-Creation to All Members in Mazda Australia

I am in charge of Product Planning in Mazda Australia(MA). We have attended several co-creation events held in Mazda Head Office to learn about new products and technologies directly from Mazda R&D members and to work together with other national sales companies to find the best way to cascade this information to staff, dealerships and customers in each country. Back at MA, we share the information from Mazda with key staff at MA, and thoroughly discuss the initial ideas for communication to customers and ensure that the message is consistent across all communication channels. Through promotion of co-creative activities, we aim to further improve brand value.

Daniel Wakelam
Product Planning, Mazda Australia

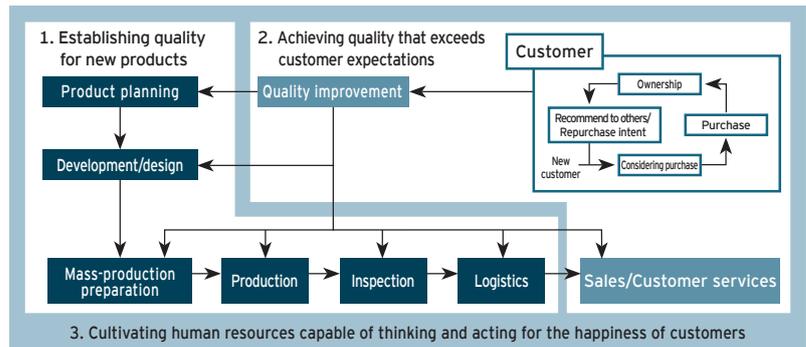


Delivering Safety, Trust and Excitement to Customers

Mazda enriches the lives of its customers by providing products and service that reflect steady and uncompromising work.

Approach to Quality Improvement

Under its Corporate Vision, Mazda further advances the efforts it has made and promotes united collaboration among all areas, continuing to enhance Mazda's unique value. To deliver customers safety, trust and excitement through automotive lifestyles, Mazda makes Group-wide efforts to "establish quality for new products," "achieve quality that exceeds customer expectations," and "cultivate human resources capable of thinking and acting for the happiness of customers."



"100-1=0" to Provide 100% Quality for Vehicle Production

"100-1=0" expresses Mazda's strong desire to provide 100% quality for every single vehicle for every individual customer, under the belief that "It will be meaningless if even only one out of 100 vehicles is found to be defective, because for an individual customer, his/her vehicle is not one out of 100 vehicles but the only one."

Pursuing a kind of vehicle production that respects each vehicle as a certain customer's "one-and-only", Mazda realize value that exceeds customer expectations.

Establishing the brand value to be delivered to customers

Realizing the value that exceeds customer expectations KODO-Soul of Motion design, Jinba-Ittai*, fuel economy, etc.

Pursuing vehicle production that respects each vehicle as "one-and-only" for the customer [Achieving "zero defects"]

*Mazda's unique driving philosophy, literally, "rider and horse, are one." Mazda aims to create oneness between the car and the driver, just as a horse and rider communicate through feeling, thereby realizing the very best driving experience

Pursuing the High Quality on a Global Scale

Mazda sells vehicles in more than 130 countries and regions, and has production sites in seven countries around the world. To ensure the high quality in products on a global scale and maintain the quality until delivery to customers, Mazda has established a global framework among production sites and distributors/dealerships both in Japan and overseas. Mazda has held global forums in the area of quality, manufacturing, and logistics respectively, to work in close cooperation, and share the vision, as well as successful examples globally.



Training program held for oversea production bases/ sales persons in charge of quality management of purchased parts

EMPLOYEE'S VOICE



Achieving Quality Assurance of Higher Quality Products through Collaboration with Relevant Divisions

I am in charge of quality control of purchased parts. I aim to ensure that all parts meet the high basic quality standards. In the conventional quality development process, the manufacturing conditions were verified after the research & development (R&D) of parts had been completed. Now the verification is done at the initial stage of R&D, under the strengthened collaboration among the divisions concerned; we confirm whether the quality is reliably managed in the manufacturing process at suppliers in Japan and overseas. By implementing this consistent approach to quality development through collaboration among divisions responsible for R&D, production, procurement, logistics and quality, we work hard to achieve the assurance of higher-quality parts.

Risa Fujita
Quality Engineering Department, Quality Division

Safety

Aiming to Achieve a Safe and Accident-Free Automotive Society

Mazda aims to achieve a safe and accident-free automotive society from the three viewpoints of vehicles, people, and roads and infrastructure, Mazda is promoting safety initiatives.

Mazda's Basic Approach to Safety

In August 2017, Mazda announced "Sustainable Zoom-Zoom 2030." This new vision for technology development sets out how Mazda will use driving pleasure, the fundamental appeal of the automobile, to help solve issues facing people, the earth and society (see pp. 4-6).

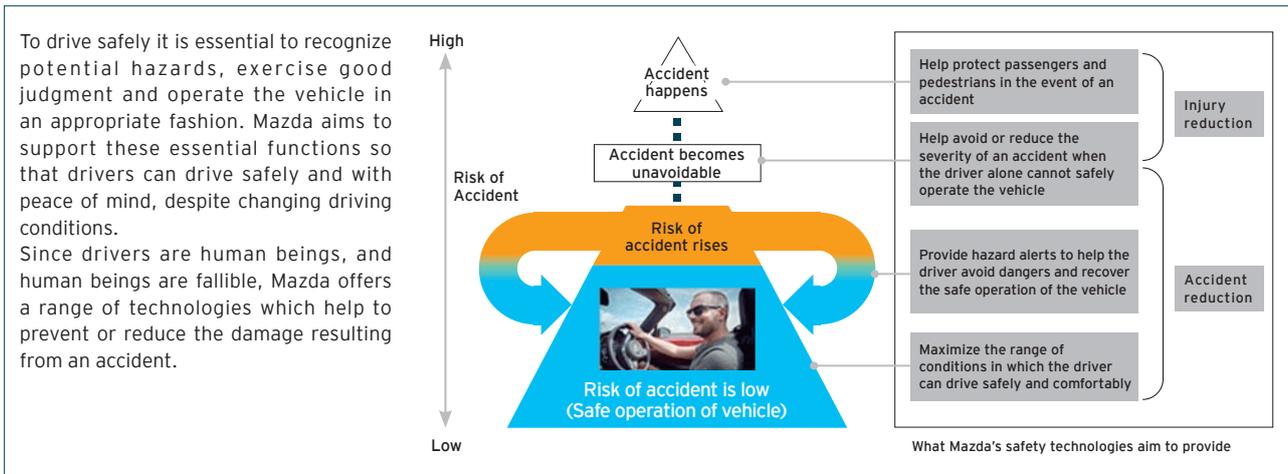
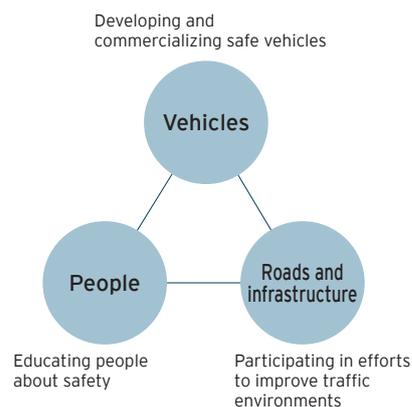
In the realm of society, which encompasses safety, "Sustainable Zoom-Zoom 2030" demonstrates Mazda's determination to leverage cars and a society that provide safety and peace of mind, to create a system that enriches people's lives by offering unrestricted mobility to people everywhere.

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.

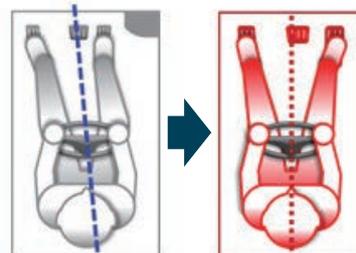
Three Viewpoints of Safety Initiatives



Continuously Evolving Basic Safety Technologies as Standard for All Vehicles

Aiming to achieve a safe and accident-free automotive society, Mazda promotes continuous evolution of basic safety technologies, such as the ideal driving position and pedal layout, excellent visibility, and active driving display, and will install these in all vehicles as standard.

Comfortable layout enabling easy operation



i-ACTIVSENSE Advanced Safety Technologies

Mazda's i-ACTIVSENSE is an umbrella term covering a series of advanced safety technologies, developed in line with Mazda Proactive Safety. They includes active safety technologies that support safer driving by helping the driver to recognize potential hazards, and pre-crash safety technologies which help to avert collisions or reduce their severity in situations where they cannot be avoided.

* <http://www.mazda.com/en/innovation/technology/safety/i-activsense/>



The Mazda Co-Pilot Concept: Human-Centered Autonomous Driving

The Mazda Co-Pilot Concept is Mazda's development concept for human-centered self-driving technology. Based on this concept, people enjoy driving and are revitalized mentally and physically through the process. Meanwhile, the car knows all the movements of the driver and the car and is driving "virtually" in the background at all times. If the unexpected occurs, such as the driver suddenly losing consciousness, the car takes control to prevent endangering vehicle occupants and passersby. It also automatically contacts emergency services and drives safely to an appropriate location.

Advanced Safety Technologies as Standard Equipment

Technologies to reduce accidents due to rear-end collisions, pedestrians, unintentional pedal operation, and changing lanes

FY March 2018: Standard equipment in Japan
From FY March 2019: Standard equipment globally

Mazda Co-Pilot Concept, employing autonomous driving technologies

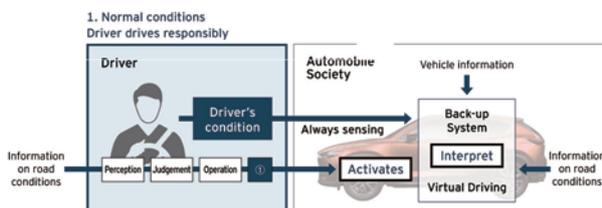
2020: Start demonstration test

By 2025: Apply as standard equipment

MAZDA CO-PILOT CONCEPT

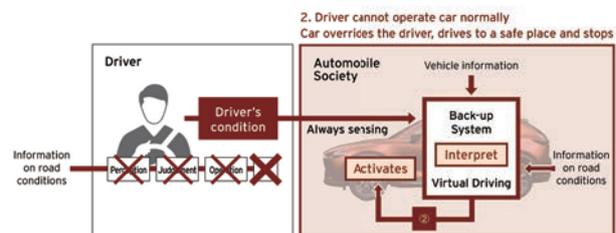
When the driver's condition is normal

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 overrides the driver to avoid collisions and moves to a safe location to stop the vehicle.



Initiatives with People

Mazda endeavors to enhance safety awareness among adults and children through various means of communications, including the events raising traffic safety awareness, and safety driving demonstration with the lessons for a safer and comfortable driving position.

<Examples of Initiatives>

- Conducted various activities to raise safety awareness in cooperation with local municipalities and organizations.
- Held the Mazda Driving Academy, an experience and training program to help customers in Japan learn the theories and techniques to control their cars easily, comfortably and safely.



Dialogue about the Importance of Proper Driving Position

Initiatives with Roads and Infrastructure

Mazda works in collaboration with governments, local communities, and related companies to realize a society where road traffic is safe and accident-free. As part of such efforts, Mazda has been proactively supporting the ITS* project, as an automotive manufacturer.

* ITS: Intelligent transport system uses telecommunications technology to bring together vehicles, people, and the traffic environment, with the aim of easing traffic congestion and reducing the number of accidents throughout Japan.



ITS Demonstration Tests on Public Roads in Hiroshima City

EMPLOYEE'S VOICE



Aiming to Achieve Both Driving Pleasure and Safety Performance, We are Developing Mazda-Unique Safety Technologies

I am in charge of designing parts for Advanced SCBS, an automatic braking system including for pedestrians. Developing the parts is difficult as we have to imagine the diverse driving situations of our customers all over the world to achieve higher safety. Advanced SCBS won the highest ranking in the preventive safety assessment in Japan for FY March 2016. This made me very happy because the high safety performance of the technologies we have developed is now proven, which has given us confidence for the future. I will make further efforts in developing Mazda-unique safety technologies that can achieve both driving pleasure and safety performance, thereby contributing to the realization of safer and reliable cars and society.

Akihiro Hisatsune
Integrated Control System Development Division

Environment

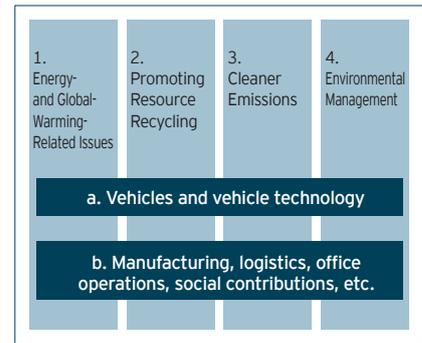
Reducing Environmental Impact throughout the Entire Vehicle Life Cycle

Mazda views environmental protection as an urgent issue for humanity, and the highest priority issue facing automakers. The Company is making efforts to reduce environmental impact throughout the entire product life cycle.

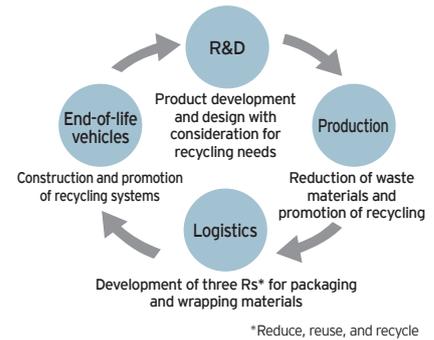
Approach to the Environment

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 established the Mazda Global Environmental Charter as the basic policy for environmental matters in the Mazda Group. Specific target-setting and actions for each target are being executed in accordance with the Mazda Green Plan 2020. Mazda is promoting the establishment of environmental management systems (EMS) across its entire supply chain and in all Group companies. The purpose of the EMS is to carry out more environmentally conscious business activities in a more effective manner, based on ISO 14001 and other standards.

Approach on the Mazda Green Plan 2020



Example image: Resource recycling



*Reduce, reuse, and recycle

Promoting Green Purchasing

Mazda is promoting environmental initiatives in cooperation with its suppliers. With the aim of reducing the environmental burden throughout its entire supply chain, Mazda engages in operation activities in compliance with the "Mazda Green Purchasing Guidelines." These guidelines require all of its suppliers worldwide to undertake measures to reduce their burden on the environment, at all stages from product development to manufacturing and delivery. The guidelines also make it clear that Mazda will give preference in purchasing to suppliers who implement such environmental measures.

TOPICS

Mazda's First Ecosystem Survey at the Miyoshi Plant (Hiroshima Prefecture)

In FY March 2017, Mazda conducted its first ecosystem survey at the Miyoshi Plant (Hiroshima Prefecture). With a development facility (proving ground), the Miyoshi Plant does not allow people free access. For this reason, a rich natural environment, including forests and many ponds, has been maintained there for around 50 years. With the cooperation of experts, 17 surveys have been carried out during the past year. As a result, rare species, such as the goshawk, the calanthe and the Chinese pond mussel, have been found on the plant premises. Based on the survey results, Mazda will develop a plan for future activities while continuing to obtain the cooperation of experts, and taking into account its relationships with the local government and people in the local community.



EMPLOYEE'S VOICE



Contributing to Establish Environmental Management System

I am in charge of ISO14001 promotion at Mazda Powertrain Manufacturing (Thailand) Co., Ltd. (MPMT), which is the powertrain plant in Thailand. Since it began production in 2015, MPMT has strived to establish an environmental management system based on ISO14001. In November 2016, MPMT was able to obtain ISO14001 certification as planned. All employees made a concerted effort to achieve this goal. As a result, MPMT became the first overseas Mazda Group company to gain the ISO14001: 2015 certification (most recently revised version). We will further promote the environmental initiatives of our company, while contributing to establish environmental management system for the entire Mazda Group, by sharing information with other Group companies.

Kinpikul Pranida

Person in Charge of the Environment & ISO
Mazda Powertrain Manufacturing (Thailand) Co., Ltd.



Efforts Regarding Product and Technology Development

In August 2017, Mazda announced “Sustainable Zoom-Zoom 2030”(see pp. 4-6). This new vision for technology development sets out how Mazda will use driving pleasure, the fundamental appeal of the automobile, to help solve issues facing people, the earth and society. In terms of the environment, “Sustainable Zoom-Zoom 2030” demonstrates Mazda's determination to use conservation initiatives to help create a sustainable future in which people and cars can coexist with a bountiful, beautiful earth.

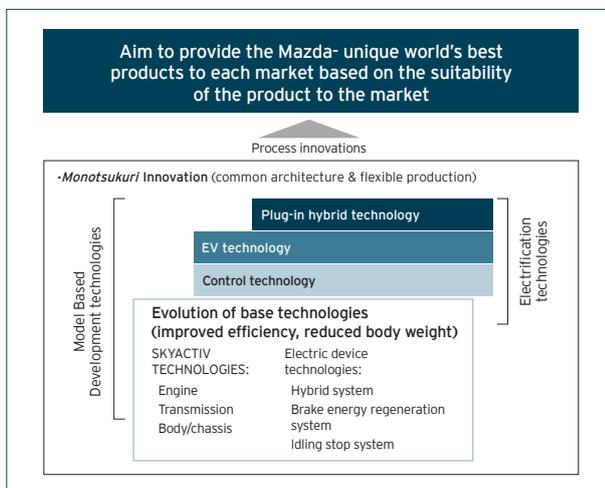
Addressing Global Warming

Mazda sees reducing emissions of CO₂ and other greenhouse gases over the vehicle's entire lifecycle — including manufacturing, use and disposal — as one of its top priorities and a duty of automotive industry. In August 2017, Mazda set a goal of reducing corporate average “well-to-wheel” (see pp.7-9) CO₂ emissions to 50% of 2010 levels by 2030, with a view to achieving a 90% cut by 2050. Offering a number of powertrain options in consideration of each region's energy sources and power generation methods will allow Mazda to make the optimum contribution to CO₂ emissions reductions by region.

The Building-Block Strategy

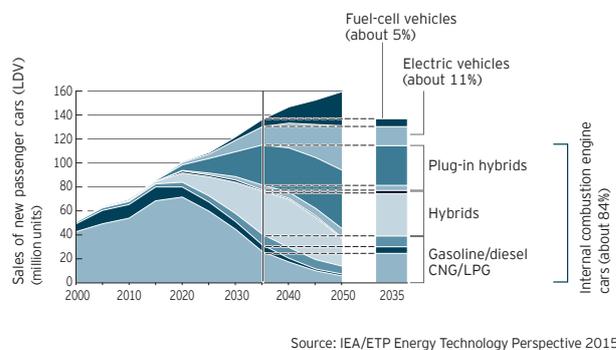
Mazda adopts the Building-Block Strategy to realize its goal of reducing CO₂ emissions and raising the average fuel economy of Mazda vehicles sold worldwide. Given the internal combustion engine is forecast to remain a principle propulsion technology in cars worldwide for many years to come, the Company thinks it important to continue efforts to perfect the technology. At the same time, the Building Block Strategy also calls for the commercial introduction of electric, plug-in and other electrified vehicles in consideration of each country or region's energy resources, regulations, power generation methods, infrastructure and so on.

Building-Block Strategy



Graphic representation of global market share of powertrain technologies

It is expected that the majority of vehicles in the global market will continue to be powered by internal combustion engines, and that such vehicles will contribute the most to CO₂ reduction. (about 84% of the vehicles are powered by internal combustion engines in 2035)



Comprehensive Improvements of Base Technologies by SKYACTIV TECHNOLOGY

The term SKYACTIV TECHNOLOGY covers all Mazda's innovative base technologies. Mazda redesigned these technologies from scratch, enhancing the efficiency of powertrain components, such as the engine and transmission, reducing vehicle body weight, and improving aerodynamics. Following the adoption of the technology in the CX-5 in 2012, the number of models that fully incorporate SKYACTIV TECHNOLOGY has increased.

In August 2017, Mazda disclosed plans to introduce next-generation technologies from 2019, including the SKYACTIV-X engine, set to become the world's first commercial gasoline engine to use compression ignition(see pp.7-9).^{*1}

*1 As of August 2017, according to Mazda data

Social Contributions

Fulfilling Responsibilities as a Good Corporate Citizen

Mazda commits itself to ongoing involvement in socially beneficial activities tailored to the needs of local communities.

Basic Policy on Initiatives

Basic Principles

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.

Plans for Future Activities

- Proactive, ongoing responses to social needs through the core business activities of the Mazda Group in Japan and overseas
- In collaboration with local communities, contribute to the development of a sustainable society through activities tailored to the needs of communities
- Emphasize and provide support for self-motivated volunteer activities by employees, and incorporate diverse values to foster a flexible and vibrant corporate climate
- Proactively disclose the details of activities and engage in a dialogue with society

Three Pillars in Basic Policy on Social Contribution Initiatives



FY March 2017 Results

The Mazda Group carried out over 500 activities in Japan and overseas. Around 100 activities are summarized in Mazda Sustainability Report 2017 [Social Contributions Version]. Mazda selected prizewinning activities for the 3rd Annual Mazda Social Contribution Prize as a commendation system to recognize outstanding social contribution activities.

Support for Disaster-Affected Areas

The Mazda Group provides various supports for the early recovery and restoration of areas affected by natural disasters. Mazda Head Office coordinates with its production/business sites in the affected area to provide appropriate support in case of natural disasters such as an earthquake and abnormal weather.

Mazda Foundation

Japan

The Mazda Foundation, charitable organization, was established by Mazda Motor Corporation in 1984, to support activities to promote science and technology and the sound development of youth.

Overseas

The Mazda Foundation in the U.S., Australia and New Zealand support activities in the fields of the environment, safety, human resources development, community contributions, etc., in each region.



Mazda Foundation (Japan): Astronomical Observation



Mazda Foundation New Zealand: Native Tree Planting to Create Native Gardens

TOPICS

[Japan] Industry-Academia-Government Collaboration Initiatives in Hiroshima

As a company which has its research & development and production facilities mainly in Hiroshima Prefecture, Mazda believes that cooperation with local business and industry is very important. Under this belief, Mazda is collaborating with 6 organizations, the Chugoku Bureau of Economy, Trade and Industry, Hiroshima Prefecture, Hiroshima City, Hiroshima Industrial Promotion Organization, and Hiroshima University, to support local automobile-related companies and promote innovation and the vitalization of the region. Various initiatives are implemented, such as creating new frameworks to support local businesses and, investigating next-generation automotive societies. Also, through enhancing collaboration with universities in various fields, Mazda aims to solve a broader range of issues from a wider perspective, thereby contributing to society.



Mazda and Hiroshima City University Faculty of Arts Co-Creation Seminar



Examples of Social Contribution Activities



Support for Children's Education – Mazda Museum

Environment Safety Human Resources Community

The Mazda Museum at the Hiroshima Head Office (Hiroshima Prefecture) has welcomed around 1.51 million visitors through its doors since its opening in 1994. The Museum offers exhibitions of Mazda's history, technology, and the tour of Mazda's assembly line.

For Mazda Museum information, visit <http://www.mazda.com/en/about/museum/>



People Development – Racing Accelerates Creative Education Program

Human Resources Community

Racing drivers encouraged by the Mazda Motorsports program in North America are giving lectures to students about how STEM education is important for their future success.

*STEM: Science, Technology, Engineering, and Mathematics



Working with SOS Children's Villages (Pan-European)

Community

Mazda Motor Europe (MME) and many national sales companies in Europe have been working with SOS Children's Villages* in their respective countries. As Mazda's unique approach, MME and the national sales companies also support vehicle transportation and volunteering by their employees.

* A worldwide organization that care for children who are unable to live with parents or caregivers.



Support for Children – Wheat Field Project Education Foundation

Human Resources Community

Through the Wheat Field Project Education Foundation, a non-governmental NPO for educational support in China, Mazda Motor (China) has established the Mazda Wheat Seedlings Class for schools whose students have little access to books other than text books in 2012. MCO provides both financial and mental support to these schools.



Safety and Health Education – Safety at School and HIV/AIDS Social Responsibility

Human Resources Community

AutoAlliance (Thailand) has been cooperating with an in-house volunteer group "Hope Club" to promote the "Safety at School Project." It also supports activities for taking care of children affected by HIV/AIDS.



Environment Initiatives contributing to environmental protection Safety Initiatives contributing to traffic safety

Human Resources Initiatives aimed at fostering the next generation Community Community-based initiatives

EMPLOYEE'S VOICE



Contributing to Hiroshima, our Local Community, through Support for the Hiroshima Municipal Baseball Stadium

I am in charge of local community contribution activities, being involved in the donation of welfare vehicles and organizing the donation ceremonies, making use of the Hiroshima Municipal Baseball Stadium (Mazda Zoom-Zoom Stadium Hiroshima).*

For each one million stadium visitors, Mazda donates one Mazda welfare vehicle to a social welfare organization recommended by the Hiroshima City Social Welfare Council. In March 2017, the cumulative number of visitors reached 14 million, and accordingly, the 14th vehicle was donated to one of these organizations. In organizing the donation ceremony, we strive to create an enjoyable atmosphere, with the participation of the relevant social welfare organization, representatives of spectators, baseball players from Hiroshima Toyo Carp, and Mazda President Kogai.

I am committed to ensure that these activities will help the welfare organizations support the independence of people with disabilities.

*A baseball stadium newly constructed in 2009, for which Mazda acquired the naming rights.

Shizuko Yamada

Brand Promotion Department, Domestic Business Division

Respect for People

Aiming to Be a Company Staffed by People Who Enjoy Their Work

Mazda promotes personal development revolving around the principles of the Mazda Way, and is actively and sincerely committed to human rights protection activities.

Basic Approach to Human Resources

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 resource training based on the Mazda Way principles that are shared throughout the entire Mazda Group worldwide. Also, the Company has actively been implementing a wide variety of measures and initiatives to support individuals to realize their potential for growth and success.

Human Resources Policies

Mazda engages in regular communication with Group companies worldwide, and each Group company is working together to create further opportunities for interaction among personnel and cultivate a climate based on a shared point of view.

Overseas Group companies have established a system to conduct management strongly rooted in local communities. By appointing locally hired personnel as managers and above, the Company makes global efforts to create a comfortable working environment tailored to the culture of each country and region.

Education and Training

Mazda provides various opportunities for employees to take the initiative in setting their own growth and performance goals and doing their best to achieve them, so that ultimately, such efforts will bring great results to the Company. Mazda offers a range of education and training programs to assist employees in developing their careers and improving their skills according to their job types and positions. These programs are for Mazda and its Group companies in Japan and overseas to manufacture and sell products of the same quality in all countries and regions, by sharing the same objectives.

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."

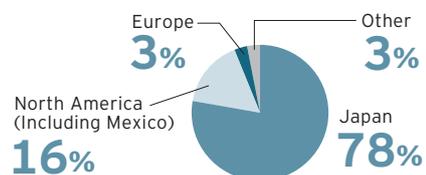
Number of employees
(Consolidated as of FY March
31, 2017)

48,849

Overseas local
employment rate
for management
(Consolidated as of
FY March 2017)



Rate of employees by region
(Consolidated as of FY March 2017)



TOPICS

1st Global Competition for Production Skills Held

The 1st Global Competition was held, at which employees of the entire Mazda Group competed in terms of their production skills. First held in FY March 2017, the Competition comprised the following four events: robot operation, engine assembly, painting, and vehicle assembly. Employees representing Japan, China, Thailand and Mexico, where major production sites are located, took part in the Competition. One of them commented, "I wish to contribute to the further growth of Mazda, making effective use of my experience in participating in this Competition for our everyday work."





Creating a Friendly, Productive Workplace

Under its Safety and Health Creed, 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.

In February 2017, Mazda Motor Corporation was selected as one of the Excellent Enterprises of Health & Productivity Management in the large enterprise category (White 500),* under the Certified Health and Productivity Management Organization Recognition Program, which is jointly run by the Ministry of Economy, Trade and Industry (METI) and Nippon Kenko Kaigi.

*Under the Certified Health and Productivity Management Organization Program, launched in FY March 2017, which commends enterprises engaging in initiatives for overcoming health-related challenges in regional communities or promoting health-conscious activities led by Nippon Kenko Kaigi, and practicing outstanding health-oriented management.



Emotional Intelligence Quotient (EQ) Training: A program to improve management skills in the middle managers and above, enhancing personal magnetism that their staff consider them to be reliable persons with whom they wish to work. (Held by the Quality Division)

Promotion of Work-Life Balance

Mazda is working on a variety of programs to enable its employees- a diverse range of people with different values and lifestyles- to enjoy their work and find a healthy balance between their work and personal lives.

Realization of Diversity

Mazda respects the diversity of its employees, and the Company aims to foster a corporate climate in which every employee can express his/her individuality while working alongside others to contribute to the Company and society.

Promoting Opportunities for Female Employees:

To further promote the opportunities for female employees, Mazda will draw up individual development plans for female candidates for middle and above management positions. Mazda supports the "Action Plans on Promotion of Women to Managerial and Board Position" by the Japan Business Federation (Nippon Keidanren), and participates in it.

Promoting Opportunities for Employees with Special Needs:

Mazda steadily and continuously recruits employees with special needs, considering that each employee can demonstrate his/her best performance.

Basic Approach to Respect for Human Rights

Mazda adopted the Human Rights Declaration in November 2000. The declaration states that Mazda must 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. The scope of human rights activities has been expanded to include domestic and overseas Group companies as well as suppliers. Furthermore, to comply with the common sense and sound practice in international society, Mazda has clarified Company policies and standards of behavior among employees regarding human rights, in the light of the basic principles of the United Nations and the International Labor Organization.

Global Employee Engagement Survey
(Positive Answer Percentage)
(Consolidated as of FY March 2017)

I would like to work at Mazda/Mazda Group companies as long as possible.



Rate of reinstatement after childrearing leave
(Consolidated as of FY March 2017)



Global Employee Engagement Survey
(Positive Answer Percentage)
(Consolidated as of FY March 2017)

I understand Mazda's basic philosophy and policy for human rights



EMPLOYEE'S VOICE



Pursuing the Manufacturing of High-Quality Products while Working together with the Mazda Head Office and Other Manufacturing Sites

I am in charge of the training and instruction of employees in the area of engine assembly at the manufacturing site in Mexico. In addition to just instructing skills, I make it a rule to carefully educate employees by delivering knowledge about each part and explaining the objective of each work process. In FY March 2017, I put my energies into training employees who would participate in the Global Competition for production skills held in August at the Mazda Head Office. Participating in this competition enhanced their motivation and improved work skills. I will continue to closely communicate and work together with Mazda Head Office and other manufacturing sites to learn each other, in pursuit of the manufacturing of high-quality products.

Brenda Sanchez Morado
Person in charge of engine assembly
Mazda de Mexico Vehicle Operation (MMVO)

Mazda CSR (Corporate Social Responsibility)

For Sustainable Development of Society and the Company

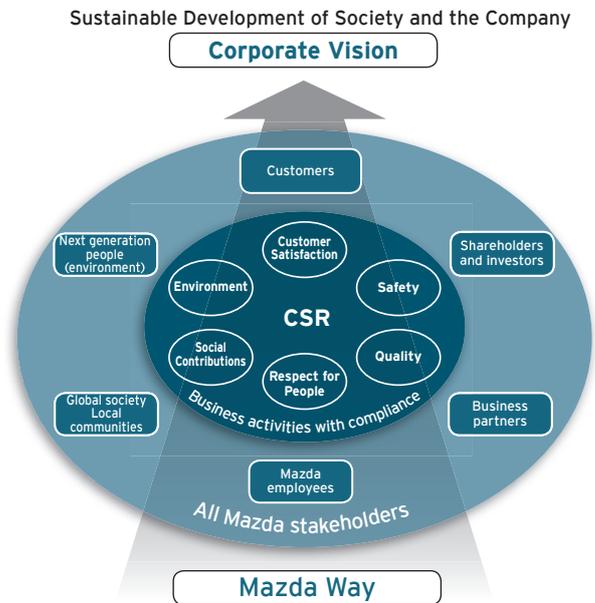
Pursuing CSR Initiatives in the course of daily business activities. Aiming at CSR management in line with global standards.

Basic Approach

Mazda aims to achieve its Corporate Vision (see p.2) through the actions of each individual, based on the Mazda Way (see p. 24). While striving to meet the requests and expectations of all of Mazda's stakeholders, each employee pursues CSR (corporate social responsibility) initiatives in the course of their daily business activities. In this way, Mazda contributes to the development of a sustainable society.

Dialogue with Stakeholders

Mazda clarifies key responsibilities and issues that the Mazda Group should accomplish, through dialogue with stakeholders which are the parties who are related to the business of the Mazda Group, and carries out daily business activities while making efforts for improvement. The results obtained through the dialogue are reported to the relevant departments or committees and used for planning and improving Mazda's daily business activities.



Referencing the Charter of Corporate Behavior issued by the Japan Business Federation (Nippon Keidanren), etc., Mazda evaluates its CSR initiatives in the six areas: Customer Satisfaction (p.16), Quality (p.17), Safety (pp.18-19), Environment (pp.20-21), Social Contributions (pp.22-23), and Respect for People (pp.24-25).

CSR Promotion throughout the Entire Value Chain

In cooperation with various sites, such as product development, manufacturing, and sales, and suppliers, Mazda has established a CSR initiative promotion system throughout the entire value chain*. The Company places emphasis on dialogues with stakeholders, 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.

*Corporate activities throughout the entire value chain from research and development -purchasing- manufacturing- logistics- sales and services- to recycling end-of life vehicles.(see p.14)



Global forum among members from Japan and oversea production sites

EMPLOYEE'S VOICE



Promoting CSR Awareness among Employees

While working as a lecturer of CSR, Corporate Social Responsibility, training programs for employees, I am in charge of raising CSR awareness among employees, some of whom I train to be able to serve as confident staff at events to introduce Mazda's initiatives themed on the environment and safety. These events are intended for a wide variety of stakeholders, including customers, local residents and students. I always consider how we can better explain Mazda's basic approaches to these stakeholders, from the perspective of "existing sustainably with the earth, people and society." It is encouraging that I am receiving an increasing number of favorable comments from employees, such as "I was able to confidently explain Mazda's initiatives from the perspective of CSR," and from participating stakeholders, such as "I felt empathy with Mazda's initiatives." I will continue my efforts to steadily instill CSR awareness in each and every employee, through training and awareness-raising programs.

Takami Oda
CSR & Environment Department



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.

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.

Achieving Mutual Growth and Prosperity with Suppliers along with the Overarching Goal of Building High-Quality Vehicles

In line with its basic purchasing policy, Mazda is taking its efforts to build open business relationships and ensure fair and even-handed dealings with its suppliers both in Japan and overseas. In addition, 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.

The Company has also issued the Mazda Supplier CSR Guidelines and is promoting compliance throughout the entire supply chain. Mazda takes steps to promptly brief suppliers on medium to long-term business strategies and on matters related to sales and production, and arranges opportunities for the exchange of information on a regular basis.

EMPLOYEE'S VOICE



Directing Audit Activities as "Trusted Advisor"

I am responsible for directing the audit activities for Mazda North American Operations. In order to be "Trusted Advisors" to the operations, our auditors continue to enhance their skills through continuing education, understanding operational processes as well as sharing best practices and maintaining close relationships with Mazda Head Office and other audit members in Mazda group.

Guillermo Alvarez
Senior Manager, Audit
Mazda North American Operations

TOPICS

Enhancing Cooperation with Local Suppliers

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 in Mexico

EMPLOYEE'S VOICE



Developing Cars through Collaboration between the Research & Development and Intellectual Property Divisions

We are in charge of the development of low-compression clean diesel engines and the acquisition of patents. When we applied for the patent for SKYACTIV-D, which was released in 2012, the research & development (R&D) and intellectual property divisions worked together to prepare documents that would allow patent examiners to visualize the images of the elaborately optimized piston shape, so that we could explain to them in an easy-to-understand manner where Mazda's unique technology lies. In FY March 2017, this patented engine received the Imperial Invention Prize, which is awarded to inventions that have made a significant contribution to the promotion of Japanese technology and the development of the country's industrial economy. The R&D and intellectual property divisions will continue to collaborate in developing of cars existing sustainably with the earth and society.

Toru Niitani (Right)
Intellectual Property Department, R&D Technical Administration Division
Daisuke Shimo (Center) and Sangkyu Kim (Left)
Engine Performance Development Department, Powertrain Development Division

1920

HISTORY OF MAZDA

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
- 1928.7 New logo is introduced



1928.7-



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

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 New logo is introduced



1936.4-

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



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



1962.2
The first "Carol" is launched



1963.10
The first "Familia" is launched



1966.5
The first "Bongo" is launched



1966.8
The first "Luce" is launched



- 1967.3 Full-scale exports to the European market begin

1967.5
"Cosmo Sport (110s)" Mazda's first rotary engine vehicle is launched



1970

- 1970.4 Exports to the U.S. begin
- 1970.11 Kouhei Matsuda becomes president

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



1971.8
The first "Titan" is launched



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



- 1975.1 New logo is introduced



1975.1-

1975.10
The first "Cosmo" is launched



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



- 1979.6 Cumulative domestic production reaches 10 million vehicles

- 1979.11 Ford Motor Company and Mazda enter into a capital tie-up

1980

- 1981.12 Operations at Hofu Transmission Plant (Nakanoseki district) begin
- 1982.9 Operations 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 AutoAlliance International (AAI), is established
- 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)

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")

- 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.)

1989.9
The first "Roadster (MX-5)" is launched



* Launching date is based on Japanese market

1990

Corporate	
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-

Product*	
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 

2000

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) 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

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 
2003.4	"RX-8" is launched (Receives the "2004 RJC Car of the Year") 
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 
2006.12	"CX-7" is launched 
2008.3	"Mazda2" receives the "2008 World Car of the Year Award" 
2009.3	Leasing of hydrogen vehicle, "Premacy Hydrogen RE Hybrid", is started 
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") 
2006.10	Production of the first "CX-9" commences 
2007.7	"Demio (Mazda2)" is fully redesigned (Receives the "2008 RJC Car of the Year") 
2008.7	"Bianche" is launched 

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, a joint venture production company in Russia
2012.9	Mazda and Bermaz establish Mazda Malaysia, a joint venture company
2012.11	Agreement is reached with Toyota on Toyota vehicle production at Mazda's new plant in Mexico
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 "MMVO" a joint venture with Sumitomo Corporation in Mexico are started
2015.1	Operations at transmission plant in Thailand(MPMT) are started
2015.4	"Structural Reform Stage 2" is announced
2015.4	New Corporate Vision is established
2015.5	Basic agreement is reached with Toyota on a mutually beneficial long-term partnership
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

2010.10	Next-generation SKYACTIV TECHNOLOGY is announced 
2012.11	"Atenza (Mazda6)" featuring a series of the advanced safety technologies i-ACTIVSENSE 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 
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 
2016.4	"CX-4" makes its world debut 
2016.11	Retractable hardtop model "Roadster (MX-5) RF" is unveiled 
2017.8	Next-generation engine "SKYACTIV-X" is announced 
2012.2	"CX-5" is launched (Receives the "2012-2013 Car of the Year Japan") 
2014.9	"Demio (Mazda2)" is fully redesigned (Receives the "2014-2015 Car of the Year Japan") 
2016.2	"CX-9" is fully redesigned and production commences 
2016.7	A series of Mazda's new-generation vehicle motion control technologies "SKYACTIV-VEHICLE DYNAMICS" is announced 
2016.12	New "CX-5" is unveiled 
2017.12	New "CX-8" is launched 

* Launching date is based on Japanese market

2017

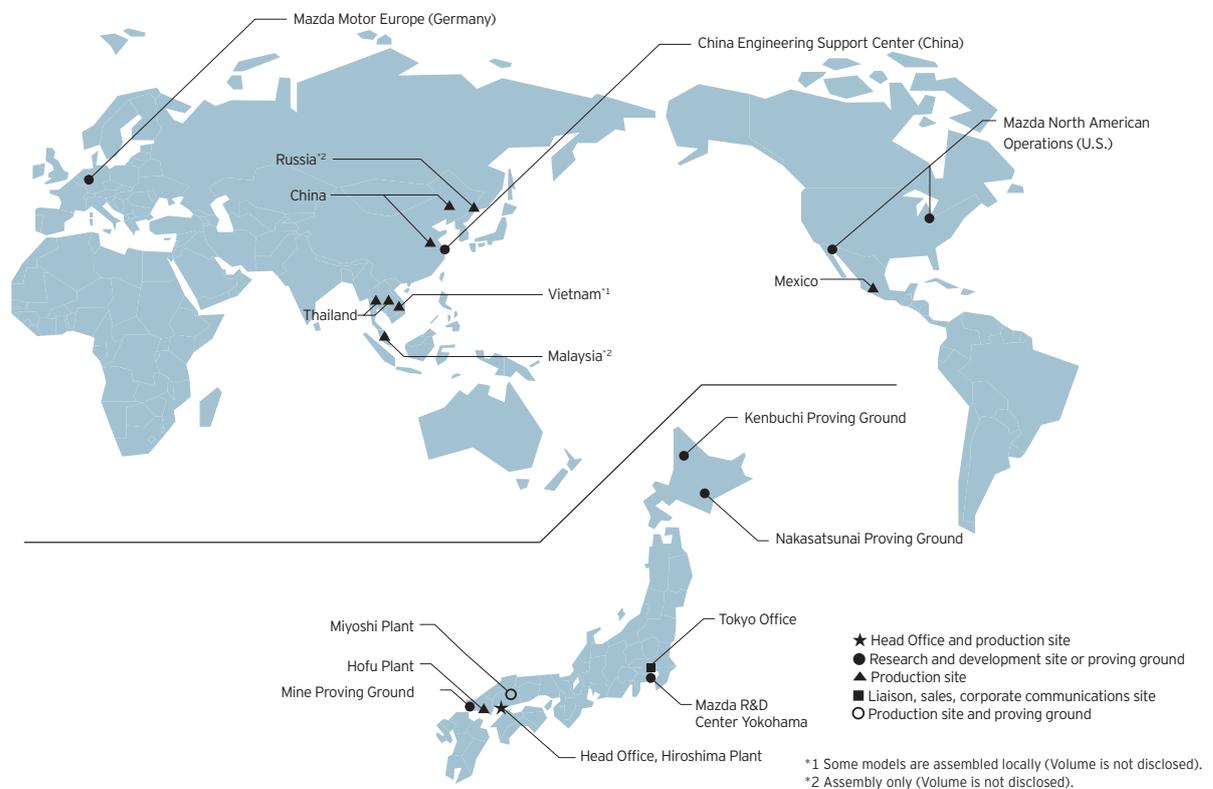
Corporate Profile (as of March 31, 2017)

Company name: Mazda Motor Corporation
Founded: January 30, 1920
Head Office: 3-1 Shinchi, Fuchu-cho, Aki-gun, Hiroshima 730-8670, Japan
Main business lines: Manufacture and sales of passenger cars and commercial vehicles
Stock information*: 1,200,000,000 total shares issuable
 599,875,479 total outstanding shares
 151,191 shareholders
Capital*: ¥258,957,096,762

Employees: Non-consolidated
 Total: 21,400
 (excludes Mazda employees dispatched to other companies and includes employees dispatched to Mazda from other companies)
 Consolidated
 Total: 48,849
Research and development sites: Head Office, Mazda R&D Center (Yokohama), Mazda North American Operations (USA), Mazda Motor Europe (Germany), China Engineering Support Center (China)
Production sites: Japan: Hiroshima Plant (Head Office, Ujina), Hofu Plant (Nishinoura, Nakanoseki), Miyoshi Plant
 Overseas: China, Thailand, Mexico, Vietnam,*¹ Malaysia,*² Russia*²
Sales companies: Japan: 229, Overseas: 141
Principal products: Four-wheeled vehicles, gasoline reciprocating engines, diesel engines, automatic and manual transmissions for vehicles

* As a result of the issuance of new shares through a third-party allotment on October 2, 2017, the total number of outstanding shares is 631,803,979 and the total amount of capital is 283,957,112,262 yen.

Global Network (as of March 31, 2017)



■ For more details about major facilities, see the Annual Report 2017 (see pp. 22-23). <http://www.mazda.com/en/investors/library/annual/>



01. Head Office 02. Hiroshima Plant 03. Hofu Plant 04. Miyoshi Plant 05. Tokyo Office 06. Mazda R&D Center Yokohama 07. Mexico 08. Russia 09. China
 10. 11. Thailand 12. Malaysia

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 has adopted blue as the corporate color, thinking the color of blue is "expressing the corporate attitude as an automobile manufacturer, fulfilling the social responsibility for the environment and safety, and also evoking a sense of quality and technological competence."

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).

zoom-zoom

Editorial Information

Editorial Policy

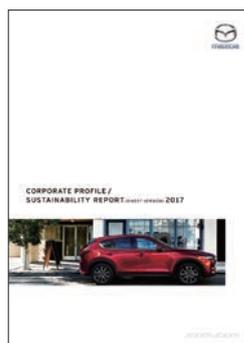
To satisfy the needs of readers of both of the Mazda Corporate Profile and the Mazda Sustainability Report [Digest Version], this report presents Mazda's corporate overview and basic vision while featuring its unique initiatives in FY March 2017. The Mazda Sustainability Report 2017 [In-Depth Version] (147 pages) and [Social Contribution Version] (44 pages) are available on Mazda's official website.

Period Covered

The report primarily covers the period from April 2016 through March 2017, although some activities after April 2017 are included.

About the Title Page

The title page presents new CX-5 fully redesigned in February 2017. Under the slogan "an SUV all customers will enjoy," Mazda refined every element of its design and technology to produce this Crossover SUV, contributing to the realization of a beautiful earth with affluent people and society.



Other Information

Official websites

	URL	Content
CSR	http://www.mazda.com/en/csr/	Mazda's CSR initiatives and other general information
Investor relations	http://www.mazda.com/en/investors/	Financial and governance information
Company	http://www.mazda.com/en/about/	Overview and business/production bases of the Mazda Group
Brand	http://www.mazda.com/en/innovation/	Information on brand, technologies
News	http://www.mazda.com/en/news/	News releases, SNS, animations
Sales/Customer services	http://www.mazda.com/en/about/d-list/*	Information on products and others to customers before/after purchase

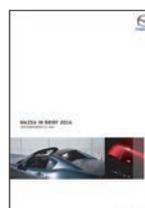
* Choose the country/area to be searched.



Mazda Sustainability Report 2017
[In-Depth Version]
[Social Contribution Version]
<http://www.mazda.com/en/csr/download/>



Annual Report 2017
<http://www.mazda.com/en/investors/library/annual>



Company Profile
<http://www.mazda.com/en/about/profile/library/>



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



Request for cooperation in answering our questionnaire survey

Your frank opinions and comments regarding Mazda Corporate Profile/Sustainability Report [Digest Version] 2017 are highly appreciated.

http://mag.mazda.jp/enq/pub/csr/questionnaire_dig_e/



External Evaluations of CSR

(as of September 15, 2017)

Mazda identifies key external ratings and evaluations both from within Japan and overseas. By analyzing the results, Mazda evaluates its own initiatives. Mazda continuously makes active efforts to disclose information by 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.

<http://www.mazda.com/en/csr/about/>



Inclusion in the Dow Jones Sustainability Index (DJSI) World Index and Asia Pacific Index



FTSE4Good

Inclusion in the FTSE4 Good Index series



FTSE Blossom Japan

Inclusion in the FTSE Blossom Japan Index



Inclusion in the Ethibel EXCELLENCE



In the CDP (formerly Carbon Disclosure Project) Climate Change Report 2016, Mazda's score was A- (2nd level score)



2017 Constituent MSCI ESG Leaders Indexes

Inclusion in the MSCI ESG Leaders Indexes



2017 Constituent MSCI Japan ESG Select Leaders Index

Inclusion in the MSCI Japan ESG Select Leaders Index



Inclusion in the Morningstar Socially Responsible Investment Index

Third-Party Opinion

You can view Third-Party Opinion about the Mazda Sustainability Report 2017 [In-Depth Version] on Mazda Global Website at:

<http://www.mazda.com/en/csr/advice/>

Environmental and Human Rights Considerations



CUD

This publication is certified by Color Universal Design Organization as a color universal design whose colors and patterns are easy to read regardless color vision type.



FSC® certified paper

The paper used for this publication is certified by the Forest Stewardship Council® (FSC) as being made from "timber from responsibly managed forests."



Waterless printing

The waterless printing technique, which was used for this publication, prevents the release of liquid waste during the printing process.



Vegetable oil ink

This publication was printed using vegetable oil ink, which does not contain volatile organic compound (VOC).



Carbon offset

CO₂ emissions from this publication's printing and binding processes were offset with carbon credits purchased from the Hiroshima Prefecture forestry thinning project (J-Credit), through Carbon Free Consulting Corporation. Certificate number: 17100546111631

Mazda Motor Corporation

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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.