

# RISK MANAGEMENT

Mazda undertakes rigorous risk management to protect the continuity and stable growth of its operations.

## Risk Management

### Risk Management Structure

At Mazda, normal risk management procedure is to act appropriately in accordance with the Basic Risk Management Policy, Risk Management Regulations, and other related internal regulations. For individual business risks, the department in charge of that business area is responsible for carrying out appropriate management, whereas for Company-wide risks, it is the responsibility of departments that carry out business on a Company-wide basis.

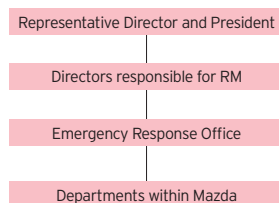
Additionally, in the event of a major incident or accident, we will take steps that we deem appropriate, including the establishment of an Emergency Response Office if needed.

 Basic Risk Management Policy

#### Standard Risk Management (RM) Structure



#### Emergency Risk Management (RM) Structure



### Response to Accidents and Other Emergencies

Readiness for emergencies is a major part of risk management. Mazda conducts a wide range of drills every year, based on its fire prevention and management regulations, emergency management regulations and other in-house rules. Company-wide emergency contact drills, fire drills and other emergency drills are conducted every year, preparing all employees for an all-important early response in times of emergency.

Disasters at suppliers' premises can be critical for Mazda as well. Mazda's response procedures in the event of such a major accident are summarized in the Supplier Disaster Crisis Management Regulations. These regulations spell out the response framework when such events occur, first response, and measures to support restoration.




Joint fire drill

### Measures Against New Strains of Influenza

Mazda has long been concerned about the threat of influenza, including bird influenza and the new varieties of flu that may have arisen from it. The Company has formed a framework for liaison and information-sharing among Group companies throughout Japan and around the world, and has increased its supply of masks and disinfectant to Group locations.

In April 2009 a new strain of influenza A, called H1N1, began to spread. In consideration of the regional nature of this disease, Mazda announced measures to prevent infection and procedures to follow in case of exposure. With an eye to assuring the continuation of Company operations, a response headquarters was established, with the Executive Vice President appointed as the General Manager. Through all of these actions, Mazda was able to respond appropriately.

Based on this response to new strains of influenza, Mazda is continuing to examine and develop measures to prevent infection and ensure the continuity of operations in the face of disease outbreak.

 Preparing for Major Earthquakes

## Information Security

### Framework for Promoting Information Security

Mazda is dedicated to ensuring information security. We are determined to protect and to carry out appropriate management of the personal information customers entrust to us and other important information in our care. In 2005, when the personal Information protection law came into force in Japan, Mazda overhauled its information-security promotion framework, to ensure the fullest protection not only of confidential information but of all information under the management of the Mazda Group.

Mazda strives to maintain information security throughout the Group, with the CSR promotion Department given general responsibility for the handling of information at Mazda. The general manager of each division is designated as the person responsible for the handling of information in their division, and works with the CSR promotion Department to ensure proper controls. In addition, the IT Solution Division works to ensure information security throughout the Group by specifying IT security rules, providing guidelines regarding information security and supporting improvements to management systems, both within Mazda and at affiliated companies.

To raise employee awareness about information security, Mazda trains employees on the management of confidential information as soon as they join Mazda. At the time they join Mazda and once every year thereafter, employees are required to enroll in e-learning classes about privacy and IT security. To supplement this training, Mazda's Intranet hosts a dedicated site with useful tips and study materials on information management. Mazda provides affiliated companies with learning tools and other study support, and is considering introducing e-learning to them in the near future.

### Protection of Personal Information

In addition to strict compliance with applicable laws related to the protection of personal information, Mazda rigorously protects personal information in accordance with its own personal Data protection policy.

Under the aegis of the CSR promotion Department, which has Company-wide authority over the handling of personal information, Mazda divides the task of appropriate privacy management among four distinct bodies, charged respectively with the management of customer information, employee information, patient information (at the Mazda Hospital) and other/general information. Customers who wish to inquire about the Company's handling of personal information and persons requesting disclosure regarding privacy issues are asked to contact the Mazda Call Center.

 Personal Information Protection Policy

### Framework for Management of Intellectual Property

Mazda has compiled guidelines committing it to "maintaining confidentiality and opposing infringement of its own, and other parties', intellectual property rights," the text of which is included in the Mazda Corporate Ethics Code of Conduct.

Based on this pledge, we have established the Intellectual property Committee chaired by an executive officer responsible for intellectual property issues, comprising division general managers from related divisions. This committee discusses and makes decisions on important intellectual property issues. In addition, Mazda incorporates a dedicated Intellectual property Department, which manages the acquisition and handling of patents on new technologies, copyrights on basic markings and model names, prevention of infringement of others' patents, copyrights and trademarks, and educates and raises awareness about intellectual property rights in general. This department also establishes global regulations to guide consolidated subsidiaries and affiliated companies on the handling and use of intellectual property.