



Resolving Issues Facing the Earth, People and Society to Achieve Further Growth

Mazda Motor Corporation would first like to offer our sincerest condolences to the families and loved ones of those whose lives were taken away by the novel coronavirus (COVID-19). At the same time, our deepest sympathy goes to all those affected by the global pandemic, which continues to spread around the world. We would also like to express our profound respect to all of the people who are working every day to combat the virus, including healthcare professionals and members of the central and local governments.

The COVID-19 pandemic has brought about significant changes in our social awareness and values. In today's world, we are encouraged to address various social issues, including global environmental problems and human rights issues, by taking ownership of these challenges. As a corporate citizen, Mazda has strengthened its commitment to resolving social issues through its business activities.

Contributing to Realizing a Sustainable Society

In 2021, Mazda formulated its Basic Policy on Sustainability and clarified the eight sustainability themes to be addressed by the Company from now on. This basic policy declares that Mazda will contribute to achieving the SDGs and grow together with society by implementing initiatives to brighten people's lives through cars that are sustainable with the earth and society, as set out in our Corporate Vision. We will endeavor to resolve issues in the respective areas of the earth, people and society. Thereby, contributing to the realization of a sustainable society.

Earth: Endeavor for Carbon Neutrality by 2050

One of the current environmental challenges is to achieve carbon neutrality by 2050. This endeavor requires us to reduce CO₂ emissions throughout a vehicle's life cycle, from when it is manufactured, through to when it is shipped out, used and finally recycled/repurposed. It also requires us to switch from traditional energy sources to renewable energies at each step of these processes. To this end, it is vital to ensure that various stakeholders, including not only companies but also local governments, work in close collaboration to share the issues and solutions and promote carbon neutrality. In Japan, Mazda has participated in the Carbon Neutral Electricity Promotion Subcommittee, which was set

up as one of the special subcommittees under the Chugoku Region Carbon Neutrality Promotion Council, established by the Chugoku Economic Federation. In cooperation with member partners, the Company will henceforth discuss how to expand the supply and demand of electricity derived from renewable sources. Overseas, we will help promote the spread of renewable energies in line with the policies of the regions in which our sites are located.

People: Improving Employee Job Satisfaction

The challenge here is to improve employee job satisfaction. Changes in recent years have brought many new and sudden uncertainties for companies. Under such circumstances, in order for companies to sustain growth and accomplish their management strategies, it is becoming more important to secure a diverse range of human resources and create a working environment that enables employees to maximize their capabilities.

Mazda recognizes that people are its most important resource. Labor and management are making concerted efforts to ensure that individual employees can enjoy their work by exercising their potential to the fullest extent possible. The Company also understands the significance of fostering a corporate climate that respects diverse talents and values, and we consider diversity and inclusion to be key elements. For example, in January 2021, Mazda Motor Corporation joined the Valuable 500, an international initiative to promote active inclusion of people with disabilities.

Society: Realizing a Motorized Society Free From Traffic Accidents

Here, Mazda aims to realize a motorized society that is free from traffic accidents. This is a mission Mazda should fulfill not only as a good corporate citizen but also as a vehicle manufacturer. The Company has carried out research on and development of its safety technologies in keeping with Mazda Proactive Safety, our safety philosophy based on understanding, respecting and trusting the driver. This philosophy aims to support drivers in driving safely and help to prevent or reduce the damage resulting from an accident if it were to occur due to a driver's mistake. In 2017, we declared the Mazda Co-Pilot Concept for our human-centered advanced driving support technology. It is intended to develop a driving support system that offers peace of mind not only to drivers but also to their family and those around them. We are also hopeful that, if the system detects that the driver has suffered a sudden health complication rendering them unable to drive, which could happen to anyone, it will reduce the risk of accidents and the damage to the driver as well as the surrounding vehicles and passersby. We are going to commercialize this technology and plan to introduce its first stage, called "Mazda Co-Pilot 1.0," in the new SUV models to be launched in 2022.

Continuing to Embrace Challenges toward Becoming a Company That Can Truly Be Trusted

Under the Medium-Term Management Plan that was put in motion in 2019, we regarded the past three years as a phase for foundation-building, during which Mazda has steadily promoted the initiatives to reinforce its management base as planned, despite the impact of the COVID-19 pandemic. Now we are moving into the phase of "strong growth." To achieve further growth, the Company will continue endeavoring to resolve issues regarding the earth, people and society by accelerating initiatives in tandem with like-minded partners, based on the technologies and processes that we have cultivated thus far.

Mazda will inspire people through cars while emphasizing dialogues with its stakeholders around the world. We would like to ask for your continued support and hope to meet your continued expectations of Mazda, which remains committed to tackling all the challenges we face.



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