

Realizing a Motorized Society Free
from Traffic Accident

Creating a System that Enriches
People's Lives

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.

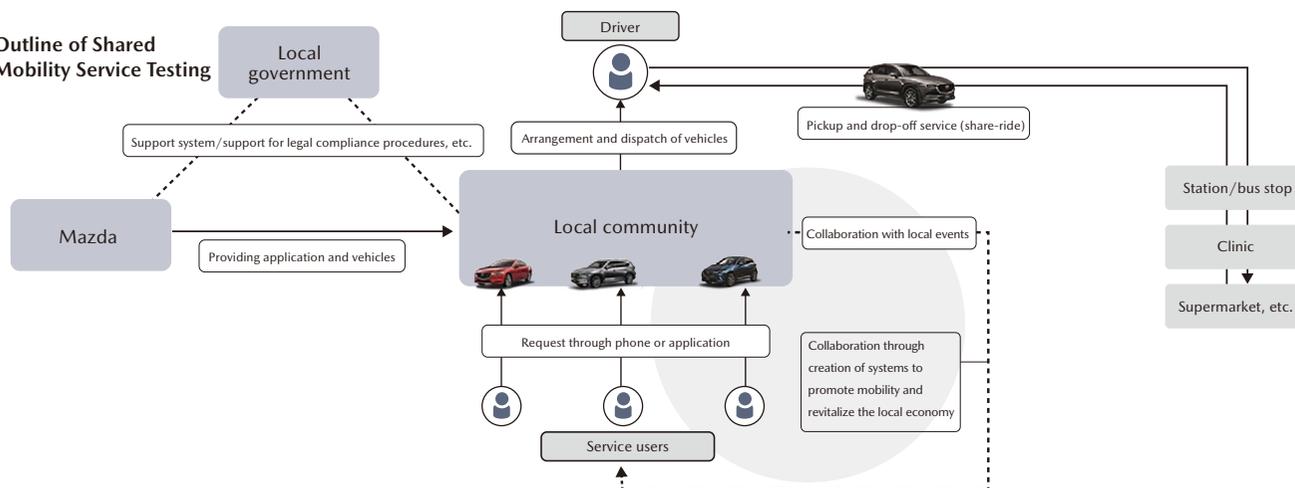
Helping Disaster Evacuees Spend the Night in a Car

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. Moreover, in July 2022, a more affordable low-price variety of this emergency kit (5 L) was added to the lineup with a view to having many more people use it.



Mazda original emergency kit for spending the night in a car

Outline of Shared Mobility Service Testing



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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. (P80-81)

Three Pillars in Basic Policy on Social Contribution Initiatives



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. (P11)

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

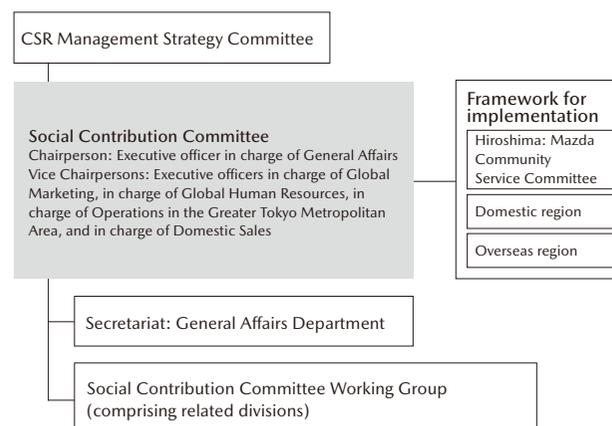
FY March 2022 Major Results:

- Carried out over 450 activities*2 in Japan and overseas*3 (cost of social contribution activities: around 2.58 billion yen in FY March 2022). (P123)
- 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. Mazda also created the PDCA (plan-

Promotion Framework



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.)

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 8th Annual Mazda Social Contribution Prize

The FY March 2022 prize winning activities were selected from the social contribution activities introduced in the Mazda Social Contribution Activities Report*3 (which covered the period from April 2020 through March 2021).

The 8th Annual Mazda Social Contribution Prize

	Activity name
Grand Prize	Support activities in response to the spread of COVID-19 (Support for healthcare workers) [Mazda North American Operations]
Special Prize	Support for Auckland Zoo [Mazda Motors of New Zealand Ltd.]
Special Prize	Operation Blue Seed [Chiba Mazda Co., Ltd.]
Honorable Mention	Supporting learning through Monotsukuri [Mazda Motor Corporation]
Honorable Mention	Food Drive [Chiba Mazda Co., Ltd., Mazda Autozam Ichihara-Kita]

*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: Consolidated basis, Mazda Motor Corporation and its major subsidiaries. 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/>

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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 (P120), etc.)
- Enabling employees to take leave for activities (volunteer leave included in the Special Warm Heart leave system (P120), 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 2022
Japan	Mazda Foundation	Support activities to promote science and technology and the sound development of youth.	1984	Around ¥50,150,000
U.S.	Mazda Foundation U.S.A. (MFUS)	Provide funds to various initiatives for education, environmental conservation, social welfare, cross-cultural understanding, etc.	1990	Around US\$475,000
Australia	Mazda Foundation Australia (MFA)	Provide funds to various initiatives, including education, environmental conservation, technology promotion, and welfare.	1990	Around A\$675,000
New Zealand	Mazda Foundation New Zealand (MFNZ)	Provide funds to various initiatives, including education, environmental conservation, and culture.	2005	Around NZ\$260,000
South Africa	Mazda South Africa	Provide funds to various initiatives, including education, career development, technological development, and environmental conservation.	2017	Around R845,000

TOPICS Renovated Mazda Museum Grand Reopening



The Mazda Museum has undergone a full renovation. The museum showcases historic vehicles and exhibits of the company's history from its foundation. Open to the public in May 2022, the museum's spatial design and displays have seen a complete makeover with the aim to provide customers and people in the community with a space in which they can grow closer to Mazda, as well as to strengthen the Museum's role as a base for communication of the Mazda brand.

The museum has 10 different exhibit zones with decor and lighting that match each zone's theme. The entire museum has been designed to provide visitors with a narrative experience of Mazda's vision for the next century and the thoughts that have gone into the past 100 years of Mazda manufacturing.

TOPICS Mazda supports humanitarian efforts to help Ukraine emergency situation

Mazda has been deeply saddened by the events taking place in Ukraine since February 2022 and is concerned for the safety and well-being of people there and throughout the region. Regarding the situation, Mazda provided humanitarian support to Ukraine.

Mazda made financial donation of 1 million euros to the Office of the United Nations High Commissioner for Refugees (UNHCR) in March 2022. From March to April 2022, the Company also conducted the "One Mazda Ukraine Humanitarian Aid Fund," a fundraising campaign by Mazda Group employees around the world, in an effort to support grassroots activities, such as refugee assistance in Europe undertaken by employee volunteers at Mazda Motor Europe GmbH, Mazda Motor Poland and other local subsidiaries. The fund raised approximately 8 million yen in total. Donations were shared equally between UNHCR and grassroots activities, and used to provide food, sanitary and medical supplies, batteries, blankets, and other items in cooperation with local sales companies in areas such as Poland and Kyiv, which required assistance and sustained significant damage. There was an anonymous donation with a message "for friends in Europe". Through this effort, all of Mazda's employees around the world united together for Ukraine.

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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 / Greening Activities in Collaboration with Communities

The Mazda R&D Center Yokohama (MRY), Mazda's base for research and development in Yokohama, has supported the Keihin Afforestation Project promoted by Yokohama City. Since 2004, they have also supported "How Far Does a Dragonfly Fly?" Forum, a collaborative project implemented by companies, universities, local governments, and citizens to investigate and track the flight of dragonflies. Through such projects, they are working to revitalize nature and expand green environments. In this investigation, dragonflies are used as indicators to verify whether sufficient green space is available and the quality of green space is maintained with consideration for biodiversity (ecosystem).



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. In FY March 2022, the foundation assisted four schools.



[Safety]

Japan / Raising Traffic Safety Awareness

Local dealerships conduct traffic safety patrols around their neighborhood. This activity is aimed at reducing traffic accidents by distributing reflectors and installing flags to raise awareness of traffic safety among local residents.



Japan / Cleaning Convex Traffic Mirrors

During the Road Safety Week, among other opportunities, local dealerships have regularly 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. This activity is aimed at preventing traffic accidents involving passing vehicles by ensuring visibility of convex traffic mirrors and by reporting their damage and other issues to the competent police stations.



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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.

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

[Human Resource Development]

Japan / Promoting Children's Education

Mazda conducts plant tours for elementary schools in the vicinity of the Hiroshima Plant and Hofu Plant (Yamaguchi Prefecture). In FY March 2022, the tours were conducted online for the first time due to the impact of the novel coronavirus (COVID-19) pandemic. The Company also offers environmental education and vocational lectures at the request of elementary schools, middle and high schools, and universities in the neighborhood. In addition, every year Mazda participates in the "Kids Engineer" program for elementary school students, sponsored by the Society of Automotive Engineers of Japan (JSAE). In FY March 2022, the Company provided the online program on painting technologies "Secrets of Colors."



Thailand / Vocational Support

AutoAlliance (Thailand) Co., Ltd. has been working with universities since 1998 to offer internships aligned with the academic programs by the Ministry of Education, Culture, Sports, Science and Technology. The internships aim to provide opportunities for gaining work experience and useful knowledge in order to produce outstanding students who will contribute to the development of Thailand. This activity has been well received by universities and related institutions, and the Company continues to support it.



[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. Since the cumulative number of visitors reached 22 million in October 2021 and 23 million in June 2022, two vehicles were donated to organizations in Hiroshima City. Mazda had donated a cumulative total of 23 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 2022, amid the COVID-19 pandemic, the Ekiden road relay race was held online as in the previous fiscal year, with not only participants from Mexico but also those invited from Japan, the United States, Canada and Australia, in an effort to continue healthy and active initiatives (more than 3,000 participants from 611 teams in total).

