

CONTRIBUTION TO PEOPLE'S MENTAL WELLNESS

Mazda hopes to enrich the lives of customers by offering new forms of car ownership and automobile culture through its human-centered approach.

With a view to building special bonds with customers in more than 130 countries and regions where Mazda vehicles are sold, 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.

Three Approaches to Establish an Emotional Connection with Customers a

To establish an emotional connection with customers, Mazda considers it necessary to take into account all touch points, i.e., not only the period during which customers are in possession of a Mazda vehicle, but also the periods before they purchase the vehicle and after they let go of it. Under this belief, the Company has determined three approaches that sales, marketing, customer services, and other relevant divisions should jointly pursue, based on which the Group companies of each country/region implement specific measures appropriate for their local cultures and environment.

Three approaches

- View customers from a lifelong perspective. In childhood, people ride in their family vehicle, and after growing up, they enjoy owning their own vehicle. Then at an advanced age, they return to riding in someone else's vehicle. It is important to have customers continue to feel close to Mazda and Mazda vehicles over all these years.
- Continuously maintain the relationship. Always provide customers with excitement and stimulation so that customers can feel a stronger connection to Mazda as time proceeds.
- Place particular emphasis on Mazda's uniqueness (e.g., strong attachment to Hiroshima, where Mazda Head Office is located, enthusiasm for offering driving pleasure).

Approach to Developing Products

In 2017, in light of the rapid changes taking place in the global automotive industry, Mazda announced "Sustainable Zoom-Zoom 2030." This new vision for technology development takes a longer-term perspective and sets out how Mazda will use driving pleasure, the fundamental appeal of the automobile, to help solve issues facing people, the earth and society. Mazda aims to offer new forms of car ownership and automobile culture through its unique human-centered approach. To achieve this, Mazda is engaged in various research and development projects.

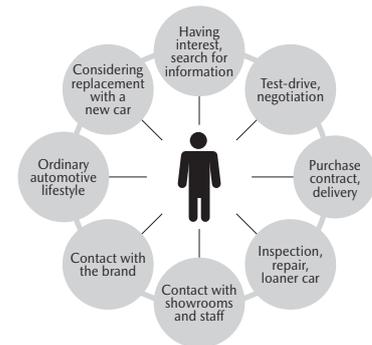
- Further maturing Mazda's Kodo design language, which is grounded in the philosophy of bringing cars to life and raises car design to the level of art to enrich people's lives.
- Further pursuing a *Jinba-ittai*—or sense of oneness between driver and vehicle—driving feel, which unlocks people's potential and revitalizes them mentally and physically.

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

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

The MX-30, launched in 2020, was designed based on the concept of what we call "Human Modern." While retaining the beautifully honed and handcrafted forms of Kodo as a base, the design team also explored a new expressive direction more in touch with changing values and new lifestyles. The MX-30 won the Design Car of the Year*¹ award in the 2020-2021 Car of the Year Japan awards, sponsored by the Car of the Year Japan Executive Committee.

a Every touch point



b MX-30



*1 Design Car of the Year is a new category award established in 2020 in the Car of the Year Japan awards.

Skyactiv-Vehicle Architecture Vehicle Structural Technologies

Skyactiv-Vehicle Architecture was developed and enhanced focus on the human-centered design philosophy to leverage the human body's inherent ability to balance itself. Mazda reviewed every component and function -- seats, body, chassis, NVH performance, etc.-- approaching development and commercial implementation from a viewpoint of total vehicle optimization. (An example is the seats, which are designed to keep the pelvis upright, maintaining the spine's natural "S" curve). This technology improves the body's balance in driving operations and allows the driver to control the car more easily, enhancing the ultimate *Jinba-ittai* driving feel.

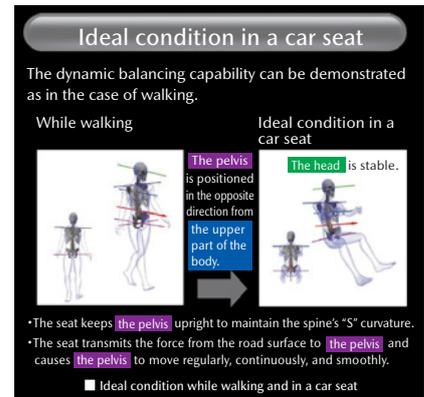
Skyactiv-Vehicle Dynamics Improves Comfort, Handling, and Stability

Mazda has been pushing ahead with the development of Skyactiv-Vehicle Dynamics, a series of vehicle dynamics control technologies. These technologies provide integrated control of the engine, transmission, chassis and body to enhance the car's *Jinba-ittai* driving feel—a sense of connectedness between the car and the driver.

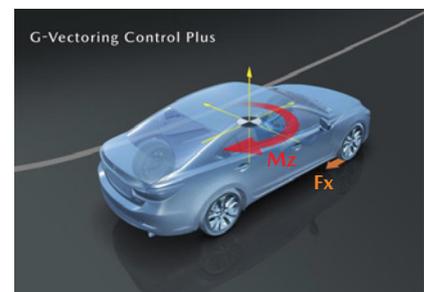
In July 2016, the Company released the first technology in the Skyactiv-Vehicle Dynamics series, G-Vectoring Control (GVC)*¹ which was followed by the second technology, G-Vectoring Control Plus (GVC Plus), introduced in October 2018. GVC Plus uses the brakes to add direct yaw moment control. As the driver steers out of a corner by returning the steering wheel to the center position, GVC Plus applies a light braking force to the outer wheels, providing a stabilizing moment that helps restore the vehicle to straight line running. The system realizes consistently smooth transitions between yaw, roll and pitch even under high cornering forces, improving the vehicle's ability to accurately track sudden steering inputs and crisply exit corners. In addition to improving handling in emergency collision avoidance maneuvers, GVC Plus offers a reassuring feeling of control when changing lanes on the highway and when driving on snow or other slippery road surfaces. In FY March 2021, the Company also introduced electric G-Vectoring Control Plus (e-GVC Plus), which is designed to enhance the consistency of vehicle response to control inputs in all directions and realize seamless transitions between G forces, taking advantage of its electrification technologies.

C

C A seat that keeps the pelvis upright to maintain the spine's natural "S" curve



d G-Vectoring Control Plus (GVC Plus) operation image*



*Mz: restoring moment, Fx: braking force

*1 The world's first control system to vary engine torque in response to steering inputs in order to provide integrated control of lateral and longitudinal acceleration forces and optimize the vertical load on each wheel for smooth and efficient vehicle motion. (As of June 2016 for mass production vehicles, according to in-house investigation)

Responding to the Diverse Customer Needs

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

To effectively enhance its brand awareness, Mazda focuses on promoting an understanding of the Mazda brand's common visions and the Company's spirit of product development and manufacturing, rather than on awareness of individual models.

Examples to Meet Specific Customer Needs

<Research and Product Planning Conducted by Female Members>

To respond to the increasingly diverse needs of female drivers, a team composed of female members from various departments conducts planning and research on the vehicles which are convenient for them to use.

<Customizing Business (in Japan)>

Believing that the development of vehicles serving people with specific needs is essential to a more open and accessible automotive society, Mazda produces a wide range of vehicle types, as described below (as of October 2021).

Specially outfitted passenger vehicles	Vehicles for the transportation of COVID-19 patients with mild symptoms	Mazda has developed specially designed vehicles for the transportation of COVID-19 patients with mild symptoms to be used by local governments, companies, etc. Mounted with various accessories to reduce the risk of infection, the specially designed vehicle provides safety and peace of mind to both transport staff and patients.
	Instructional vehicles e	Mazda offers its instructional vehicles equipped with various unique features. As the first car that trainees drive in their life, it can help them to feel driving pleasure and to acquire correct driving techniques.
	Vehicles for people with special needs f	In 1995, Mazda became the first Japanese automaker to launch a vehicle for people with special needs. It was developed with top priority placed on "ease of use and comfort for both care givers and receivers." The Company has expanded the lineup to three types.
Commercial and specially equipped vehicles	Mazda offers a wide commercial vehicle lineup to respond to various business needs. To satisfy highly specialized needs, the Company has developed the TESMA line of specially equipped vehicles, adapting the Bongo Van and Titan Truck for use as refrigerator trucks, freezer trucks, lift gate trucks, etc.	

e Mazda instructional vehicle

Mazda instructional vehicles (released in May 2019) pursue the ideal features for instructional vehicles, i.e. being easy to operate for both trainees and trainers, and able to help trainees acquire correct driving techniques and drive more safely and with peace of mind.



f Lineup for vehicles for people with special needs (as of June 30, 2021)

- **Vehicles with a swivel passenger seat:** Vehicle with a powered passenger seat that rotates (Mazda2)



- **Vehicles with a lift-up passenger seat:** Vehicles with a powered lift-up passenger seat that elevates and rotates (CX-5)
- **Wheelchair-ramp-equipped vehicle:** Vehicle with a ramp that enables people in a wheelchair to get in and out while remaining in a wheelchair (Flair Wagon)
- **Vehicle with hand-operated controls:** A welfare model that allows the driver to enjoy driving pleasure by only using both hands (Roadster [MX-5 overseas])

Co-Creation of Product Training by Mazda Motor Corporation and Distributor/Dealership Staff

Mazda offers training for sales staff to enable them to provide customers with correct and detailed information on the attractive features of Mazda vehicles. As part of the initiatives to enhance brand value, the training is aimed at globally communicating the ideas and efforts employed in development and manufacturing, as well as stories behind the technology, in addition to basic information on functions and equipment.

Product Information, Display, and Advertising

For product information and display, Mazda not only complies strictly with each law and regulation of each country and region, but also places strong emphasis on safety, human rights, environmental issues, and ethical standards, giving careful attention to information display and expression appropriate for a company that manufactures and sells automobiles. Moreover, Mazda conducts studies on advertising on a periodic basis to check whether information provided to customers is correct and understandable.

Video and animated computer graphics are used to provide customers with easily understandable explanations of products' features and functions.

Establishing Bonds with Customers through Mazda Official Merchandise

In June 2020, the "Mazda Collection" was launched as official Mazda merchandise. In June 2021, a new collection called the "Mazda 787B 30th Collection" was released in commemoration of the 30th anniversary of Mazda's Le Mans victory in 1991. This victory made Mazda the first rotary engine manufacturer in the world and the first Japanese manufacturer to win overall at the 24 Hours of Le Mans—the world's most grueling endurance race. The new collection features a range of items designed in the motif of the winning vehicle Mazda 787B, including T-shirts and stainless drink bottles. With 30 years passing, those who were children at that time are now adults. To allow them to indulge in nostalgia and enjoy with their children, matching T-shirts for parent and child are available. In addition to the Mazda 787B, several other Mazda vehicles that have competed at Le Mans have been added to the popular Model Car Collection. In the future, we will continue to create Mazda Collection merchandise items while listening to customer feedback.

g Seminar targeted at training staff of distributor/dealership



h Product examples

Items from Mazda's official merchandise "Mazda Essential Collection" and Mazda 787B 30th Collection"



Communicating the Mazda Brand and Providing the Brand Experience

Mazda promotes initiatives to provide customers with opportunities to communicate with the Mazda brand and strengthen bonds with Mazda throughout their car ownership. To convey globally consistent visual impressions, the VI (Visual Identity) Guidelines have been established and shared within the entire Mazda Group.

New Concept in Sales Outlets "New-Generation Showrooms"

Starting in FY March 2015, Mazda has been developing a new concept in sales outlets both in Japan and overseas, which is called New-Generation Showrooms, to allow customers to experience the attractiveness of Mazda and its vehicles. (208 sales outlets in Japan as of October 2021.) Under the supervision of Mazda's Design Division, the showrooms are built in accordance with guidelines specifying three values to provide*¹ and four showroom design concepts*². Interiors and exteriors are designed using colors of black, white and silver, with black-based facility signs*³, and as accents, wood is used to form a comfortable space where dignity, high quality and warmth are well-balanced. In FY March 2016 in Japan, Mazda Brand Space Osaka, a showroom directly run by Mazda, was opened and has attracted many visitors. Mazda is also developing New-Generation Showrooms overseas in collaboration with local sales-related Group companies.

Information Service for Customers through Websites

Mazda makes efforts to enhance the usability of its website to enable the website visitors to easily obtain the information they need. The website is designed to communicate to many people, not only the facts, but also the underlying principles and philosophy. The website also provides easily understandable information useful for customers at all stages from considering a purchase to the ownership of their vehicles. Many opinions and messages of encouragement have been posted in response to the articles on the Company's social media pages. Mazda has also launched various new services that allow members to enjoy a variety of experiences unique to Mazda through the membership website (CLUB MAZDA).

i [Japan] New-Generation Showroom



j [United States] New-Generation Showroom



k Example of information services through websites Mazda MX-30 digital owner's manual



Digital magazine "Mazda Stories" <https://mazdastories.com/>



Membership website "CLUB MAZDA" (Japanese only) <https://www.mazda.co.jp/clubmazda/>



*1 Shop designed with sense of exhilaration and Mazda uniqueness, new vehicle showroom that highlights the attractive features of Mazda vehicles, and shop layout that can help strengthen bonds with people
*2 Dignified presence, power to attract people, showing vehicle as attractive and beautiful, with comfortable furniture
*3 Mazda brand symbol and showroom name that are used at each showroom

Promoting Activities to Enable Customers to Experience "Driving Pleasure"

Mazda promotes activities in which both beginners and advanced drivers can easily participate, to experience "driving pleasure" and learn about driving considering safety and the environment. Various events for multiple needs are offered. For example, at circuit events sponsored by Mazda, the Company holds lessons to learn advanced techniques useful in daily driving, and races in which everyone from beginners to advanced drivers can participate. These activities are designed to communicate the concept of Mazda's monotsukuri and its latest technologies to customers, and offering them opportunities to dialogue with employees. Through these various approaches, Mazda strives to establish special bonds with customers, while striking a balance between providing customers with driving pleasure and raising their safety and environmental awareness.

Examples of Mazda-Sponsored Events:

Mazda Fan Endurance (organizer: Circuit where the event is held, main administrator: B-Sports Corporation)

A circuit event held by Mazda vehicle users. Regular vehicles without any special modifications can participate in this race. To promote safety and environmental awareness, professional driving advisors are stationed at the circuit to give participants advice regarding safe driving, and refueling is prohibited during the race, as a way to encourage better fuel economy.

Mazda Driving Academy (organizers: Circuit where the event is held, B-Sports Corporation)

A driving lesson event to teach participants driving theory and skills so that they can enjoy driving safely and with peace of mind in everyday life and lead a fulfilling life. As lessons are conducted using a circuit, participants can experience driving, turning and stopping in a way that they cannot do on ordinary roads. With the guidance of Mazda instructors, participants learn the correct driving posture and how to drive the car smoothly at low speed.

Examples of Mazda-sponsored events
Mazda Fan Endurance
(With a total of 551 participants [in six races]
in FY March 2021)



Mazda Driving Academy



Realizing Customer Services Relied on by Customers for Life

To provide a safer, more secure and comfortable ownership experience and to realize customer services that will be relied on by customers for life, Mazda has established a system to promptly and certainly support customers with its high maintenance skills. The Company, seeing the period between purchase of a new vehicle and the next purchase as an important and valuable time to deepen the special bonds between Mazda and customers, has been promoting reform of operation sites, not only to simply resolve customer complaints but also to provide customers with services that exceed their expectations.

Through developing and providing service/repair tools and service manuals, establishing parts supply networks, and offering training for service trainers and service staff, Mazda supports dealers in Japan and overseas, aiming at building up systems to enable them to provide close and proper support for customers.

Providing Tools/Service Manuals

Hoping that customers can use Mazda vehicles more safely and with peace of mind that they can make better use of increasingly multifunctional devices, Mazda distributes digital owner's manuals, which enable customers to easily search and obtain the information they need by using their PC or smart phones. Mazda also promotes the initiatives to ensure a constant high service quality at Mazda Group dealers in Japan and overseas.

- Establishing an internet-based support system, which enables quick and efficient access to the latest service manuals, as well as efficient search for and ordering of parts
- Deploying unique malfunction diagnostic devices that are compatible with the sophisticated electronic control systems adopted in a wide range of safety and environmental technologies
- Providing information on special tools dedicated to Mazda vehicles and their usage

Developing Service Trainers/Staff

Mazda aims to enrich individual customers' car ownership through the realization of the highest level of services that cater to individual customer needs and wishes. To this end, the Company strives to develop service professionals with excellent maintenance skills and customer service skills.

Mazda operates dedicated training centers in major countries and regions, and stations instructors who are well-versed in the local culture. The Company supports service staff members in their growth and in developing their individual sense of fulfillment and pride by holding online training sessions in response to the recent environmental changes and hosting Service Skills Competitions as a venue where service staff can demonstrate the skills that they have acquired.

Furthermore, by incorporating information on the ideas and efforts employed in development and manufacturing into training sessions on new mechanisms and new technologies, the Company strives to develop service staff members who can communicate stories behind the technology to customers around the world. As service staff will be increasingly diverse in the future, Mazda will continuously develop and introduce programs suitable for the aptitude of individual trainees to further improve the level of service staff.

TOPICS Reducing Environmental Impact of Vehicles During Customer Use

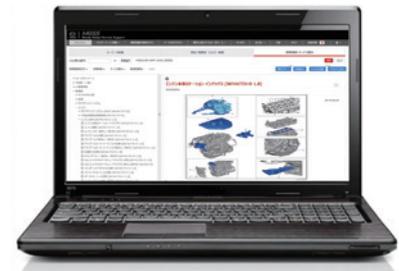
Mazda has launched an initiative to benefit both customers and the environment while helping to ensure the safety of vehicles. Focusing on engine oil changes, which are performed every single day across the world, the initiative seeks to help reduce maintenance costs borne by customers as well as engine oil consumption and waste oil by extending oil change intervals. Customers are advised at the optimal time to go in for a maintenance check. Since the deterioration of engine oil performance is dependent on the fuel property and environment, it is necessary to conduct careful evaluations for each market. For this reason, this initiative was limited to the United States. However, since FY March 2022, the Company has expanded it to Chile, Australia, Saudi Arabia and South Africa, in cooperation with distributors/dealerships and relevant development divisions in each country.

m Examples of tools in use

Digital owner's manual



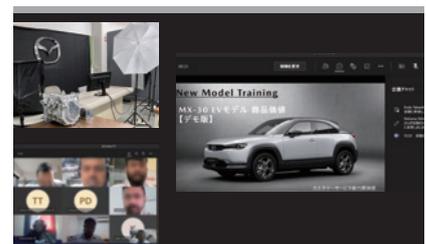
Maintenance service information system (that provides information on various maintenance services for Mazda vehicles)



Mazda's unique malfunction diagnostic device



n Online training



Communication with Customers and Business Partners

Responding to Expectations and Opinions of Customers

At distributors/dealerships in each country and region, systems have been established to listen to the opinions and requests of customers, to respond to them honestly, accurately and quickly, and to reflect them in sales and services in cooperation with Mazda Head Office*1. The contacts of each market area and FAQ (frequently asked questions)*2 are available on the Mazda website for the convenience of customers. To strengthen bonds with customers, Mazda conducts global surveys focusing on "Mazda brand experience," "sales and after-sales services," "ownership cost," "product attractiveness," and other specific items. Through these surveys, the Company identifies problems in each market and addresses them in cooperation with local distributors/dealerships. With the indicators to measure customer satisfaction (see p. 26) applied, the PDCA (plan-do-check-act) cycle process has been established.

Sharing and Recognition of Best Practices at Distributors/Dealerships

To boost the level of sales and CS*3 efforts throughout the distributors and dealerships, a system of sharing and awarding best practices, selected based on such viewpoints as achievements in CS activities and remarkable contribution to vehicle sales, has been put in place.

Examples of initiatives in Japan

Measures	Frequency	Objective/Contents
Staff Awards/ Shop Awards	Once a year	To encourage staff self-improvement, meetings are held on a periodic basis to award sales and service staff members according to their degrees of achievement of targets, improvement of technical skills, and contribution to improved vehicle quality. Awards are also given to dealerships that have achieved their targets as a result of all staff's customer-oriented activities, demonstrating excellent teamwork. In particular, best practices from the shops producing outstanding results are shared and commended at the presentation meetings hosted by the Mazda Dealership Association in each region across Japan.
Walk-Around Contest	Once a year	The Walk-Around Contest, a competition of customer-service roleplaying, is held with the aim of encouraging sales staff to acquire product knowledge and improve their customer service skills.

Communication with Dealerships

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

Communication Opportunities with Distributors/Dealerships in Japan

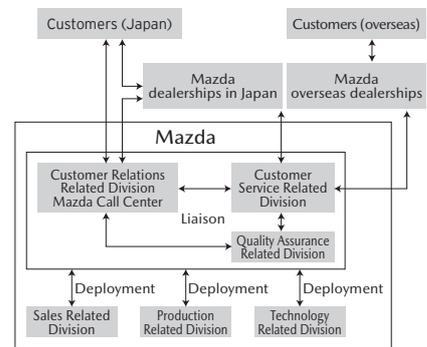
	Participants	Frequency	Objective/Contents
Conferences for dealership representatives	Representatives of dealerships and Mazda directors	Once a year	To communicate Mazda policies
Mazda Dealership Association in Japan Executive board of directors meeting	Executive board members and others from Mazda Dealership Association in Japan	Twice a year	Opinions are exchanged concerning sales strategies, product planning, used car policies, services, quality concerns, and other topics.
Mazda Dealership Association in Japan Committees	Committee members from Mazda Dealership Association in Japan and Mazda representatives	As needed	

Communication Opportunities with Overseas Group Companies and Distributors

	Participants	Frequency	Objective/Contents
Product Launch Events	Representatives from major overseas bases of operation, such as the United States, Europe, China and Australia	Indetermined	To share information and exchange opinions globally upon the product launch. In FY March 2021, the event was held in April, with around 30 participants.
Global Brand Events	Representatives from major operation bases, such as the United States, Europe, China, Australia and Japan	4 times a year	Representatives of major regions meet to build common understanding and consensus on brand strategies, and share initiatives. In FY March 2021, no event was held. Planned to be held online in the future.
Regional Brand Events	Representatives from major operation bases, such as the United States, Europe, China, ASEAN and Japan	3 to 4 times a year	Discussions are held and opinions are exchanged for each region to determine practical actions for implementing the brand strategies. In FY March 2021, no event was held. Planned to be held online in the future.
4A*1 Distributor Events	Representatives from Southeast Asia, Central and South America, Middle East, and Africa regions	Once a year	Held online due to the COVID-19 pandemic. A range of topics were covered, including business, product launches and CS. In FY March 2021, the event was held on November 26, with around 300 participants.

*1 Areas except North America, Europe, China, Taiwan and Japan

Framework



FY March 2021 Breakdown of Mazda Call Center Customer Responses by Type (In Japan) (April 2020–March 2021)

