

Based on the Mazda Way, every employee at Mazda actively undertakes CSR activities to fulfill the Corporate Vision in consideration of all Mazda's stakeholders.

**Corporate Vision**

**Vision**

**Corporate objectives**

To create new value, excite and delight our customers through the best automotive products and services.

**Mission**

**Roles and responsibilities**

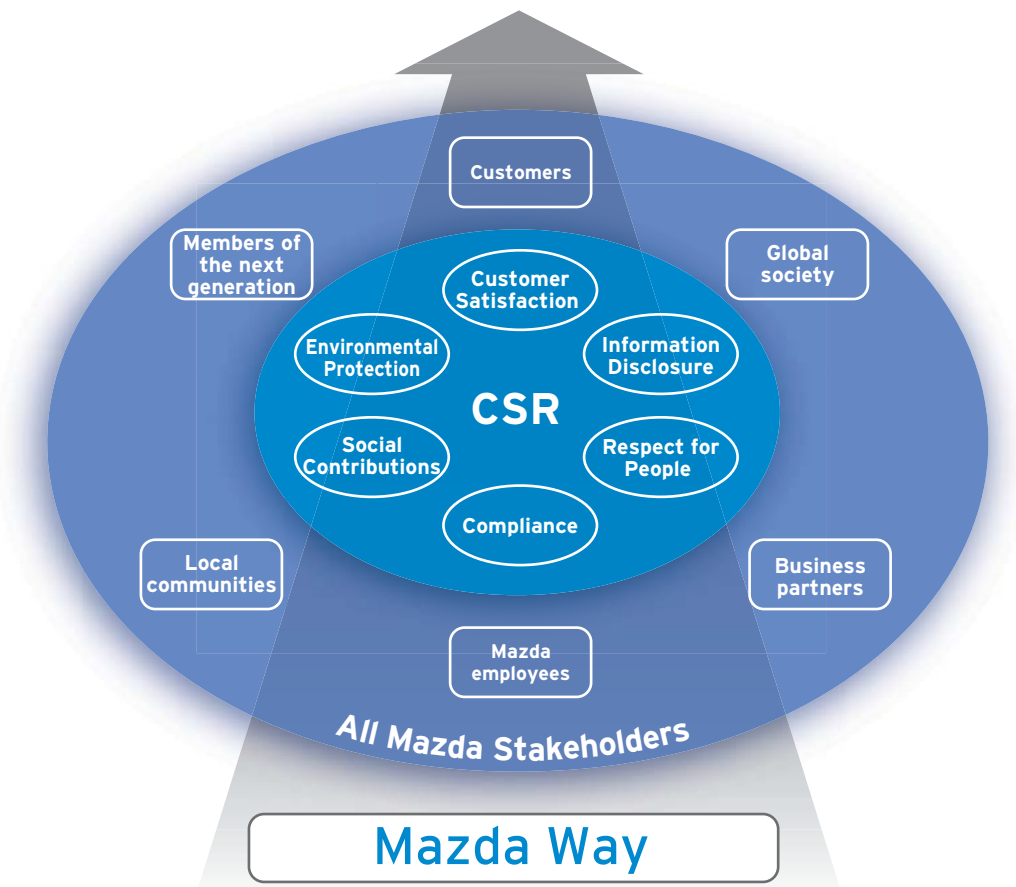
With passion, pride and speed, we actively communicate with our customers to deliver insightful automotive products and services that exceed their expectations.

**Value**

**The values Mazda seeks to produce**

We value integrity, customer focus, creativity, and efficient and nimble action, and respect highly motivated people and team spirit. We positively support environmental matters, safety and society. Guided by these values, we provide superior rewards to all people associated with Mazda.

**Corporate Vision**  
Vision   Mission   Value



**Mazda Way**

## Basic Approach

In 1999, Mazda overhauled its Corporate philosophy and established its Corporate Vision as follows: "To create new value, excite and delight our customers through the best automotive products and services." We believe we can grow and develop with society by fulfilling our vision.

In 2004, Mazda established the CSR Committee and in so doing launched CSR activities company-wide to encompass the interests of customers, shareholders, investors, business partners, local communities and future generations.

Today, all CSR activities at Mazda are underpinned by the Mazda Way<sup>\*1</sup>. The Mazda Way summarizes the perspectives that are vital for each employee in the Mazda Group to bring to their everyday work. Based on the Mazda Way, our employees—who are the stewards of our CSR activities—strive to meet the wishes and expectations of our various stakeholders. Through such efforts, Mazda gains the trust of community members and contributes to the development of a sustainable society.

## Six Areas of Mazda's CSR Activities

Based on the Charter of Corporate Behavior<sup>\*2</sup> set forth by the Japan Business Federation, Mazda evaluates its CSR activities by dividing them into six key areas: environmental protection, customer satisfaction, respect for people, social contributions, compliance and information disclosure. In addition, we clearly specify the order of precedence of these activities, to deliver concrete improvements in each area with a clear recognition of stakeholder wishes and expectations.

Through close dialogue with the full spectrum of stakeholders, Mazda has identified three of its six categories of CSR activities as areas for high-priority attention. These areas are environmental protection, identified as an urgent issue for humanity and a top priority for the automobile industry; respect for people, with focus on the education and training that is the bedrock of society and corporate activities; and social contributions, meaning to act as a good corporate citizen with roots in local communities.

### Six Areas of CSR Operations

|                                 |  |
|---------------------------------|--|
| <b>Environmental Protection</b> | Developing environmentally responsible products, taking measures against global warming, recycling automobiles, etc.                             |
| <b>Customer Satisfaction</b>    | Developing attractive products, improving customer satisfaction and the Company's service brand, improving product reliability, etc.             |
| <b>Respect for People</b>       | Improving the working environment, promoting a healthy work-life balance, cultivating a climate of respect for other people, etc.                |
| <b>Social Contributions</b>     | Participating in local community activities, promoting traffic safety, supporting social welfare, etc.   |
| <b>Compliance</b>               | Enforcing internal controls, ensuring appropriate transactions, promoting and thoroughly implementing the Corporate Ethics Code of Conduct, etc. |
| <b>Information Disclosure</b>   | Actively disseminating information about CSR initiatives, communicating with stakeholders, disclosing financial statements, etc.                 |

\*1 See page 74.

\*2 Mazda actively supports the Charter of Corporate Behavior of Nippon Keidanren (the Japan Business Federation), and refers to its Implementation Guidelines when making self-assessments.

## CSR Promotion Organization

Mazda established the CSR Committee, chaired by the president, in December 2004. In June 2007, the Company created a specialized organization, the CSR promotion Department, to carry out CSR activities in close liaison with related departments and sections. In August 2008, the CSR Committee was reorganized as the CSR Management Strategy Committee. This new committee promotes activities suitable to the Mazda corporate character, from a global perspective and in consideration of changes in the social environment.

The CSR Management Strategy Committee convenes twice a year, with members of the executive Committee in attendance. Its task is to identify CSR implementation policy and high-priority issues from medium- to long-term perspectives, and to set specific issues for each field and area of operations. Based on the policies mooted by this committee, each department and section in Mazda prepares medium- to long-term and annual work targets and plans for each field, and carries out CSR activities in close liaison with other Group companies in Japan and around the world. At the same time, Mazda has organized the CSR Strategy Core team, consisting of working members engaged in relevant work in CSR-related departments and sections. The Core team discusses new proposals to be presented to the CSR Management Strategy Committee, seeks out and devises new ideas, and works out specific implementations for the policies decided by the committee.

### Organization (As of the end of March 2009)



## VOICE

### Our CSR activities begin with employee awareness

I believe raising employee awareness is important for advancing CSR activities at Mazda. All employees must understand what Mazda does well and what it needs to do better, in order to pull together in pursuit of the same goal. As a member of the secretariat, my job is to promote social contributions and communication strategies. I'd like to not only draft strategies, but also actively participate in CSR activities, so that by forming my own impressions and perceptions as a Mazda employee, I can apply them in creating more effective strategies. Going forward, I am planning to organize more events to foster dialogue with stakeholders.










**Toshio Ushioda**  
Assistant Manager,  
Business Strategy  
Department

**WEB** Raising Employee Awareness

# CSR at Mazda

## Key Stakeholder Relationships and Disclosure Channels in the Mazda Group's CSR Activities

| Key stakeholders  | Mazda Group's key responsibilities to stakeholders  | Opportunities for dialogue and disclosure  |
|---|---|--|
|  <p><b>Customers</b></p>   | <ul style="list-style-type: none"> <li>● Improving customer satisfaction</li> <li>● Providing safe, reliable and attractive products and services</li> <li>● Appropriate disclosure of information regarding products and services</li> <li>● Providing customer support in a timely and appropriate manner</li> <li>● Appropriate management of customer information</li> </ul>                              | <ul style="list-style-type: none"> <li>● Day-to-day sales activities</li> <li>● Establishment of call centers</li> <li>● Customer satisfaction surveys</li> <li>● Official Mazda Web site</li> </ul>   |
|  <p><b>Shareholders and investors</b></p>  | <ul style="list-style-type: none"> <li>● Timely and appropriate information disclosure</li> <li>● Maximizing corporate value</li> <li>● Strict exercise of voting rights (at the general meeting of shareholders)</li> <li>● Active investor relations activities</li> </ul>  | <ul style="list-style-type: none"> <li>● Quarterly presentations of financial results</li> <li>● Presentations to investors</li> <li>● Plant tours for shareholders and investors</li> <li>● Holding general meeting</li> <li>● Creation of Web sites for shareholders and investors</li> <li>● Publication of shareholder communication materials</li> <li>● Publication of annual reports</li> </ul>                       |
|  <p><b>Business partners</b><br/>Suppliers<br/>Domestic dealerships<br/>Overseas distributors</p> | <ul style="list-style-type: none"> <li>● Fair and equitable trading</li> <li>● Open and transparent business opportunities</li> <li>● Support of requests for collaboration with CSR implementation</li> <li>● Appropriate disclosure and sharing of information</li> </ul>   | <ul style="list-style-type: none"> <li>● Conferences with supplier executives</li> <li>● Supplier communication meetings</li> <li>● Day-to-day procurement activities</li> <li>● Conferences with representatives of dealerships</li> <li>● Conferences with distributors</li> <li>● Commendation of outstanding suppliers, dealerships and distributors</li> <li>● Hotline Office linking Mazda with dealerships</li> </ul> |
|  <p><b>Employees</b></p>   | <ul style="list-style-type: none"> <li>● Respect for human rights</li> <li>● Choice and self-accomplishment</li> <li>● Promoting a healthy work-life balance</li> <li>● Optimum matching of people, work and placement</li> <li>● Promotion and improvement of employee health and safety</li> <li>● Promotion of diversity</li> <li>● Mutual understanding and trust between labor and management</li> </ul> | <ul style="list-style-type: none"> <li>● Direct communication with senior management (MBLD)</li> <li>● Surveys of employee opinions</li> <li>● Systems for dialogue between supervisors and subordinates</li> <li>● Career Challenge System (in-house announcement and FA)</li> <li>● Group and optional training</li> <li>● Safety and health-related events</li> <li>● Labor-Management Council</li> </ul>                 |
|  <p><b>Global society and regional communities</b></p>   | <ul style="list-style-type: none"> <li>● Respect for local cultures and customs</li> <li>● Prevention of workplace accidents and disasters</li> <li>● Consideration for the environment</li> <li>● Activities contributing to local communities</li> <li>● Disaster-relief activities in regions in which Mazda does business</li> </ul>  | <ul style="list-style-type: none"> <li>● Opening to the public of the Mazda Museum and plant tours</li> <li>● Participation in activities to contribute to local communities and in volunteer activities</li> </ul>  |
|  <p><b>Government and administrative agencies</b></p>  | <ul style="list-style-type: none"> <li>● Compliance with laws and regulations</li> <li>● Payment of taxes</li> <li>● Cooperation with government policies</li> </ul>  | <ul style="list-style-type: none"> <li>● Dialogue through economic and industry organizations</li> <li>● Publication of securities reports</li> <li>● Response to hearings, disclosure, etc.</li> </ul>  |
|  <p><b>NGOs/NPOs</b></p>   | <ul style="list-style-type: none"> <li>● Cooperative work and support in search of solutions to global social issues</li> <li>● Cooperative work in activities contributing to local communities</li> </ul>   | <ul style="list-style-type: none"> <li>● Dialogue and support through cooperation</li> </ul>   |