

# ACHIEVEMENT STATUS OF FY MARCH 2021 TARGETS

Mazda has established its CSR targets for each year. In establishing these targets, sustainability initiatives are reaffirmed in reference to the seven core subjects of the ISO 26000 social responsibility guidelines, and each division envisions the ideals that Mazda aims to achieve in the future, and summarizes them in these targets. Having completed the review of key issues (materiality) and having reached the final year of the Mazda Green Plan 2020, in FY March 2022, the Company has set about formulating the next targets. Mazda will continue to implement the PDCA (plan-do-check-act) process so as to carry out sustainability management in line with global standards.

## CSR Targets for FY March 2021

(Self-assessment key ○: Accomplished, △: Nearly accomplished, x: Not accomplished)

Items	FY March 2021 targets	FY March 2021 results	Self-assessment	ISO 26000 core subjects
Mazda CSR	CSR management	<p>① Based on the social issues that Mazda had identified, reviewed the key issues (materiality) with a view to being presented in the Mazda Sustainability Report. Continued efforts to specify the targets/indicators.</p> <p>② Established the Basic Policy on Sustainability, and worked in cooperation with the related divisions to respond to the Tokyo Stock Exchange's market segment restructuring and the revised Corporate Governance Code. Also, continued to disclose information on climate change measures in accordance with the TCFD framework.</p> <p>③ Enriched the content of awareness-raising programs and promoted employees' understanding by introducing new examples, and expanded the scope of target employees so as to strengthen the level of employees' CSR awareness.</p>	○	6.2 Organizational governance
	Stakeholder engagement	<p>Continue stakeholder engagement initiatives, taking into account the impact of the novel coronavirus (COVID-19) pandemic.</p> <p>Held internal training focused on dialogue among employees as part of efforts to enhance engagement with employees.</p>	○	6.2 Organizational governance
Customer Satisfaction	Sales and services	<p>Amid the COVID-19 pandemic, maintained interaction with customers online and offered customers new ways to enjoy driving, such as digital motor sport.</p>	○	6.7 Consumer issues
	Products	<p>Introduced the MX-30, which is equipped with i-Activsense, Skyactive-Vehicle Architecture and other features, and the MX-30 EV Model, which is equipped with e-Skyactive electric-drive technology, into the market, in line with the principles of "Sustainable Zoom-Zoom 2030."</p>	○	6.7 Consumer issues
Quality	<p>Establish a quality assurance system that covers production sites in Japan and overseas, ports and dealerships, to globally enable delivery of products of the same quality</p>	<p>Introduced a vehicle evaluation (MQIC) system, in which quality comparison and improvement can be made using the same standards on a global basis, for major dealerships in Japan in FY March 2021, and the system has been used as a tool for improving the processes after shipment.</p>	○	6.7 Consumer issues
Safety	<p>① Further evolve, and expand the introduction of, i-Activsense, which is a series of advanced safety technologies developed in line with Mazda Proactive Safety, the Company's safety philosophy.</p> <p>② Obtain high ratings in the new car assessment programs (NCAPs) of respective countries.</p>	<p>① Added new functions to i-Activsense: Smart Brake Support (SBS) &lt;Turn-Across Traffic&gt;, Emergency Lane Keeping (ELK) &lt;Blind Spot Assist&gt;, and ELK &lt;Road Keep Assist&gt;, which were incorporated into the MX-30.</p> <ul style="list-style-type: none"> <li>• SBS &lt;Turn-Across Traffic&gt;: If the system detects a danger of collision with another car coming in the opposite direction when making a right turn at an intersection, it sounds a warning and automatically applies the brake to avoid or minimize damage from a collision.</li> <li>• ELK &lt;Blind Spot Assist&gt;: If the system detects a risk of collision with another car traveling in an adjacent lane, during lane changes or lane departure, it provides steering assistance to return the vehicle toward the center of the traveling lane.</li> <li>• ELK &lt;Road Keep Assist&gt;: If the system predicts that the vehicle is about to stray from its lane, it provides steering assistance to prevent unintentional lane departures.</li> </ul> <p>② Obtained the highest ratings in the new car assessment programs (NCAPs) of each country as follows:</p> <ul style="list-style-type: none"> <li>• US-NCAP: Mazda3, Mazda6, CX-3, CX-30, CX-5 and CX-9 obtained 5 Stars, the highest rating.</li> <li>• IIHS: Mazda3, Mazda6, CX-3, CX-5 and CX-9 obtained "2021 TSP+," the highest rating.</li> <li>• Euro-NCAP safety performance evaluations: MX-30 obtained 5 Stars, the highest rating.</li> </ul>	○	6.7 Consumer issues
Environment	Energy- and global-warming-related issues			
	Promoting resource recycling	(See Mazda Green Plan 2020)		6.5 The environment
	Cleaner emissions			
	Environmental management			

(Self-assessment key ○: Accomplished, △: Nearly accomplished, x: Not accomplished)

Items	FY March 2021 targets	FY March 2021 results	Self-assessment	ISO 26000 core subjects	
Respect for People	Achieving of diversity	Continue to respect the diversity of employees. ① Continue and evolve training and effective development of top management in each region. ② Steadily implement plans for training female managers toward achieving the target number of female managers, and formulate the next plans. <sup>*1</sup> ③ Continue to promote employment of people with special needs to maintain the achievement of the legally required percentage of employees with special needs (2.2%). <sup>*1</sup>	① Held the Global Leadership Development Program (GLDP) online due to the COVID-19 pandemic. ② Specified highly promising female candidates for management positions in the future, and drew up individual development plans for them. Progress is continuously followed up by the Personal Development Committee. Based on the activities undertaken thus far, new medium-term targets starting from the next fiscal year are under development <sup>*1</sup> . ③ Achieved the legally required percentage of employees with special needs, which had been raised to 2.3% (FY March 2021 results: 2.37%) <sup>*1</sup> .	○	6.3 Human rights
	Human resource development	Promote understanding of what Mazda's unique human resources and organization should be, and strengthen initiatives to take practical action to achieve the ideal state. ① Hold the MBLD#17 session themed on realizing the development of Mazda's unique human resources and organizations. ② Continue and expand initiatives to achieve the ideal state of management, toward realizing the development of Mazda's unique human resources and organizations.	① Held the "MAZDA MIRAI 2020" session for all Group employees. ② Implemented training for managers in four divisions, starting in FY March 2020.	○	6.4 Labor practices
	Work-life balance	Improve the quality of various measures for further implementation of work-life balance <sup>*1</sup>	•To increase business competitiveness, worked to realize flexible working styles and improve the environment/measures to enable individual employees to work enjoyably, and established a new leave system that allows employees involved with nursing of preschool children or family members requiring nursing care to take leave by the hour <sup>*1</sup> .	○	6.4 Labor practices
	Occupational safety and health	Promote activities based on the Safety and Health Management System. ① Continue to conduct risk assessment and improvement activities based on the assessment results. <sup>*1</sup> ② Continue system auditing and share best practices with the related divisions. <sup>*1</sup> ③ Achieve Japan's lowest-level workplace accident occurrence ratio, and consolidate the results of workplace accident occurrence surveys of Group companies on a global basis.	① Surveyed/identified dangerous or hazardous factors and then conducted activities to remove/reduce these factors, resulting in a 76% reduction in high-risk factors. ② Conducted system auditing in all the targeted divisions, and shared the auditing results (improvements and best practices) with related divisions. ③ Total injury frequency rate: 0.32 (decreased by 0.11 points from 2019 and ranked 5th among 14 JAMA companies) <sup>*2</sup> . Consolidated the results of workplace accident occurrence surveys of Group companies (production sites).	○	6.4 Labor practices
	Industrial relations	Maintain and improve sound labor relations through mutual respect and communication between labor and management at Mazda Motor Corporation and in each region.	Maintained and improved sound labor relations through collaboration between labor and management in Mazda Motor Corporation and in each region (resulting in no collective labor disputes).	○	6.4 Labor practices
	Respect for human rights	① Continue to support international initiatives, including the Universal Declaration of Human Rights, the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and the UN Global Compact. ② Made revisions to related internal regulations that may alienate LGBT people, and made revisions to the internal working regulations in line with the enforcement of the revised Labor Measures Comprehensive Promotion Act. Also, encouraged all divisions across the Company, Group companies and suppliers to use materials and manuals of Mazda's human rights awareness raising activities for human rights meetings and training by level, <sup>*3</sup> including programs to promote understanding of these revisions.	① Continued to clarify support for both declarations, in the Mazda Sustainability Report 2020. •Continued efforts to realize the principles of the UN Global Compact, such as human rights protection. ② Executed the following activities as scheduled, to raise awareness of human rights <sup>*1</sup> : •As part of LGBT-related initiatives, revised the systems related to sexual orientation and gender identity (personnel treatment and welfare benefit systems), provided information on counseling desks, held training by level, and encouraged Group companies to use materials and manuals designed for Mazda's human rights awareness raising activities. •Held a human rights lecture for management using an external program. (Lecture theme: "Preventing four major forms of harassment") •Held on-site training lectures for managers at Hiroshima Plant and Hofu Plant.	○	6.3 Human rights
	Due diligence	Continue surveys and follow-up of the status of human rights initiatives throughout the value chain.	Promoted human rights initiatives throughout the value chain, recognized the status of these initiatives, and conducted surveys of these initiatives, as planned. •Applied Mazda materials for human rights meetings to Group companies, dealerships, and parts sales companies in Japan. •Provided advance guidance to employees dispatched to overseas Group companies on local cultures and customs. •Checked the expressions used to disseminate information inside and outside the Company for human rights infringements. •Responded to consultation requests from collaborating companies submitted to the Human Rights Counseling Desk. •Presented the way the Mazda Global Hotline is managed to employees of Mazda and its Group companies. •Conducted a questionnaire survey and hearing of local suppliers, regarding the way the Human Rights Counseling Desk was being managed. Also, presented the management method of the Mazda Global Hotline to local suppliers.	○	6.3 Human rights
Social Contributions	Corporate citizenship activities	① Implement programs based on Mazda's basic policy on initiatives and each region's local community contribution policy. Especially, proactively address new social issues that will threaten the living infrastructure. ② Continue to implement the PDCA cycle (to make efforts to resolve social issues) based on the program effect evaluation index (the Mazda Social Contribution Prize).	① Implemented activities in accordance with the basic policy (Plans for Future Activities and Three Pillars). •Continued or newly launched around 420 programs. •Under the COVID-19 circumstances, continued some activities (which can be implemented online) by switching from face-to-face to online (onsite lectures for elementary school children, etc.) ② Continued to implement the PDCA (plan-do-check-act) cycle.	○	6.8 Community involvement and development
	Disclosure of results regarding community involvement and development	Continue active disclosure of social contribution activities.	Continued information disclosure on the results of social contribution activities through the Social Contribution Report, the Sustainability Report, etc.	○	6.8 Community involvement and development
Management	Corporate governance	Continuously improve and strengthen corporate governance measures, in light of the purport and spirit of the Corporate Governance Code <sup>*4</sup> , and make constant improvements based on the evaluation results.	•Evaluated the effectiveness of the Board of Directors and confirmed that Mazda had achieved the objectives of its transition to a Company with an Audit & Supervisory Committee (to enable faster business decision-making, further enhance discussion of management strategies and strengthen supervisory functions of Board of Directors' meetings). •To improve the quality of decision-making and further expedite the decision-making process, revised the Company's rules on administrative authority to conduct substantial delegation of authority. •Amid the COVID-19 pandemic, worked to enhance information provision to outside directors and discussion at Board of Directors' meetings using a web-conference system. •Held a general meeting of shareholders by taking thorough infection prevention measures to ensure the safety and peace of mind of the participating shareholders.	○	6.2 Organizational governance

\*1 Initiatives at Mazda Motor Corporation (FY March 2021 results)

\*2 Results between January and December 2020. Accident frequency, measured as the number of casualties per million person-hours worked

\*3 Training programs for new recruits, mid-career hires, new band 5 (assistant manager level) and newly appointed managers

\*4 Corporate governance guidelines for listed companies announced by the Tokyo Stock Exchange in June 2015

(Self-assessment key ○: Accomplished, △: Nearly accomplished, x: Not accomplished)

Items	FY March 2021 targets	FY March 2021 results	Self-assessment	ISO 26000 core subjects	
Management	Risk management	<p>Identify various internal and external risks and continue activities to minimize such risks.</p> <p>① Improve the level of development of the risk management systems of Mazda and its Group companies, and have these systems checked and evaluated by the Risk Compliance Committee.</p> <p>② Conduct training of headquarters functions (at the district group level) and communication training using communications devices.</p> <p>③ Update data for the supply chain risk management system.</p> <p>④ Inspect the substitutability of product materials and parts toward building a more resilient supply chain.</p>	<p>① Formulated the new mid-term action plan (for FY March 2021–2025), which was approved by the Risk Compliance Committee. Activities have been launched toward the following two goals.</p> <ul style="list-style-type: none"> <li>• In addition to continuing and strengthening ongoing activities to visualize risks, establish and strengthen a system for the prevention and early detection of risks that are hard to be visualized.</li> <li>• Redefine the common rules for strengthening Group risk management, and promote group-wide efforts to improve and raise the level of the system and activities of each company.</li> </ul> <p>② Conducted practical disaster drills by combining simulation and practical training for various emergency situations, such as leakage of high-pressure gas, hazardous materials, etc., to prevent the spread of damage from secondary disasters to nearby areas. Also, held communication training using business transceivers to enable effective coordination between distant sites.</p> <p>③ Continued to operate the SCR keeper, a supply chain risk management system, which was kept up-to-date by conducting periodic data maintenance as planned.</p> <p>④ Inspected the substitutability risks of product materials and parts, as scheduled.</p>	○	6.2 Organizational governance
	Information management	<p>① Ensure information management through continuous awareness-raising activities.*1</p> <p>② Promote and strengthen information security measures.*1</p>	<p>① Continued to implement the e-learning programs entitled "Basic Rules for Handling Personal Information"*1.</p> <p>Continued to provide education on management of confidential information and personal information for new recruits, mid-career hires, etc.*1</p> <p>② Established business processes and created business standards in order to comply with the Cyber Security Law / Software Update Law applied to new vehicle models in Japan and Europe from July 2022.</p>	○	6.6 Fair operating practices
	Protection of intellectual property	<p>Promote activities to protect and make effective use of intellectual properties.</p> <p>① For protection of Mazda's intellectual properties: Promote rights acquisition activities on a global basis.</p> <ul style="list-style-type: none"> <li>• Maintain the number of patent applications at the same scale as the previous year in Japan.</li> <li>• File 30% or more of the patent applications made in Japan also overseas. The primary targets for the rights acquisition activities are the United States, Germany and China, which are Mazda's major overseas sales markets.</li> </ul> <p>② For the protection of the intellectual properties of other parties:</p> <ul style="list-style-type: none"> <li>• Continue to strengthen awareness-raising activities aimed at protecting the intellectual properties of Mazda and other parties.</li> <li>• Promote the appropriate use of works belonging to other parties, in conducting communication activities.</li> </ul>	<p>① For the protection of Mazda's intellectual properties:</p> <ul style="list-style-type: none"> <li>• In Japan: Completed around 600 patent applications.</li> <li>• Overseas: Filed around 35% of the patent applications made in Japan also overseas. Completed around 550 patent applications, aiming at promoting rights acquisition activities in the United States, Germany, China and other countries.</li> </ul> <p>② For the protection of the intellectual properties of other parties:</p> <ul style="list-style-type: none"> <li>• Held patent training as scheduled, except some seminars, with 47 participants in the basic patent seminars and 39 participants in the intellectual property risk seminar. The seminar on effective use of patent information (in collective training format) was not held due to the COVID-19 pandemic. The seminar is planned to be held online in FY March 2022.</li> <li>• Enriched the menu of seminars by adding new seminars tailored to each rank or level.</li> <li>• Held patent management seminars (for middle managers of the engineering division) and intermediate patent seminars (for researchers at research centers), with 121 participants and 73 participants, respectively.</li> <li>• Promoted the appropriate use of trademarks: Added 385 new images to the Mazda-Shared-Image-Collection.</li> </ul>	○	6.6 Fair operating practices
	Compliance	<p>① Ensure compliance and improve the level of compliance awareness through continuous awareness-raising activities, etc.*1</p> <p>② Continue and strengthen support for Group companies through the provision of timely information, etc.</p>	<p>① Conducted compliance awareness-raising education by level (education for new recruits, newly appointed assistant managers, and newly appointed managers, guidance for newly appointed divisional general managers, etc.) *1</p> <p>② Strengthened a support system for Group companies by launching education programs for divisions responsible for supervising Group companies to ensure effective supervision and control of Group companies.</p>	○	6.6 Fair operating practices
	Fair transactions	<p>① Continue to conduct a questionnaire survey about promotion of fair business practices, and implement follow-up activities based on the survey results.</p> <p>② Announce the Mazda Supplier CSR Guidelines to all suppliers of MTMUS, the production site in the United States.</p>	<p>① Conducted a questionnaire survey of suppliers about promotion of fair business practices, and implemented follow-up activities, including interviews based on the survey results.</p> <p>② Disseminated the Mazda Supplier CSR Guidelines by posting them on the communication site with suppliers of MTMUS, the production site in the United States.</p>	○	6.6 Fair operating practices

\*1 Initiatives at Mazda Motor Corporation (FY March 2021 results)

## Targets and Actions in the Mazda Green Plan 2020 Mid-Term Environmental Plan

(Self-assessment key ○: Accomplished, △: Nearly accomplished, ×: Not accomplished)

Category	Item	Medium-term targets (Targets and actions by FY March 2021)	FY March 2021		Self-assessment
			Targets and actions	Results	
<b>1. Energy- and Global-Warming-Related Issues</b>					
a. Vehicles and vehicle technology	① Respond to fuel economy standards in each country/region.	Introduce technology to raise fuel economy, to respond fully to the fuel economy standards of each country/region.	•Meet fully the fuel economy/greenhouse gas standards of each country/region.	•Conformed to fuel economy/greenhouse gas emission regulations in Japan, the United States, Europe, and China.	○
	② Improve fuel economy using Skyactive Technology	Raise the average fuel economy of the Mazda vehicles sold worldwide by 30% by 2015 and by 50% by 2020 compared with 2008 levels.	•Promote Skyactive Technology steadily toward achieving the fuel economy target for 2020. •Promote development and implementation of technologies based on the Building-Block Strategy.	Promoted Skyactive Technology steadily, and also promoted development and implementation of technologies based on the Building-Block Strategy.	○
	③ Promote development of next-generation vehicles using biofuels, electrical power, hydrogen, etc.	Promote the development of electric motor drive technologies.	Promote the introduction of vehicles with Mazda's unique mild-hybrid system.	Expanded the introduction of Mazda's unique hybrid system, and adopted it in the MX-30.	○
			Promote sales of electric vehicles and development of plug-in hybrids.	Promoted development of electric vehicles and plug-in hybrids, and launched the MX-30 EV Model, Mazda's first mass-production electric vehicle (EV).	○
			Promote development of technologies supporting alternative fuels such as biofuels, synthetic fuels, and hydrogen.	Promoted R&D aimed at promoting the spread of next-generation biofuels made from microalgae oil, etc.	○
b. Manufacturing, logistics, office operations, social contributions, etc.	④ Reduce CO <sub>2</sub> emissions from factories and offices.*1	Reduce CO <sub>2</sub> emissions from all Mazda Group factories and offices in Japan by 28% or more compared with 1990 levels.	Continue efforts to reduce CO <sub>2</sub> emissions from all Mazda Group plants and offices in Japan.	Reduced CO <sub>2</sub> emissions from all Mazda Group plants and offices in Japan by 60% compared with 1990 levels.	○
	⑤ Reduce CO <sub>2</sub> emissions from logistics.	Reduce CO <sub>2</sub> emissions from all Mazda Group logistics operations in Japan by 50% compared with 1990 levels.	Continue efforts to reduce CO <sub>2</sub> emissions from all Mazda Group logistic operations in Japan.	Reduced CO <sub>2</sub> emissions from all Mazda Group logistics operations in Japan by 66% compared to 1990 levels.	○
<b>2. Promoting Resource Recycling</b>					
a. Vehicles and vehicle technology	⑥ Promote vehicle recycling.	Develop vehicles that are easy to disassemble and recycle.	Promote development for ease of disassembly and recycling.	For the MX-30, achieved improved disassembly/recycling efficiency and thermal recyclability, carried out appropriate disposal measures, and expanded use of recycled materials.	○
		Promote the use of bioplastics.	Develop and implement bioplastics, and expand adoption.	For the MX-30, adopted bio-based engineering plastic featuring a high-quality finish without painting, in front grilles and other exterior parts of the MX-30 (some grades).	○
		Promote bumper-recycling technology.	Promote collection and recycling of damaged bumpers.	Continued to promote collection and recycling of damaged bumpers (collected bumpers: around 46,500), which were reused for undercovers, etc.	○
b. Manufacturing, logistics, office operations, social contributions, etc.	⑦ Reduce waste volumes, promote recycling.	Reduce direct landfill waste to zero*2 across the entire Mazda Group in Japan.	Reduce direct landfill waste across the entire Mazda Group in Japan to zero*2 as compared to total waste volume.	Reduced direct landfill waste across the entire Mazda Group in Japan to zero (0.1%) of total waste volume.	○
	⑧ Reduce packaging volume used.	Reduce volume of packaging and wrapping across the entire Mazda Group in Japan by 45% compared with 1990 levels.	Continue efforts to reduce volume of packing and wrapping across the Mazda Group in Japan.	Reduced volume of packaging and wrapping across the entire Mazda Group in Japan by 71% compared with 1990 levels.	○
	⑨ Reduce volume of water used and promote effective use of water.	•Reduce volume of water used across the entire Mazda Group in Japan. •Reduce volume of tap water used by 47% compared with 1990 levels.	Continue efforts to reduce the volume of water used across the Mazda Group in Japan.	Reduced volume of water used across the entire Mazda Group in Japan. Reduced volume of tap water used by 56% compared with 1990 levels.	○

\*1 For CO<sub>2</sub> emissions calculations, the CO<sub>2</sub> coefficient based on the standard (Keidanren's Commitment to a Low Carbon Society) of the Keidanren (Japan Business Federation) are used. (For the calculations of FY March 2021, the coefficient of FY March 2020 is used.)

\*2 Here "zero" is defined as the condition where the percentage of direct landfill is 0.5% or less of the total volume of waste generated.

(Self-assessment key ○: Accomplished, △: Nearly accomplished, x: Not accomplished)

Category	Item	Medium-term targets (Targets and actions by FY March 2021)	FY March 2021		Self-assessment
			Targets and actions	Results	
<b>3. Cleaner Emissions</b>					
a. Vehicles and vehicle technology	⑩ Ensure cleaner vehicle exhaust gas emissions.	Introduce and promote low emission vehicles to improve air quality in each country and region.	Promote the introduction of low emission vehicles that meet the needs of each country and region.	Introduced low-emission vehicles that meet the needs of each country, Japan, the United States, Europe, China, and other regions.	○
	⑪ Reduce inclusion of substances of environmental burden in products.	Reduce VOCs in vehicle interiors.	Pass Ministry of Health, Labour and Welfare (MHLW) guidelines for the indoor aerial concentration in all new vehicles.	Passed Ministry of Health, Labour and Welfare (MHLW) guidelines for the indoor aerial concentration with the MX-30.	○
		Promote development and adoption of car air-conditioning systems using new refrigerants with low environmental impact.	Promote development and adoption of car air-conditioning systems using new refrigerants with low environmental impact.	Developed a car air-conditioning system using a refrigerant with low environmental impact for adoption in the MX-30.	○
b. Manufacturing, logistics, office operations, social contributions, etc.	⑫ Reduce waste volumes of PRTR substances.	Reduce waste volumes of PRTR substances across the entire Mazda Group in Japan.	Reduce waste volumes of PRTR substances across the entire Mazda Group in Japan.	Reduced waste volumes of PRTR substances across the entire Mazda Group in Japan by 22% compared with FY March 2020 levels.	○
	⑬ Reduce volumes of VOC waste emissions.	Reduce volumes of VOC waste emissions to an average 23 g/m <sup>3</sup> or less across all Mazda lines.	Continue efforts to reduce volumes of VOC waste emissions at Mazda.	Reduced volumes of VOC waste emissions to an average 17.1 g/m <sup>3</sup> across all Mazda lines.	○
<b>4. Environmental Management</b>					
a. Vehicles and vehicle technology	⑭ Promote life cycle assessment (LCA).	Expand the implementation of LCA (in Japan).	<ul style="list-style-type: none"> <li>Steadily implement LCA for new technologies related to environmental performance.</li> <li>To expand use of renewable energy, promote demonstration testing of the combination of renewable energy and reused batteries at business sites.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented LCA for new technologies related to environmental performance, including electric vehicles.</li> <li>Promoted demonstration testing of the combination of renewable energy and reused batteries.</li> </ul>	○
	⑮ Promote an integrated approach to traffic systems	Improve driving technique and promote activities to raise awareness.	Improve driving technique and promote activities to raise awareness, taking a customer-centered approach.	Equipped the MX-30 with control technologies to enable operation of the accelerator/brake pedals as intended, and Skyactiv-Vehicle Architecture technologies to realize smooth driving that makes drivers feel a sense of connectedness to their cars.	○
b. Manufacturing, logistics, office operations, social contributions, etc.	⑯ Reduce the environmental risk of the Mazda Group in Japan.	Promote environmental protection activities among Mazda Suppliers.	Revise the Mazda Green Purchasing Guidelines and make the revised guidelines known to all suppliers.	<ul style="list-style-type: none"> <li>Revised the Mazda Green Purchasing Guidelines and posted the revised Guidelines on the communication site with suppliers. After that, requested suppliers at the Supplier Communication Meeting to conduct their business activities in compliance with the Guidelines.</li> </ul>	○
		Promote the establishment and introduction of environmental management systems (EMS).	<ul style="list-style-type: none"> <li>Support 100% establishment of EMS among major suppliers.</li> <li>Support and enhance EMS at secondary suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>Supported 100% establishment of EMS among major suppliers.</li> <li>Supported and enhanced EMS at secondary suppliers.</li> </ul>	○
	Continue to provide follow-up support to newly opened shops in obtaining certification, to maintain the EcoAction 21-certified status at all Mazda Group dealerships*1 in Japan.		Completed the introduction of EcoAction 21 at all Mazda Group dealerships*1 in Japan, and continued to support newly opened shops in obtaining certification.	○	
	Provide follow-up support to auto parts sales companies*1 to ensure that they can continue steady operation of their EMS.		Provided follow-up support to auto parts dealership companies*1 in operating their EMS through periodic reports and information exchange.	○	
	⑰ Promote activities to raise awareness of environmental issues.	Actively disseminate environmental information to improve environmental awareness among Mazda and Mazda Group company employees.	Continuously raise awareness inside and outside of the Group regarding environmental issues that society faces and measures throughout the entire life cycle of vehicles to reduce environmental impacts.	Provided education for all employees of Mazda and its Group companies about environmental problems, emphasizing the importance of reducing environmental impact throughout the entire life cycle of vehicles, and continuously implemented "cool-biz," "warm-biz" and "light-down" campaigns to raise their environmental awareness.	○
⑱ Promote environmental protection activities in partnership with regional communities.	Promote environmental protection activities in regional communities by taking part in environmental volunteer activities (including regional cleanups and efforts to preserve biodiversity) and dispatching instructors to regional events and schools to offer environmental education.	Continuously raise awareness of environmental issues and deepen understanding of biodiversity based on the needs of regional communities, preserve forests, and participate in regional cleanups.	<ul style="list-style-type: none"> <li>Based on the needs of regional communities, conducted around 50 environmental activities in Japan and abroad, including forest preservation activities, support for protection of endemic species, regional cleanups, and carbon offset.</li> <li>Continuously raise environmental awareness by dispatching instructors for environmental education (one online session).</li> </ul>	○	
⑲ Inform the public about the Mazda Group's environmental protection activities.	<ul style="list-style-type: none"> <li>Disseminate information about the Mazda Group's environmental protection activities worldwide by hosting and actively participating in environmental events.</li> <li>Actively disseminate environmental information to improve environmental awareness among Mazda customers.</li> </ul>	Continue and enhance disclosure of information on the Mazda Group's environmental protection activities and education to raise the environmental awareness of customers.	<ul style="list-style-type: none"> <li>Continued information disclosure on the Mazda Group's environmental protection activities through the Social Contribution Report, the Mazda Sustainability Report, etc.</li> <li>Communicated to customers that trees had been purchased and donated on behalf of them to contribute to reducing CO<sub>2</sub> emissions from in-use Mazda vehicles. (New Zealand)</li> </ul>	○	

\*1 Applicable to consolidated Group companies and equity-method Group companies in Japan.