

CREATING A SYSTEM THAT ENRICHES PEOPLE'S LIVES

Mazda aims to build a model of social contribution that will enrich lives by offering safe, secure and unrestricted mobility to people everywhere. The Company is also committed to improving its brand value by making active regional contributions through automobiles.

Social Contributions Capitalizing on the Strength of a Vehicle Manufacturer

Mazda promotes various initiatives to help resolve social issues, taking advantage of technologies and skills that the Company has cultivated thus far. While valuing dialogues and co-creation with its stakeholders, Mazda aims to achieve sustainable development of society.

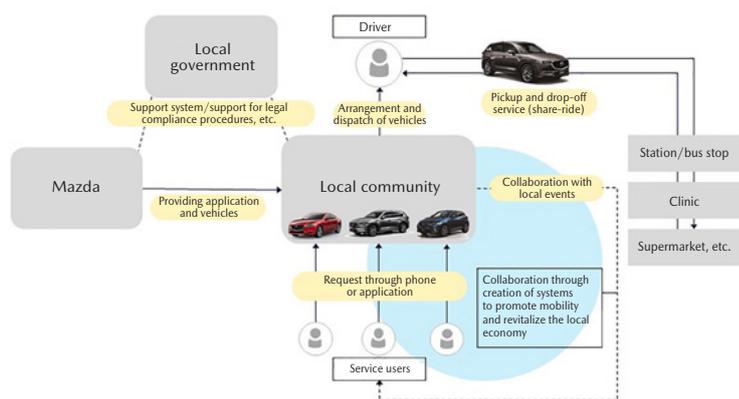
Testing a Shared Mobility Service Leveraging Connectivity Technologies

Mazda will leverage the car and connectivity technologies to help create a community where local residents help one another, assisted by drivers from inside and outside the community, and promote real-life discoveries, experiences and growth through human interactions. Surely that is the way to create a more human world that allows people to really experience the joy of life.

Recent years have witnessed the dilapidation of public transportation systems in depopulated areas in hilly and mountainous regions of Japan, and this has made it harder for the elderly and disabled to get around. To help resolve such social issues, in December 2018 in Miyoshi City, Hiroshima Prefecture, Mazda started testing a shared mobility service utilizing its connectivity technologies, in cooperation with local residents and prefectural and city authorities. The Company is in charge of developing a transportation service management system and application software for users. Mazda is in the process of coming up with ideas to improve the convenience of the service through dialogues with the local community while having residents of the testing sites—the Kawanishi district and Sakugi-cho of Miyoshi City—continue using the service.

The Company is currently implementing various measures to ensure seamlessly connected mobility of people and goods inside and outside the community by linking the shared mobility service with regional information on local exchange events, shipping/collection of agricultural products, etc. Through such measures, Mazda strives to realize a sustainable service used by many more people, thereby leading to community invigoration in the future. Through this testing, Mazda aims to build a social contribution model that will support regional revitalization and enrich lives in the region by offering safe, secure and unrestricted mobility to people everywhere.

Outline of Shared Mobility Service Testing



Helping Disaster Evacuees Spend the Night in a Car

By leveraging its knowledge as an automobile manufacturer in response to recent frequent disasters beyond expectation, Mazda has launched a Mazda original kit of emergency items that are useful for disaster evacuees in spending the night in a car. The kit includes goods that enable evacuees to spend the night as comfortably as possible in a car, such as pressure socks, which help reduce the risk of suffering from economy class syndrome, as well as portable toilets and a water bag. The kit also includes a booster cable, which will be helpful when the car battery dies. In the aftermath of a disastrous torrential downpour in Japan in July 2020, Mazda sent quantities of this kit to disaster-affected areas so that it would be used for support and recovery activities.

a Mazda original emergency kit for spending the night in a car



Contribution to Society

Mazda is fulfilling its responsibilities as a good corporate citizen through 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

Mazda promotes activities that are strongly rooted in local communities. Its social contribution activities are underpinned by the three pillars of environmental and safety performance, human resources development, and community contributions (see pp. 89–90).

Promotion Framework

In May 2010, Mazda established the Social Contribution Committee. The role of this committee, which meets regularly (twice a year), is to discuss issues facing the entire Mazda Group and share information, in line with the social contribution policy decided by the CSR Management Strategy Committee (see p. 10).

The details of the actual activities are considered by a Working Group comprised of related divisions.

Through the activities of the committee undertaken since 2010, Mazda continues to enhance information collection and utilization from a global and Group standpoint. Individual activities are carried out based on the budget plan in each region or department.*1

FY March 2021 Major Results:

- Carried out over 420 activities*2 in Japan and overseas*3 (cost of social contribution activities: around 2.87 billion yen in FY March 2021).
- Established the Mazda Social Contribution Prize, selected based on evaluation indexes for social contribution programs, and continued implementing the PDCA (plan-do-check-act) cycle process.

Evaluation Indexes for Social Contribution Programs

In FY March 2015, Mazda established the evaluation indexes for social contribution programs. These indexes are used to evaluate and promote programs which resolve social issues and improve corporate values, and created the PDCA (plan-do-check-act) process. They are designed to evaluate these social contribution programs from three perspectives: effect on society; effect on the Company; and Mazda uniqueness. (To be more specific, the indexes comprise eight categories such as “the number of beneficiaries,” “the number of participating employees,” “conformity with the Three Pillars in Basic Policy on Social Contribution Initiatives,” etc.)

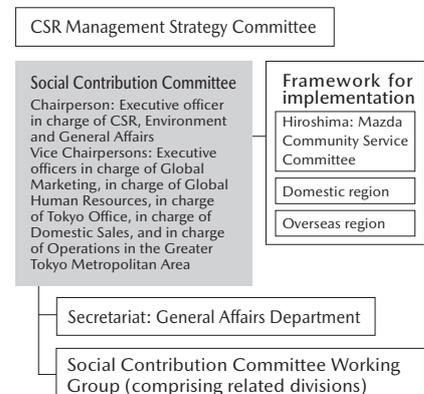
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b Three Pillars in Basic Policy on Social Contribution Initiatives



C

C Promotion Framework



*1 In Japan, the United States, Australia, New Zealand, and South Africa, the Mazda Foundation in each country separately undertakes various activities.

*2 Social contribution activities: Monetary donation, goods donation, facility sharing, employee participation and dispatch, voluntary programs, and support for disaster-stricken areas.

*3 “Social Contribution Initiatives” on the official website <https://www.mazda.com/en/sustainability/social/>

Mazda Social Contribution Prize

In January 2015, Mazda established the Mazda Social Contribution Prize as a commendation system to recognize outstanding social contribution activities. The objective of the prize is to raise in-/external recognition of the outstanding social contribution activities and support for increasing excellent social contribution activities. Based on the evaluation indexes for social contribution programs, members of the Social Contribution Committee Working Group, the Mazda Workers' Union and the Federation of All Mazda Workers' Unions collaborate to evaluate candidate activities. The Social Contribution Committee then selects prizewinning activities, each of which will be presented with a certificate of recognition in the name of the Company President on the anniversary of Mazda's foundation in January every year.

■ The 7th Annual Mazda Social Contribution Prize

The FY March 2021 prize winning activities were selected from the social contribution activities introduced in the Mazda Social Contribution Activities Report*¹ (which covered the period from April 2019 through March 2020).

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d The 7th Annual Mazda Social Contribution Prize

	Activity name
Grand Prize	Accepting Field Trips [Mazda Logistics Co., Ltd.]
Special Prize	Supporting Youth Soccer Competitions [Hofu Plant]
Honorable Mention	Programming Class with Hirojiren [R&D Technical Administration Div.]
Honorable Mention	School Bag Project [Mazda Southern Africa (Pty) Ltd.]

Volunteering by Employees

Mazda offers support to help employees become actively involved in volunteer activities.

- Providing volunteer opportunities (Mazda Specialist Bank, Mazda Volunteer Center, etc.)
- Subsidizing part of the cost of activities (Mazda Flex Benefits (see p. 67), etc.)
- Enabling employees to take leave for activities (volunteer leave such as the Special Warm Heart leave system [see p. 67], etc.)
- Providing volunteer training opportunities

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.

Recent support cases: Great East Japan Earthquake/Northern Kyushu heavy rain in July 2017/heavy rain in July 2018/Typhoon Jebi (No. 21) in 2018/Hokkaido Eastern Iburi Earthquake in 2018/Typhoon Hagibis (No. 19) in 2019/heavy rain in July 2020 (Japan), hurricanes (United States), Mexico Earthquake (Mexico), flooding in Southern Thailand (Thailand), etc.

Support through Mazda Foundations

Mazda and its Group companies have established Mazda Foundations in five countries, to promote support activities tailored to each region.

Country	Name	Support activities/objectives	Year of establishment	Amount of grants (donations) in FY March 2021
Japan	Mazda Foundation http://mzaidan.mazda.co.jp (Japanese only)	Support activities to promote science and technology and the sound development of youth.	1984	Around ¥48,800,000
U.S.	Mazda Foundation U.S.A. (MFUS) https://www.mazdafoundation.org/	Provide funds to various initiatives for education, environmental conservation, social welfare, cross-cultural understanding, etc.	1990	Around US\$444,000
Australia	Mazda Foundation Australia (MFA) http://mazdafoundation.org.au/	Provide funds to various initiatives, including education, environmental conservation, technology promotion, and welfare.	1990	Around A\$666,000
New Zealand	Mazda Foundation New Zealand (MFNZ) https://mazdafoundation.org.nz/	Provide funds to various initiatives, including education, environmental conservation, and culture.	2005	Around NZ\$196,000
South Africa	Mazda South Africa https://www.mazda.co.za/mazda-foundation/foundation/	Provide funds to various initiatives, including education, career development, technological development, and environmental conservation.	2017	Around R1,124,000

*1 <https://www.mazda.com/en/sustainability/social/>

Initiatives Based on the Three Pillars

Mazda promotes activities that are strongly rooted in local communities. Its social contribution activities are underpinned by the three pillars of environmental and safety performance, human resources development, and community contributions.

Environmental and Safety Performance

Mazda's business activities have a relationship with and impact social issues, such as global warming, energy and resource shortages, and traffic accidents. To resolve these issues, the Company attaches importance to the environmental and safety perspectives, not only in conducting its main business, but also when making social contributions.

- Hosting environmental awareness-raising programs at various events, dispatching lecturers to environmental education programs, and carrying out volunteer activities for biodiversity conservation and various other environmental protection initiatives
- Offering lectures on traffic accident issues at various events, and holding safer-driving seminars

[Environment]

Japan/ Raising Environmental Awareness among Children

Environmental events and onsite lectures are held to raise environmental awareness among elementary and junior high school students as well as their parents and guardians.

In cooperation with the Mazda Specialist Bank, Mazda dispatched lecturers to the Environmental Learning in Collaboration with Companies, hosted by Hiroshima City, and other events held through industry-academia-government collaboration. These lecturers talked about Mazda's initiatives, in view of the future global environment, on such themes as "Environmentally Friendly Vehicle Manufacturing."



New Zealand/ Assisting in the Development of Hands-on Learning

Since 2004, Mazda Motors of New Zealand Ltd. (MMNZ) has been supporting the activities of Project Crimson Trust, one of New Zealand's leading conservation organizations. Since 2008, in cooperation with the trust, the Mazda Foundation New Zealand has been participating in the "TREEmendous" project to work with schools to assist them in the development of hands-on learning that incorporates outdoor areas into the curriculum.



[Safety]

Japan/ Raising Traffic Safety Awareness

Mazda dispatches instructors to present lectures on safety at local community centers and other venues. The lectures are organized in response to the requests of senior citizens living in areas where transportation by car is a necessity. Mazda employees involved in the development of collision performance serve as instructors to introduce to local people the actual circumstances of traffic accidents, safety measures that drivers can put into immediate practice, and the latest safety technology.



Japan/ Raising Traffic Safety Awareness

During the Road Safety Week, local dealerships have participated in the cleaning and inspection of convex traffic mirrors, to contribute to traffic safety. These dealerships work in collaboration with local police stations and other parties.



Human Resources Development

Mazda emphasizes the perspective of human resources development, based on the idea that fostering people who will be future leaders in the foundation of society and in business is important.

- Holding seminars and lectures by employees with specialized knowledge and skilled techniques such as manufacturing.
- Accepting students for internship programs, supporting to learn about vehicles using facilities in the Company, etc.

[Human Resources Development]

Japan/ Promoting Children's Education

Mazda cooperates with the Hiroshima Council of Automotive Industry-Academia-Government Collaboration (Hirojiren), which supports fostering the next generation of innovators, in providing programming education at elementary schools, which has become compulsory since FY March 2021. In collaboration with Hirojiren, Mazda assists the neighboring elementary schools of its headquarters (Hiroshima) in offering programming classes.



Thailand/ Supporting Development of the Learning Environment

To support children and adults in communities affected by the impact of the COVID-19 pandemic, Mazda Sales (Thailand) Co., Ltd. (MST) launched the Mazda Caravan Sharing Happiness project and conducted the Mazda Caravan Punsuk 2020 program in four provinces across Thailand. Using Mazda cars for transportation, employees distributed stationery, sports equipment, and scholarships in each local area.



Community Contributions

Mazda promotes community contribution activities to cope with specific issues of each local community, in the countries/regions where the Company conducts its business operations.

- Making monetary/vehicle donations to charities and participating in various charitable activities
- Promoting sports and culture

[Community Contributions]

Japan/ Donation of Vehicles

Mazda contributes to community revitalization, making effective use of the Hiroshima Municipal Baseball Stadium (Mazda Zoom-Zoom Stadium Hiroshima), for which Mazda acquired the naming rights. For each one million stadium visitors, the Company donates one Mazda vehicle to a social welfare organization. The cumulative number of visitors reached 21 million in November 2020. Accordingly, one vehicle was donated to an organization in Hiroshima City. As of FY March 2021, Mazda had donated a cumulative total of 21 vehicles.



Mexico/ Holding an Ekiden Road Relay Race

Since 2016, Mazda de Mexico Vehicle Operation (MMVO) has held the Mazda Ekiden road relay race to promote Japanese culture in the region and provide a space where employees, their family members, and local residents can spend quality time together. In FY March 2021, amid the COVID-19 pandemic, the Ekiden road relay race was held online with not only participants from Mexico but also those invited from other countries.

