

SOCIAL CONTRIBUTIONS

Mazda is fulfilling its responsibilities as a good corporate citizen through ongoing involvement in socially beneficial activities tailored to the needs of local communities.

Social contribution activities (in Japan and overseas) are introduced under “Social Contribution Initiatives” on the official website.

(<http://www.mazda.com/en/csr/social/>)

CONTENTS

104 Social Contributions

CSR Targets for FY March 2019

(Self-assessment key ○ : Accomplished, △ : Nearly accomplished, × : Not accomplished)

Items	FY March 2018 targets	FY March 2018 results	Self-assessment	FY March 2019 targets	ISO 26000 core subjects
Corporate citizenship activities	① Implement programs based on Mazda's basic policy on initiatives and each region's local community contribution policy. ② Continue to implement the PDCA cycle (to make efforts to resolve social issues) based on the program effect evaluation index (the Mazda Social Contribution Prize).	① Continued or newly launched more than 500 activities. ② Continued to implement the PDCA (plan-do-check-act) cycle.	○	① Implement programs based on Mazda's basic policy on initiatives and each region's local community contribution policy. ② Continue to implement the PDCA cycle (to make efforts to resolve social issues) based on the program effect evaluation index (the Mazda Social Contribution Prize).	6.8 Community involvement and development
Disclosure of results regarding community involvement and development	Continue active disclosure of social contribution activities.	Presented around 100 activities in the Sustainability Report and 26 items in the Social Contribution Report, and posted relevant information on SNS sites, etc.	○	Further promote active disclosure of social contribution activities.	6.8 Community involvement and development

SOCIAL CONTRIBUTIONS

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 p. 106-107).

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 and the CSR targets (see pp. 21-24) decided by the CSR Management Strategy Committee (see p. 19).

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 2018 Major Results:

- Set the CSR targets and the Mazda Green Plan 2020 (social contribution) (see pp. 57-60) and took actions.
- Carried out over 500 activities*2 in Japan and overseas (cost of social contribution activities: around 2.0 billion yen in FY March 2018).
- 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 (see p. 105).

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.)

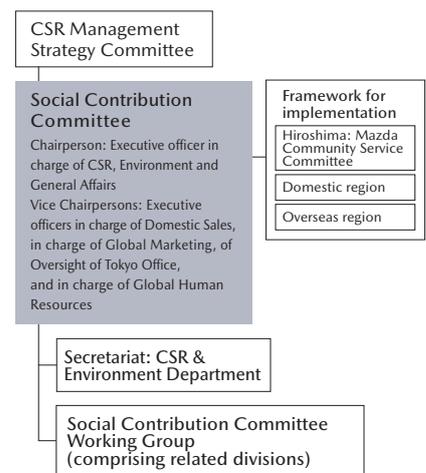
a

a Three Pillars in Basic Policy on Social Contribution Initiatives



b

b Promotion Framework



*1 In Japan, the United States, Australia, and New Zealand, 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.

Establishment of the 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.

■ Mazda Social Contribution Prize

The 2018 prizewinning activities were selected from the social contribution activities introduced in the Mazda Sustainability Report 2017 [Social Contribution Version]*¹ (which covered the period from April 2016 through March 2017).

Volunteering by Employees

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

- Providing volunteer opportunities (Specialist Bank, Volunteer Center, etc.)
- Subsidizing part of the cost of activities (Mazda Flex Benefits (see p. 94), etc.)
- Enabling employees to take leave for activities (volunteer leave such as the Special Warm Heart leave system, 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 / heavy rain in July 2018 (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 four countries, to promote support activities tailored to each region.

Country	Name	Support activities/objectives	Year of establishment	Amount of grants (donations) in FY March 2018
Japan	Mazda Foundation http://mzaidan.mazda.co.jp (Japanese only)	Support activities to promote science and technology and the sound development of youth.	1984	¥52.30 million
U.S.	Mazda Foundation USA (MFUS) http://www.mazdafoundation.org/	Provide funds to various initiatives for education, environmental conservation, social welfare, cross-cultural understanding, etc.	1990	Around US\$481,000
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\$1,152,000
New Zealand	Mazda Foundation New Zealand (MFNZ) http://mazdafoundation.org.nz/	Provide funds to various initiatives, including education, environmental conservation, and culture.	2005	Around NZ\$ 246,000

C Mazda Social Contribution Prize

	Activity name
Grand Prize	Mazda Ekiden Road Relay Race (Mazda Motor Corporation [Hiroshima Plant, Hofu Plant]) (Mazda de Mexico Vehicle Operation) (see p. 107)
Special Prize	Public Service at the Mine Proving Ground (Mazda Motor Corporation [Mine Proving Ground])
Special Prize	Donating Computers (Mazda Engineering & Technology)
Special Prize	Raising Traffic Safety Awareness—Activities to raise awareness of traffic safety—(Hokkaido Mazda and Hakodate Mazda)
Special Prize	Sponsorship for Arts and Culture (Mazda Australia)
Prize for Encouragement	Installation of Community-Support Vending Machines (Mazda Parts)

*1 http://www.mazda.com/globalassets/en/assets/csr/download/2017/2017_s_all.pdf

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 on-site lectures are held to raise environmental awareness among elementary and junior high school students. In EcoPro 2017, Mazda introduced its attempts to contribute to global warming prevention, on the theme of reducing CO₂ emissions. The Company also held a quiz through which participating children could learn ways that vehicle users can easily cooperate in addressing the above theme, looking ahead to an automotive society in the future when they grow up.



Japan / Activities to Preserve the Mazda Forest

In 2010, Mazda concluded a Forest Preservation and Management Pact with the government of Hiroshima Prefecture. The pact outlines a series of activities in which Mazda and the prefecture would partner for the preservation of forest resources. With the Mazda-no-Mori (Mazda Forest) in the Hiroshima Prefecture Ryokka Center ("ryokka" means afforestation) serving as a base of operations, Mazda cooperates in regional forest protection activities. With guidance and cooperation from a forest management volunteer organization, present and former Mazda Group employees, their families and friends, and members of a social contributions study group² joined carefully planned forest thinning efforts as volunteers. Also, mini-lectures were arranged to enhance employees' environmental awareness.



[Safety]

Japan / Raising Traffic Safety Awareness

Local dealerships participate in the cleaning of convex traffic mirrors, and implement activities to raise awareness of traffic safety (standing guard, patrolling neighborhoods, participating in traffic safety parades and events, donating traffic cones, etc.). Some dealerships make donations to support children who have lost their parents in traffic accidents, and/or offer part of their shop premises as an area leading to a sidewalk or a bridge over a roadway.



United States / Raising Driver Safety Awareness

A Group company in the United States has supported Project Yellow Light, a safe driving education program targeted at young people, since 2012. Every year, Project Yellow Light challenges teens to create public service announcement videos to encourage young people to avoid distracted driving, e.g., operating a mobile phone while driving. All of the winners receive scholarships provided by Mazda Motorsports. Also, professional racers have been delivering lectures to young people about the dangers of distracted driving.



TOPICS Mazda Won the 11th Kids Design Award*¹ (Designs that Develop Children's Creativity and Shape their Future)

Mazda received the 11th Kids Design Award*¹ (Designs that Develop Children's Creativity and Shape their Future) for its educational program "Let's compare new cars and old cars—driving pleasure as well as outstanding environmental and safety performance." In this program, the Company presented the evolution of vehicles as well as its efforts to reduce CO₂ emissions, and raised awareness of traffic safety, through quizzes and experiments. The program was held as part of an event to support students' learning activities during summer vacation, which has been organized since 2008 with the aim of imparting the pleasure of manufacturing and developing their interest in vehicles. A total of around 430 elementary school children as well as their parents and guardians participated in this program between July and August 2016. It was the first time for Mazda to win the award for its social contribution activities (see p. 134).



*1 The Kids Design Award is a commendation system to select and make widely known excellent products, spaces, and services that help realize three design missions: "security and safety for kids' lives," "the development of sensitivity and creativity in kids," and "a secure environment for having and raising kids."

Human Resource 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

The Mazda Museum at Mazda Head Office (Hiroshima) has welcomed approximately 1.62 million visitors from around the world since its opening in 1994. The Museum offers exhibitions of Mazda's history, technology, etc. In addition, the Museum provides tours of Mazda's assembly line and learning opportunities about the vehicle manufacturing process, helping to augment social studies curriculums in elementary and junior high schools.

Guide to the Mazda Museum
http://www.mazda.com/en/about/museum/



Thailand / Support for Internship Programs

A Group company in Thailand has been highly recognized for its education initiatives since 1998, with an ongoing "internship program" for undergraduate students from each university. To support the students in gaining work experience and to impart advantageous knowledge to them, the company collaborates with many universities in providing on-the-job training, in line with the academic programs under the Ministry of Education regulations. This company helps produce highly qualified graduates who are able to contribute to the development of Thailand.



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 Welfare 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 welfare vehicle to a social welfare organization. In September 2017, the cumulative number of visitors reached 16 million, and accordingly, the 16th vehicle was donated to such an organization.



Australia / Sponsorship for Arts and Culture

To make arts accessible to the community, a Group company in Australia has been a hero partner of Art Exhibitions Australia (AEA) for 17 years, and also a principal partner of Opera Australia for 13 years, sponsoring free-of-charge outdoor opera performances in Sydney and Melbourne.



EMPLOYEE'S VOICE

To promote interaction with the community, the Hiroshima Plant, Hofu Plant, and Mexico plant*1 have hosted the Mazda Ekiden Road Relay Race on their plant grounds. Although it was commenced at the Hiroshima Plant in 1966 as an event only for employees, since 1981 Mazda has invited participants from outside the Company as well. Subsequently the Hofu Plant and the Mexico Plant began to host the Ekiden Relay Race. These activities won the Grand Prize of the 4th Annual Mazda Social Contribution Prize (See p.105).

*1 Official name is Mazda de Mexico Vehicle Operation (MMVO).

Striving to Enhance Bonds with Race Participants

We are in charge of organizing the Mazda Ekiden Road Relay Race at our production sites. Employees of respective plants have devised various methods of pleasing participants of the event and making them feel closer to Mazda. We will continue striving to enhance bonds with participants of the Ekiden Road Relay Race.

(Left) Person in charge of Ekiden race at the Hiroshima Plant: Fukumi Izumi, General Affairs Department, Corporate Services Division

"To live up to participants' trust and expectations, I made constant efforts to provide them with accurate information in a timely manner."

(Center) Person in charge of Ekiden race at the Hofu Plant: Takashi Taketani, General Affairs Department (Hofu)

"I worked out measures to ensure the safety of the race course and carefully laid out major facilities for the event, in order to make it more comfortable for participants."

(Right) Person in charge of Ekiden race at the Mexico Plant: Sandra Garcia Pardo, Public Relations and Business Relations Group

"I planned the event not only to provide an opportunity for participants to interact with each other, but also to promote Japanese culture in Mexico."