

MID-TERM MANAGEMENT PLAN UPDATE
AND
MANAGEMENT POLICY UP TO 2030









WE KEEP EXPANDING
THE JOY OF DRIVING

A blurred view from a car driving down a tree-lined road, with white text overlaid.

CREATING MOVING EXPERIENCES
THAT UPLIFT AND ENERGIZE PEOPLE,
BRINGING MORE ENJOYMENT
TO EVERYDAY LIFE

HUMAN CENTERED PHILOSOPHY

A blue Mazda convertible is driving on a winding road. The driver is visible, and a passenger is waving their hand out of the open top. The car is moving towards the viewer, and the background shows a blurred landscape with hills and trees under a bright sky.

UPLIFTING THE MIND AND BODY
ENGINEERING AND MANUFACTURING,
CREATING HUMAN CONNECTIONS,
DEVELOPING PEOPLE

MAZDA BASIC MANAGEMENT POLICY

MAZDA BASIC MANAGEMENT POLICY

1. CONTRIBUTION TO
CURBING GLOBAL WARMING
2. REALIZATION OF A SAFE
AND SECURE AUTOMOTIVE SOCIETY
3. CONTINUATION OF
BRAND VALUE MANAGEMENT

CONSUMER
CHOICES



ELECTRICITY SUPPLY
INFRASTRUCTURE

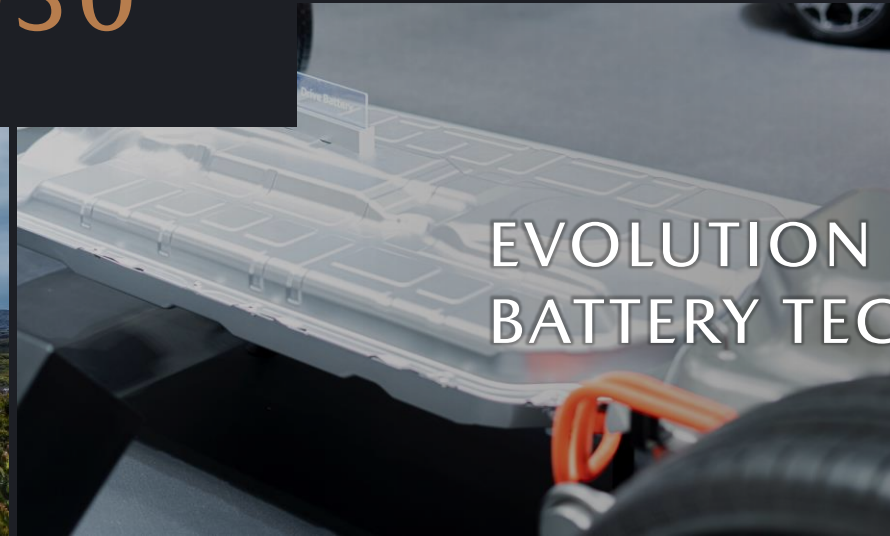


2030

CHANGE IN
POWER MIX



EVOLUTION OF
BATTERY TECHNOLOGY



THREE PHASES

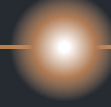
PHASE1

2022-2024



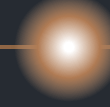
PHASE2

2025-2027



PHASE3

2028-2030



PHASE 1
2022-2024

ENHANCE TECHNOLOGY
DEVELOPMENT FOR
THE AGE OF ELECTRIFICATION



PHASE 2
2025-2027

PHASE 3
2028-2030

PHASE 1
2022-2024

US PLANT/
LARGE PRODUCT MODELS



PHASE 2
2025-2027

PHASE 3
2028-2030

PHASE 1
2022-2024

STRENGTHEN
COST REDUCTION EFFORTS

ENHANCE SUPPLY CHAINS

PHASE 2
2025-2027

PHASE 3
2028-2030

PHASE2
2025-2027

TRANSITION TO
ELECTRIFICATION



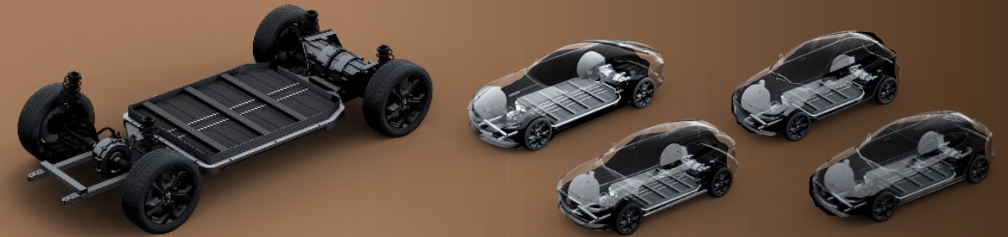
PHASE1
2022-2024

PHASE3
2028-2030

BUILDING BLOCK CONCEPT FOR PRODUCTS AND TECHNOLOGIES

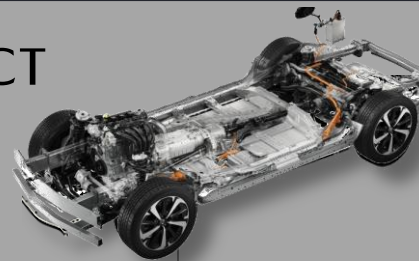
EV MODELS

Skyactiv Scalable
EV Architecture



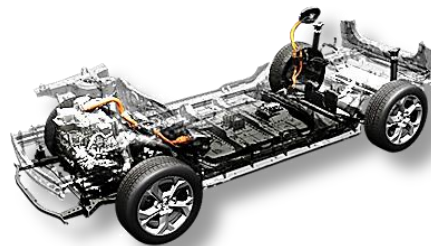
LARGE PRODUCT GROUP

Longitudinal layout
Skyactiv Multi-Solution
Scalable Architecture



SMALL PRODUCT GROUP

Transverse layout
Skyactiv Multi-Solution
Scalable Architecture



PHASE 2
2025-2027

BATTERY PROCUREMENT
ENHANCEMENT OF BATTERY
TECHNOLOGY DEVELOPMENT
ADVANCE LAUNCH OF BEVS
(LATTER HALF OF PHASE 2)

PHASE 1
2022-2024

PHASE 3
2028-2030

PHASE 1
2022-2024

PHASE 2
2025-2027

PHASE 3
2028-2030

FULL-SCALE LAUNCH
OF BEVS



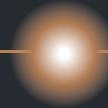
PHASE3
2028-2030

SHIFT TO ELECTRIFICATION

INVESTMENT IN BATTERY
PRODUCTION

PHASE1
2022-2024

PHASE2
2025-2027



CO-CREATION IN PARTNERSHIP

MAJOR INITIATIVES

1. CARBON NEUTRALITY
2. ELECTRIFICATION
3. VALUE CREATION THROUGH CO-CREATION
BETWEEN PEOPLE AND IT
4. COST REDUCTION AND
SUPPLY CHAIN ENHANCEMENT

CARBON NEUTRALITY

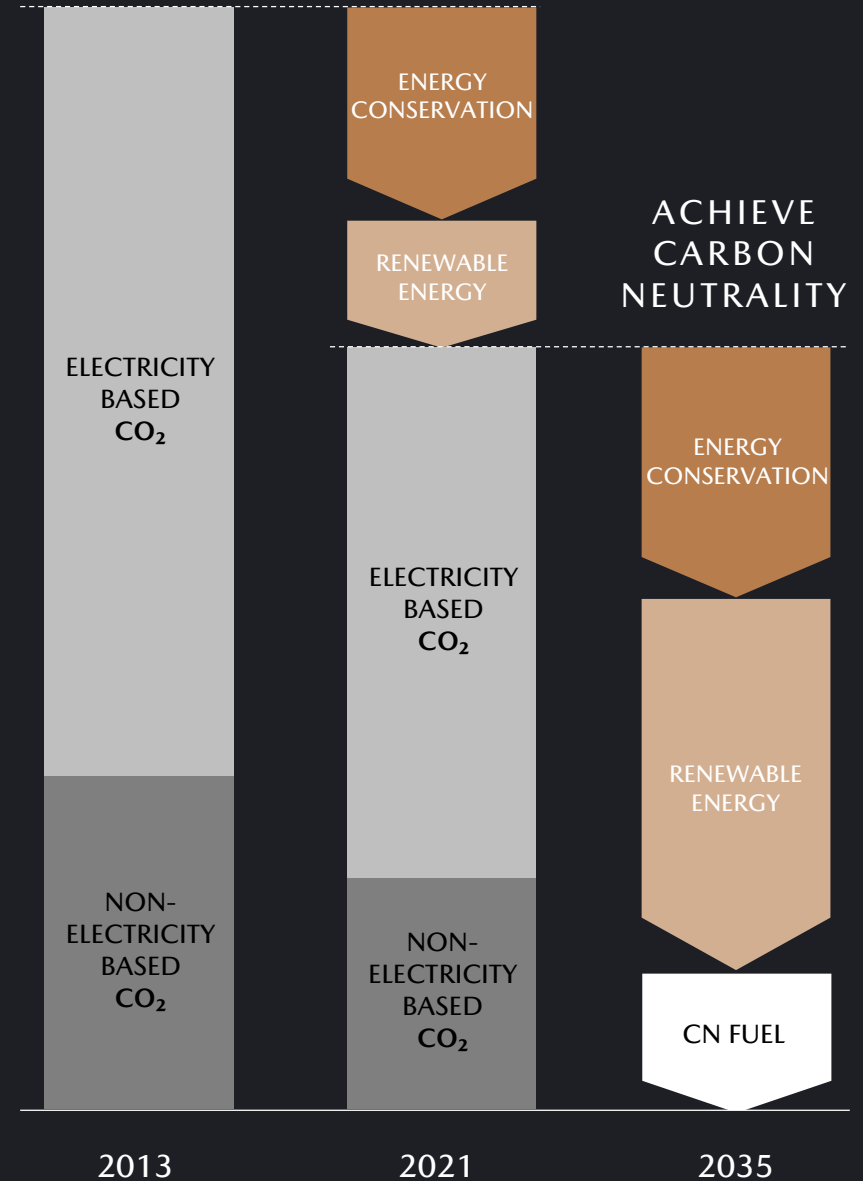


- 2050 COMMITMENT TO
GO CARBON NEUTRAL

- 2035 COMMITMENT TO
MAKING MAZDA FACTORIES
CARBON NEUTRAL WORLDWIDE

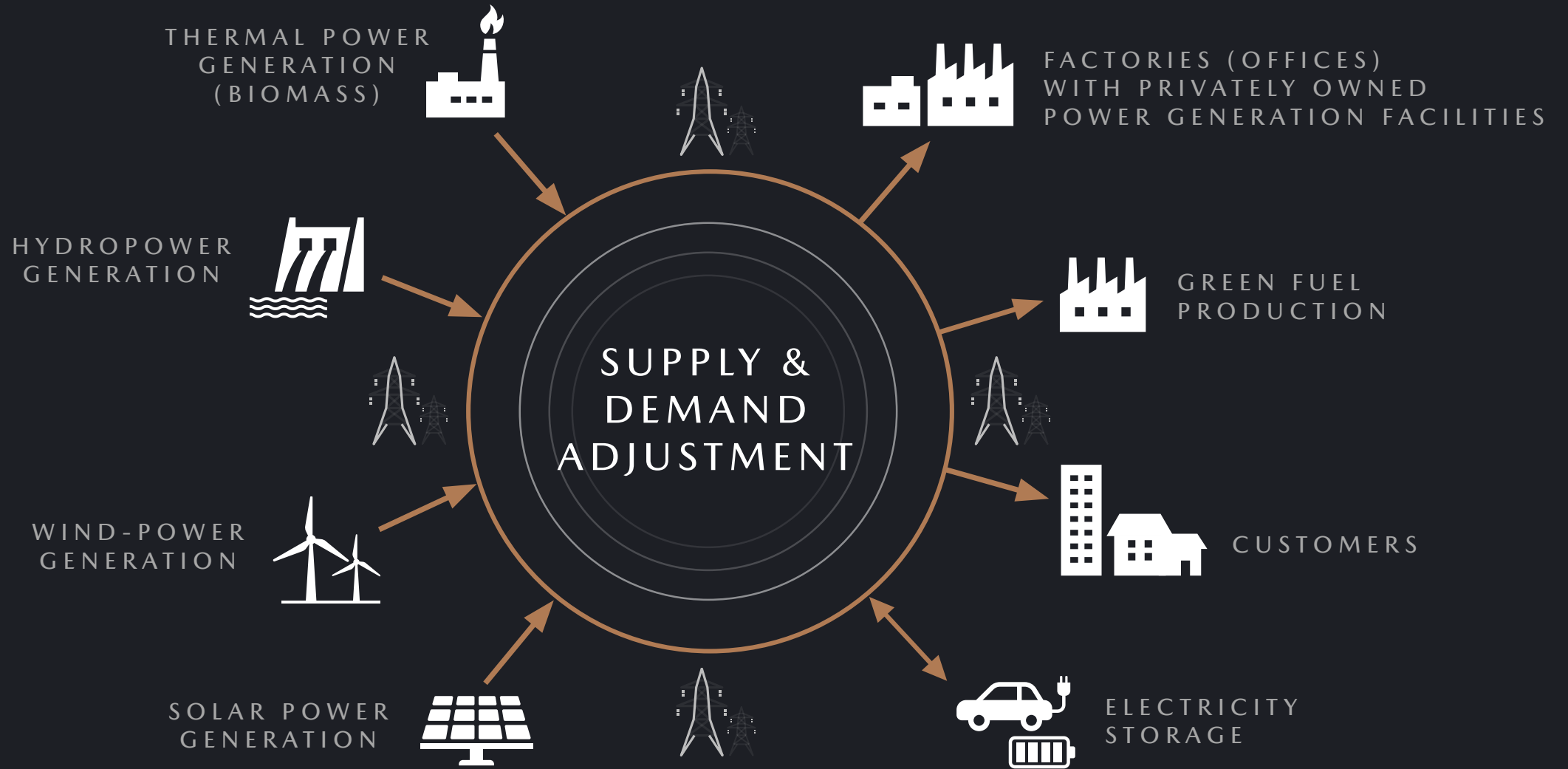
INITIATIVES IN

- ENERGY CONSERVATION
- RENEWABLE ENERGIES
- CARBON NEUTRAL FUELS



EXISTING FOSSIL FUEL-BASED, LARGE-SCALE VERTICALLY INTEGRATED ELECTRIC POWER SYSTEM





TRANSITION TO A NEW, HORIZONTALLY-DISTRIBUTED POWER NETWORK IS ESSENTIAL

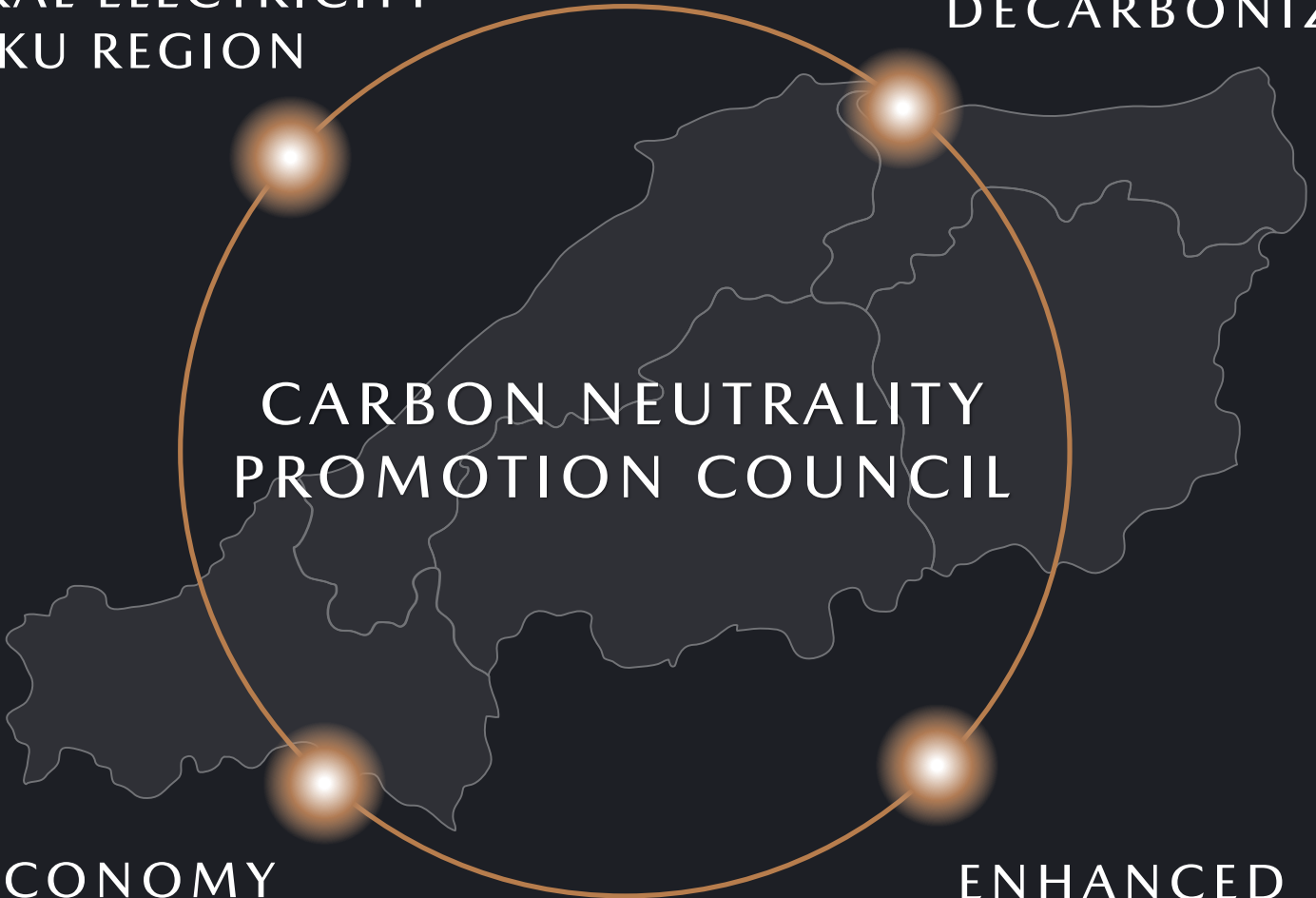
EXPANSION OF ENERGY CONSERVATION/
CARBON NEUTRAL ELECTRICITY
IN THE CHUGOKU REGION

DECARBONIZATION

CARBON NEUTRALITY
PROMOTION COUNCIL

GROWTH OF
THE LOCAL ECONOMY

ENHANCED
COMPETITIVENESS OF
LOCAL INDUSTRIES



WIDER USE OF CARBON NEUTRAL FUELS



ELECTRIFICATION

HYBRID

PLUG-IN HYBRID

SKYACTIV-D

SKYACTIV-X

RE MULTIPLE
ELECTRIFICATION
TECHNOLOGY

EV

MULTI-SOLUTIONS MAKE
A SUBSTANTIAL CONTRIBUTION
TO THE ENVIRONMENT

SKYACTIV-G



EXPECTED BEV RATIO IN 2030

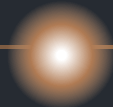
25% - 40%

THREE PHASES

PHASE 1

2022-2024

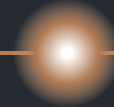
ENHANCE TECHNOLOGY
DEVELOPMENT FOR THE
AGE OF ELECTRIFICATION



PHASE 2

2025-2027

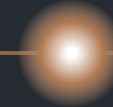
TRANSITION TO
ELECTRIFICATION



PHASE 3

2028-2030

FULL-SCALE LAUNCH
OF BEVS



EXPLOITATION OF
MULTI-ELECTRIFICATION TECHNOLOGY

BUILDING BLOCK CONCEPT FOR PRODUCTS AND TECHNOLOGIES

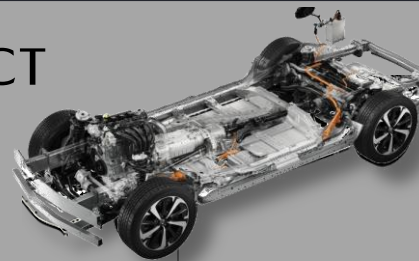
EV MODELS

Skyactiv Scalable
EV Architecture



LARGE PRODUCT GROUP

Longitudinal layout
Skyactiv Multi-Solution
Scalable Architecture



SMALL PRODUCT GROUP

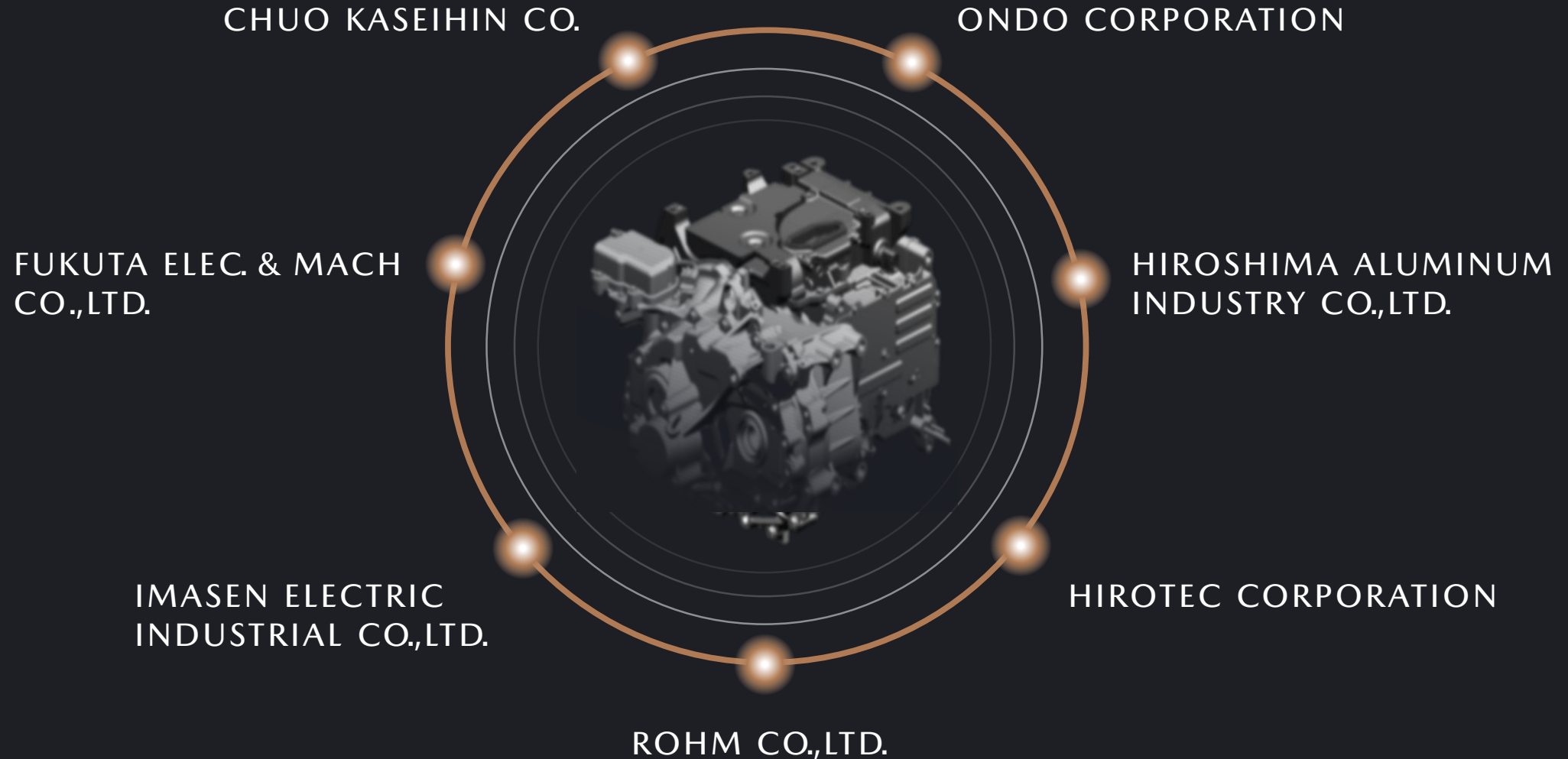
Transverse layout
Skyactiv Multi-Solution
Scalable Architecture



INTRODUCTION OF A NEW HYBRID SYSTEM

GLOBAL LAUNCH OF BEVS

COLLABORATING IN THE CREATION OF HIGHLY COMPETITIVE CORE ELECTRIC DRIVE UNITS



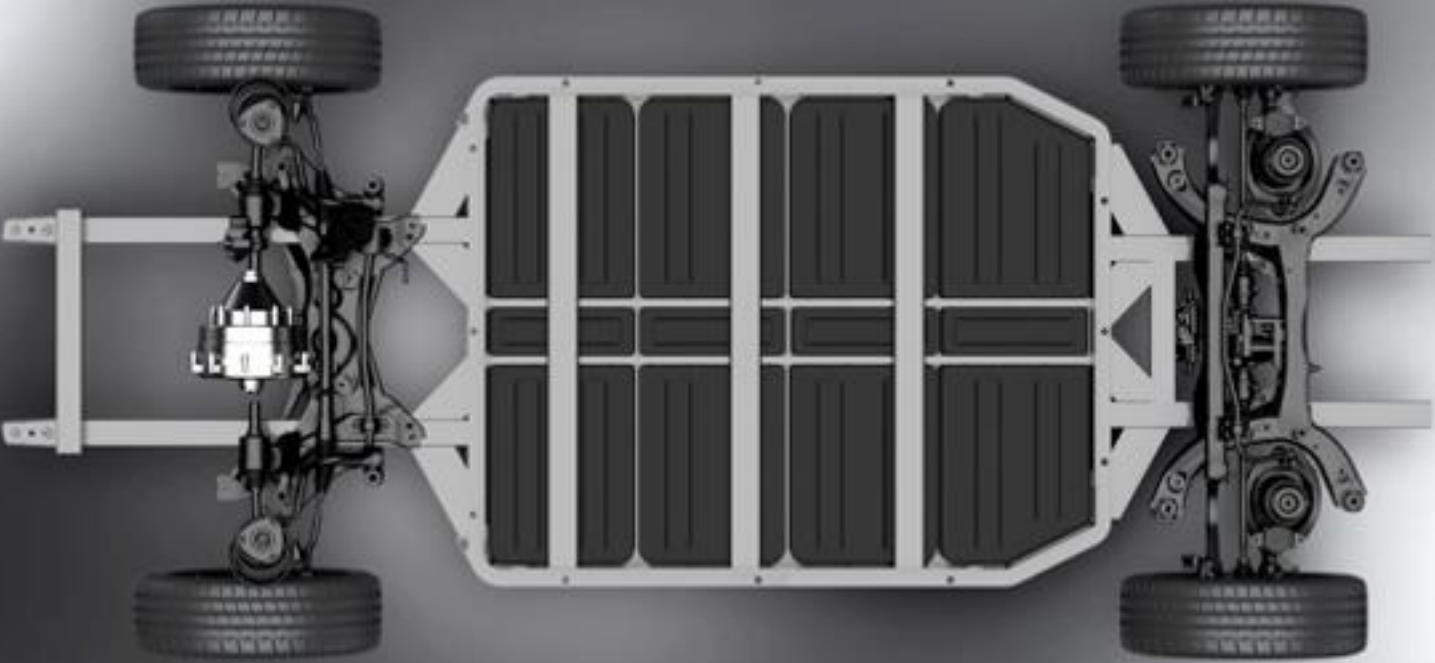
NEXT-GENERATION
BATTERY TECHNOLOGY DEVELOPMENT

ADOPTED BY THE GREEN INNOVATION FUND PROJECT

BATTERY SUPPLY AGREEMENTS

WITH ENVISION AESC

FULL-SCALE ELECTRIFICATION CONSIDERING INVESTMENT IN BATTERY PRODUCTION



VALUE CREATION
THROUGH CO-CREATION
BETWEEN PEOPLE AND IT

A man with dark hair and glasses is driving a car. He is wearing a dark jacket and has his hands on the steering wheel. The car's interior is visible, including the dashboard and the steering wheel. The text is overlaid on the image in a white, sans-serif font.

IN-DEPTH RESEARCH OF PEOPLE

DRIVING PLEASURE EXPERIENCED
BY HUMAN SENSES

A dark, high-contrast photograph of a car engine component, possibly a piston or valve, with the text "MAZDA DIGITAL INNOVATION" overlaid in white. The background is mostly black, with some metallic surfaces and a circular opening visible.

MAZDA DIGITAL INNOVATION

9:19



MAZDA CO-PILOT CONCEPT

REALIZATION OF A SAFE AND SECURE MOBILITY SOCIETY



BY 2040

WHERE AN ACCIDENT IS PREVENTABLE
WITH AUTOMOTIVE TECHNOLOGIES

NO FATAL ACCIDENT

WILL BE CAUSED BY ANY NEW MAZDA

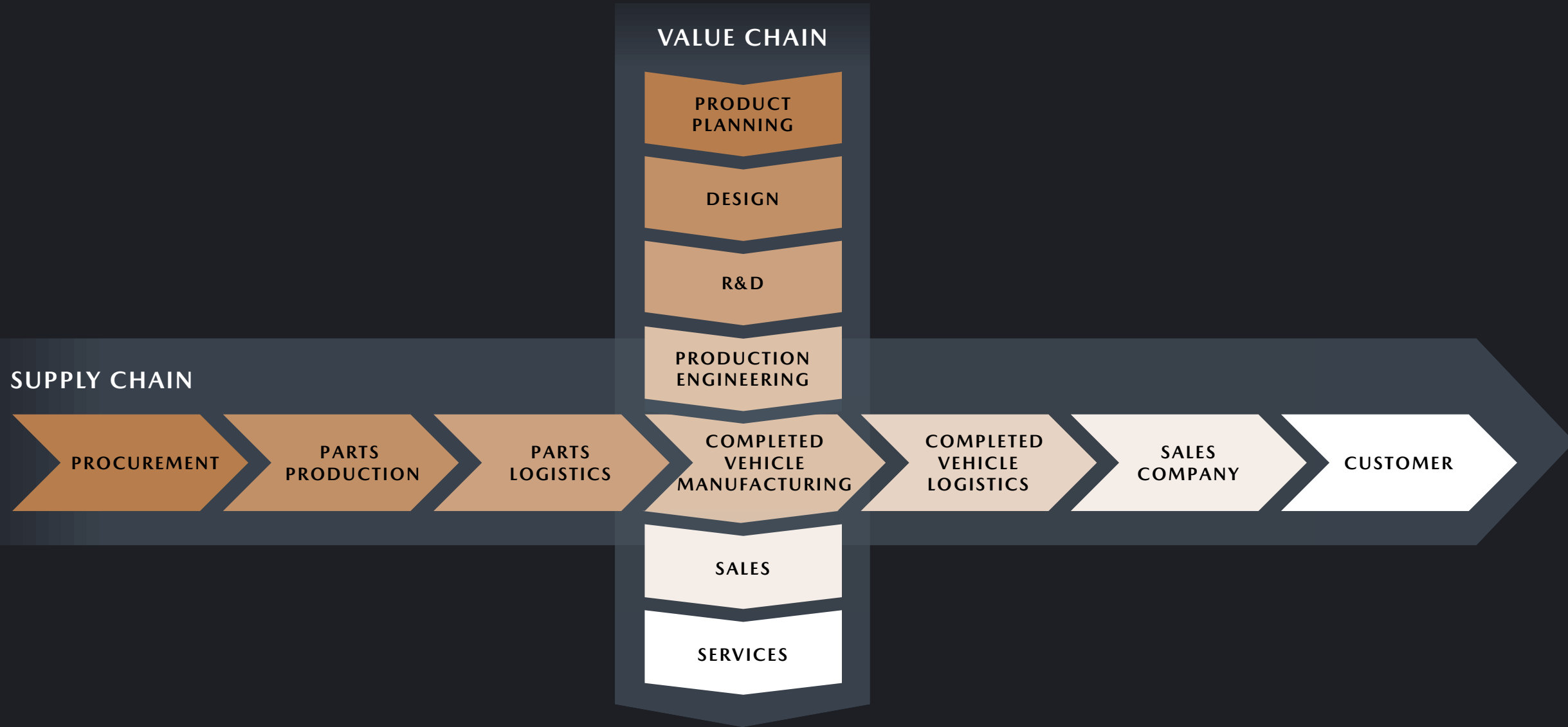


MODEL-BASED
DEVELOPMENT AND RESEARCH

PROMOTION OF R&D TO BRING OUT
THE MAXIMUM POTENTIAL OF HUMANS

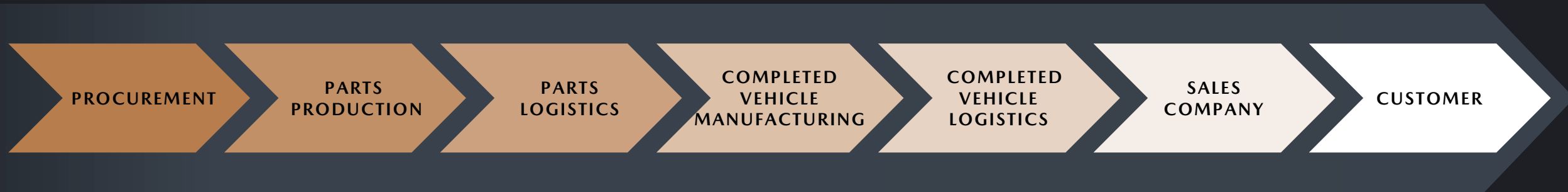
COST REDUCTION
AND
SUPPLY CHAIN ENHANCEMENT

ELIMINATE WASTE, IRREGULARITIES AND OVERBURDENING IN BOTH CHAINS



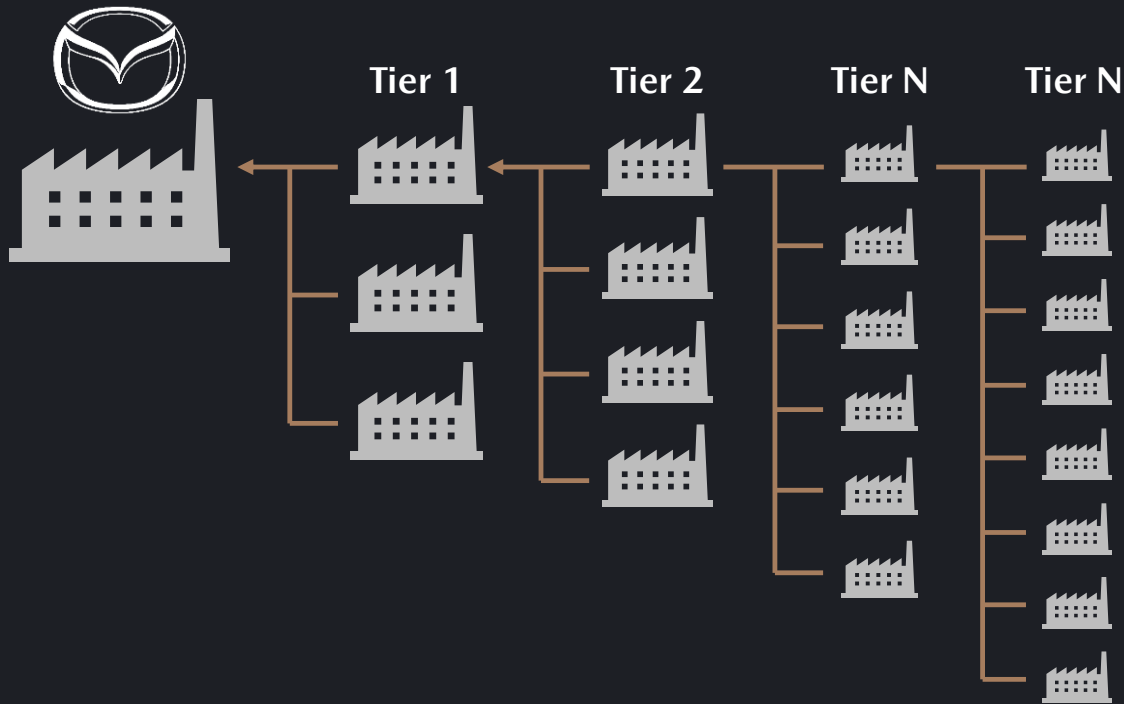
SUPPLY CHAIN

MAXIMIZE LOGISTIC SPEED

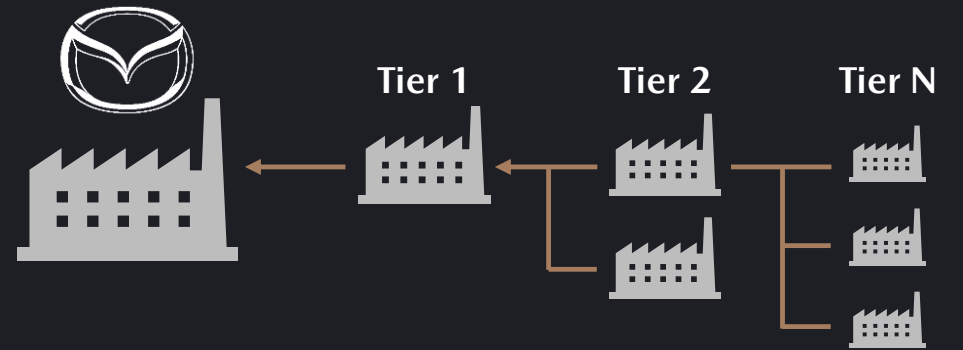


REDUCE THE NUMBER OF TIERS BY STREAMLINING COMMERCIAL FLOW AND LOGISTICS

BEFORE

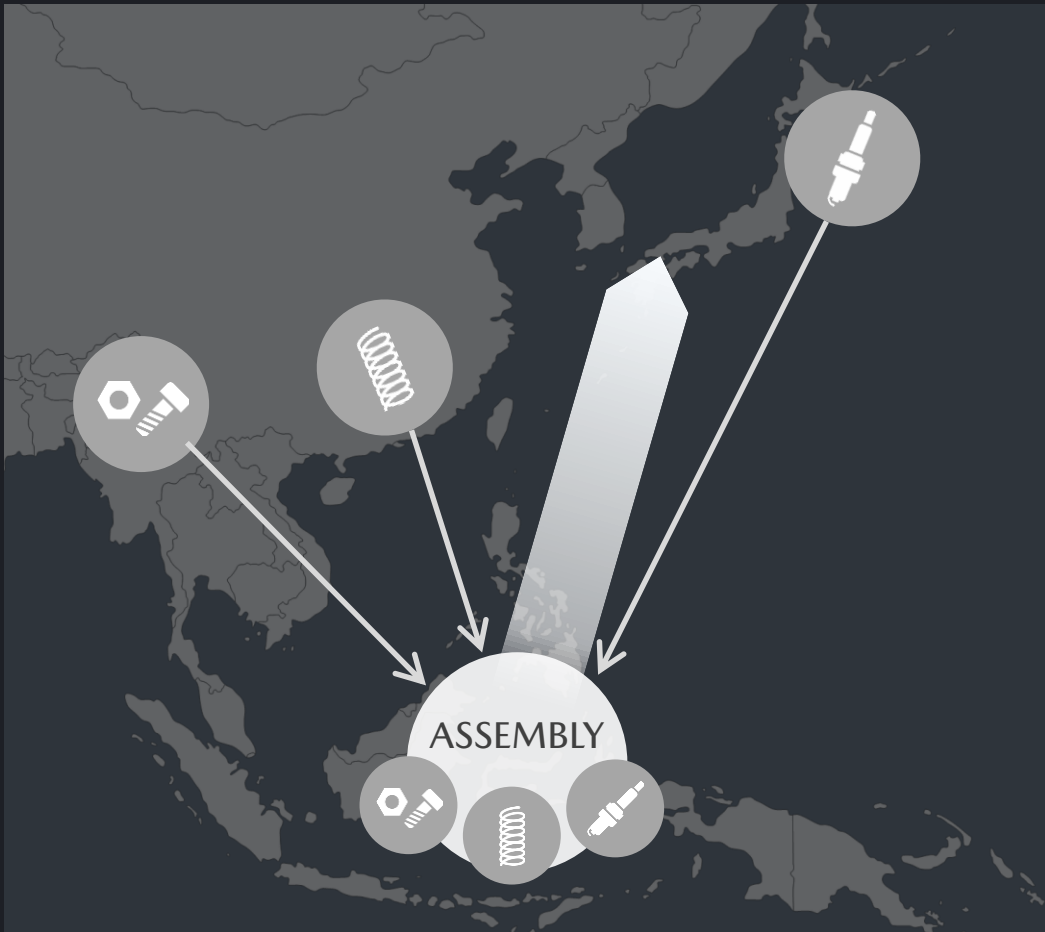


AFTER

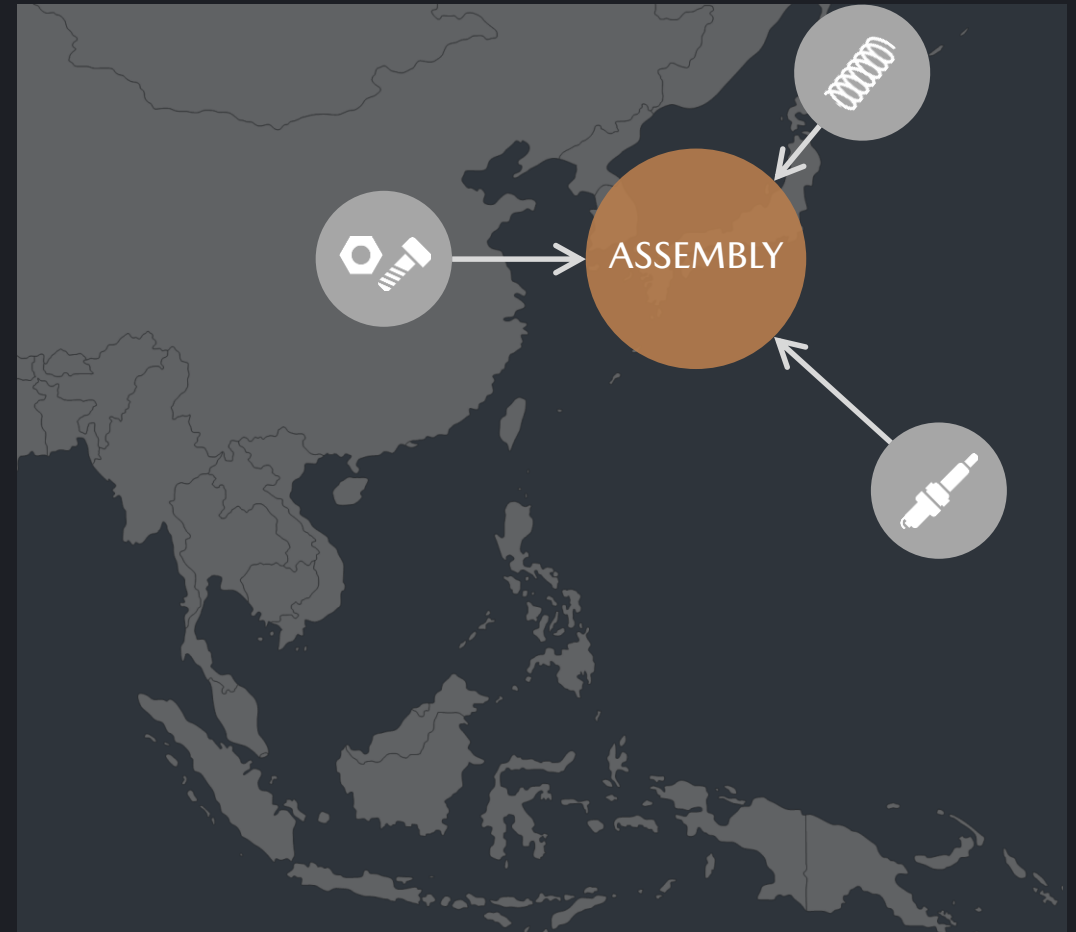


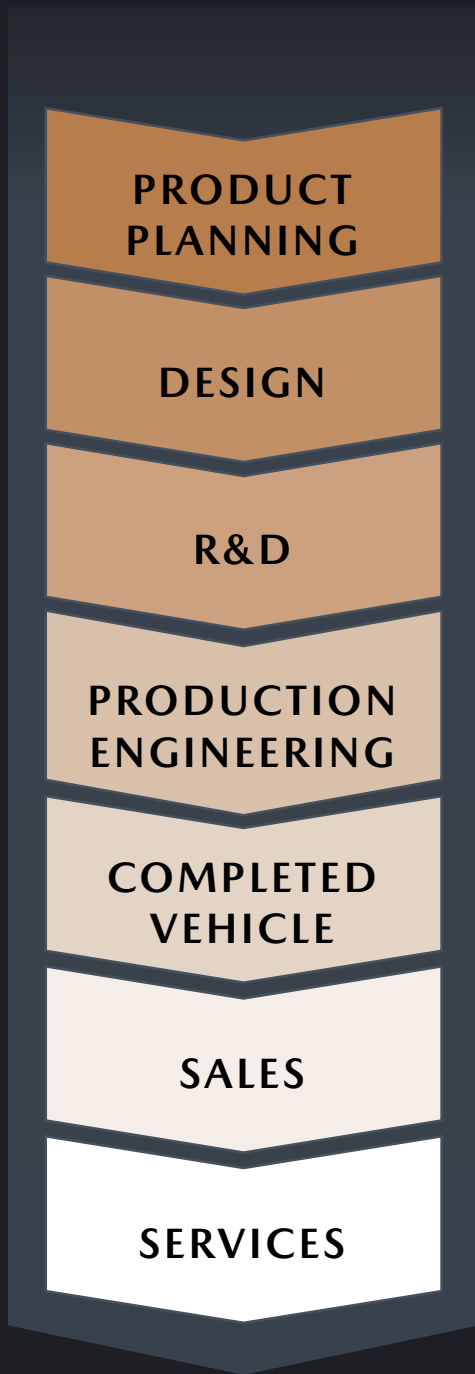
INITIATIVE TO MINIMIZE THE IMPACT FROM THE EXTERNAL ENVIRONMENT

BEFORE



AFTER





VALUE CHAIN

COLLECTIVELY CONCEPTUALIZE VALUES
CUSTOMERS CAN RELATE TO AND FIND
SATISFACTION IN

REDUCE FIXED COSTS AND ACHIEVE VALUE EXPECTED BY CUSTOMERS



OPTIMIZED
NUMBER OF PARTS

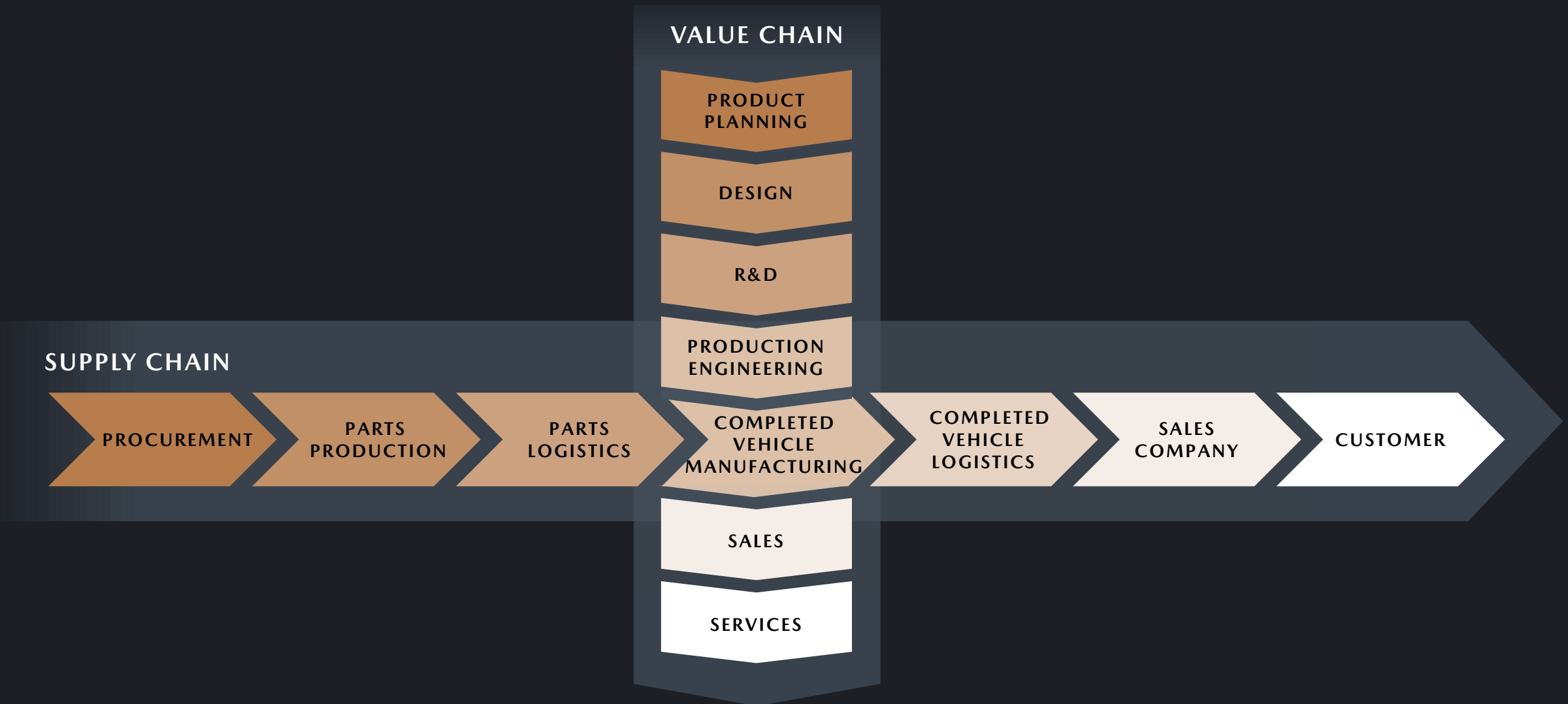


STRUCTURE THAT
SAVES SERVICE COSTS



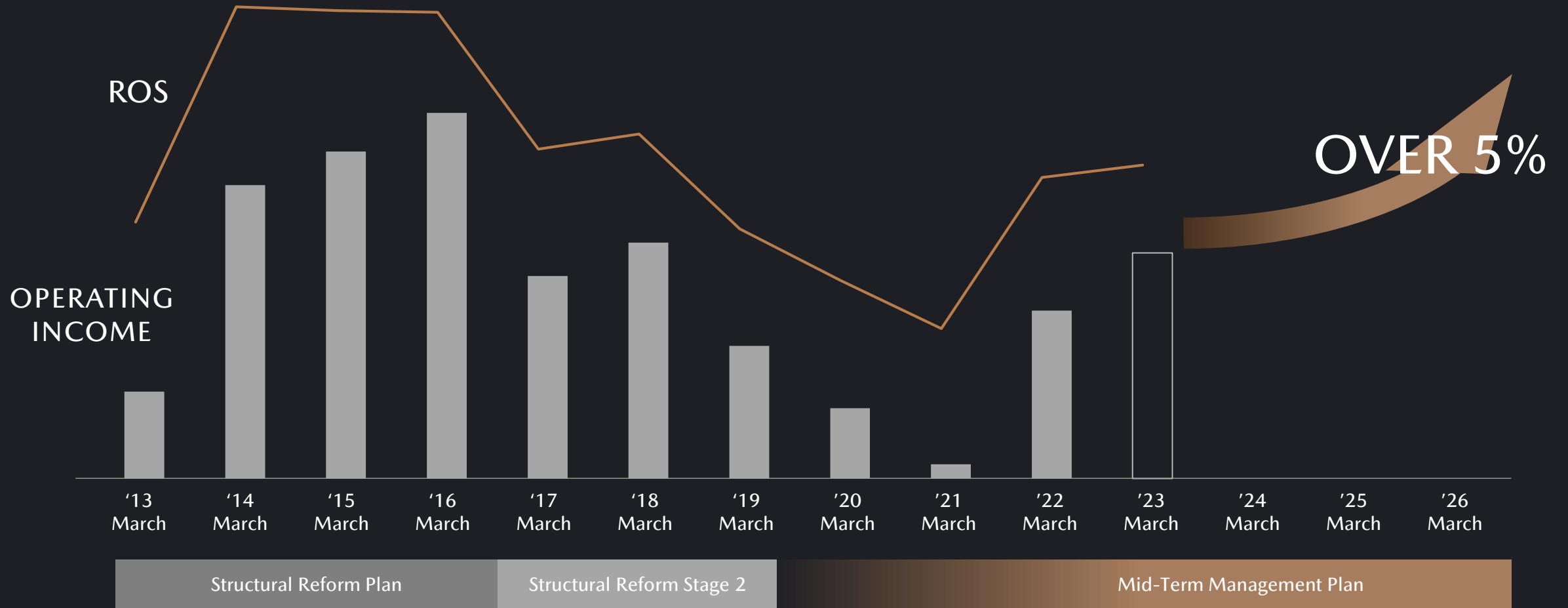
STRUCTURE THAT
IS EASILY RECYCLED

IN BOTH SUPPLY AND VALUE CHAINS ENHANCE CAPABILITY IN COST REDUCTION AND RESISTANCE TO PRODUCTION CUTS

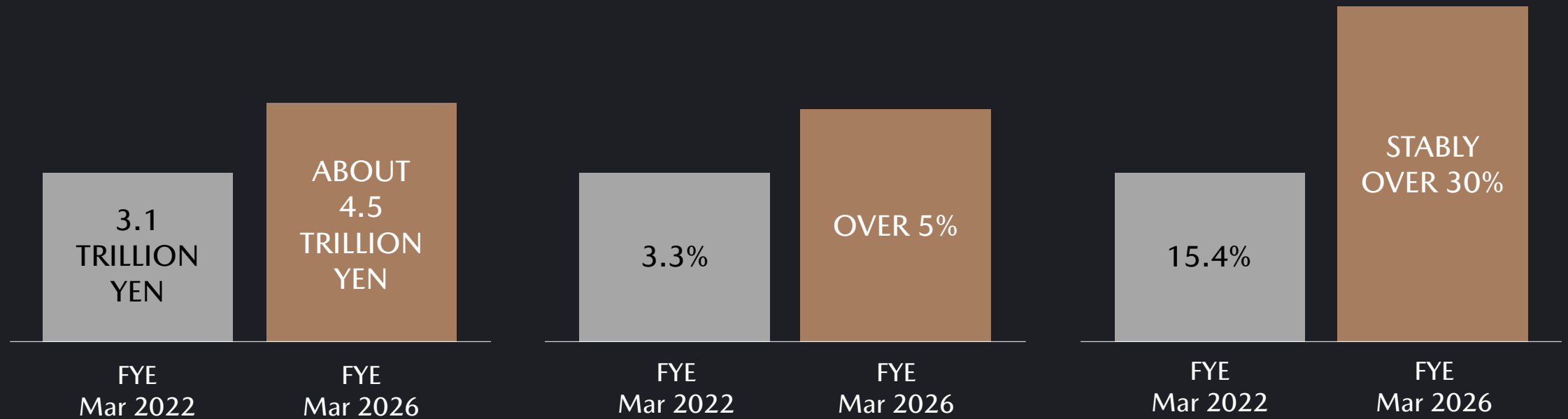


MANAGEMENT GUIDELINES
FOR FYE MARCH 2026

INITIATIVES FOR THE PERIOD ENDING FYE MARCH 2026



FINANCIAL METRICS FOR FYE MARCH 2026



NET SALES

ROS

DIVIDEND
PAYOUT RATIO

SHIFT TO SUSTAINABLE BUSINESS

- 2035 COMMITMENT TO MAKING
MAZDA FACTORIES
CARBON NEUTRAL WORLDWIDE
- 2040 NO FATAL ACCIDENT CAUSED
BY ANY NEW MAZDA
WHEN AN ACCIDENT IS PREVENTABLE
WITH AUTOMOTIVE TECHNOLOGIES

CO₂ EMISSION REDUCTION





PEOPLE AT MAZDA ARE
THE SOURCE OF VALUE CREATION





MORE INVESTMENT IN HUMAN RESOURCES



DEVELOPMENT OF DIGITAL-CAPABLE HUMAN RESOURCES

- 2025 IT TRAINING FOR EMPLOYEES WHO ARE WORKING IN ADMINISTRATIVE AREAS
- 2030 TWO-FOLD INCREASE IN PRODUCTIVITY AND SHIFT TO TASKS WITH HIGH ADDED VALUE