

# CUSTOMER SATISFACTION

Mazda is striving to improve customer satisfaction through providing a Mazda brand experience that exceeds customer expectations.

## CONTENTS

30 Providing the Mazda Brand Experience to Customers

### 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
Sales and services	Sell products and offer services to provide a value realizing a circle of smiles for keeping on growing through a life with Mazda, which makes you feel you always "want to continue choosing" Mazda.	<ul style="list-style-type: none"> <li>Strengthened efforts to increase awareness of customer value among staff on the sales floor, through activities to communicate the value that Mazda offers to society, to enable the staff to offer their smiles to customers.</li> <li>Reinforced measures to impart the value offered by Mazda directly to customers (e.g., by holding a fan event at the Okayama International Circuit).</li> </ul>	○	Sell products and offer services to provide a value realizing a circle of smiles for keeping on growing through a life with Mazda, which makes you feel you always "want to continue choosing" Mazda.	6.7 Consumer issues
Products	<p>Develop next-generation products that further evolve the following attributes of the Mazda brand, in line with the principles of "Sustainable Zoom-Zoom."</p> <ul style="list-style-type: none"> <li>Driving pleasure as well as outstanding environmental and safety performance.</li> <li>Jinba-Ittai (oneness between car and driver) driving performance that appeals to all five senses and increases the driving pleasure each time the driver gets behind the wheel.</li> <li>Insightful, thoroughly thought-out functionality.</li> <li>An unrivaled design direction full of raw energy, honed by the precision of Japanese aesthetics.</li> </ul>	Evolved the attributes of the Mazda brand in line with the principles of "Sustainable Zoom-Zoom" in CX-8, and introduced the model into the market.	○	Develop products incorporating specific technologies that make "Sustainable Zoom-Zoom 2030" a reality.	6.7 Consumer issues

## PROVIDING THE MAZDA BRAND EXPERIENCE TO CUSTOMERS

The Mazda Group promotes brand value management. By enhancing its brand value, the Group aims to increase the number of enthusiastic Mazda fans and attain its business growth, thereby consequently enhancing its corporate value. In the Structural Reform Stage 2, a medium-term business plan (see p. 8), the Group sets forth global sales and network enhancement as one of its main initiatives to improve brand value.

With a view to building special bonds with customers in more than 130 countries and regions where Mazda vehicles are sold, Mazda pushes forward with various initiatives in cooperation with local distributors/dealerships to provide customers with a Mazda brand experience in all stages of their car ownership.

### Three Approaches to Establish an Emotional Connection with Customers

To establish an emotional connection with customers, Mazda considers it necessary to take into account all touch points, i.e., not only the period during which customers are in possession of a Mazda vehicle, but also the periods before they purchase the vehicle and after they let go of it. Under this belief, the Company has determined three approaches that sales, marketing, customer services, and other relevant divisions should jointly pursue, based on which the Group companies of each country/region implement specific measures appropriate for their local cultures and environment.

#### Three approaches

- View customers from a lifelong perspective. In childhood, people ride in their family vehicle, and after growing up, they enjoy owning their own vehicle. Then at an advanced age, they return to riding in someone else's vehicle. It is important to have customers continue to feel close to Mazda and Mazda vehicles over all these years.
- Continuously maintain the relationship. Always provide customers with excitement and stimulation so that customers can feel a stronger connection to Mazda as time proceeds.
- Place particular emphasis on Mazda's uniqueness (ex.: strong attachment to Hiroshima, where Mazda Head Office is located, enthusiasm for offering driving pleasure).

### Approach to Developing Products

Mazda develops products that embody the attributes of its brand slogan "Zoom-Zoom" (see p. 3). In line with the principles of "Sustainable Zoom-Zoom," the Company is developing SKYACTIV TECHNOLOGY (see p. 124), which provides all customers who purchase Mazda vehicles with driving pleasure as well as outstanding environmental and safety performance. SKYACTIV TECHNOLOGY was introduced to the market starting in 2011. In August 2017, a decade after the original and in light of the rapid changes taking place in the automotive industry, Mazda announced "Sustainable Zoom-Zoom 2030." This new vision for technology development takes a longer-term perspective and sets out how Mazda will use driving pleasure, the fundamental appeal of the automobile, to help solve issues facing people, the earth and society (see pp. 5-6). To achieve this, Mazda is engaged in research & development aimed at creating the world's best functions with the maximum efficiency.

- To reflect customer's input about products, obtained in the sales area, in subsequent product development
- To improve quality by swiftly dealing with problems with the help of after-sales service area and sharing information with product development

a

a Every touch point



## Responding to the Diverse Customer Needs

Mazda has been establishing a system to deliver products and services to customers in the most appropriate way taking into consideration the cultures and trends of each country and region. At its R&D centers in Japan, North America, Europe and China, Mazda gathers information about markets and customers around the globe.

Through local testing, Mazda develops products and provides services to suit its customers' wide-ranging needs. To effectively enhance its brand awareness, Mazda focuses on promoting an understanding of the Mazda brand's common visions and the Company's spirit of product development and manufacturing, rather than on awareness of individual models.

### Examples to Meet Specific Customer Needs

#### <Research and Planning Conducted from a Female Perspective>

To respond to the increasingly diverse needs of female drivers, a team composed of female members from various departments conducts research on the vehicles which are convenient for themselves to use from the female viewpoint.

#### <Customizing Business (in Japan)>

Believing that the development of vehicles serving people with specific needs is essential to a more open and accessible automotive society, Mazda produces a wide range of vehicle types, as described below.

Vehicles for people with special needs	In 1995, Mazda became the first Japanese automaker to launch a vehicle for people with special needs. It was developed with top priority placed on "ease of use and comfort for both care givers and receivers." The Company has expanded the lineup to four types. <b>b</b>
Instructional vehicles	Mazda offers Axela (Mazda3 overseas) instructional vehicles equipped with various unique features. As the first car that trainees drive in their life, it can help them to feel driving pleasure and to acquire correct driving techniques.
Commercial and specially equipped vehicles	Mazda offers a wide commercial vehicle lineup to respond to various business needs. To satisfy highly specialized needs, the Company has developed the TESMA line, adapting the Bongo Van and Titan Truck for use as dry van trucks, refrigerator and freezer trucks, etc.

#### b Lineup for vehicles for people with special needs (as of August 31, 2018)

- Vehicles with a swivel passenger seat: Vehicle with a powered passenger seat that rotates (Demio)
- Vehicles with a lift-up passenger seat: Vehicles with a powered lift-up passenger seat that elevates and rotates (CX-5)



- Wheelchair-ramp-equipped vehicle: Vehicle with a ramp that enables people in a wheelchair to get in and out while remaining in a wheelchair (Flair Wagon)
- Vehicle with hand-operated controls: A welfare model that allows the driver to enjoy driving pleasure by only using both hands. (Roadster [MX-5 overseas])

## Co-Creation of Product Training by Mazda Motor Corporation and Distributor/Dealership Staff **c**

Mazda offers training for sales staff to enable them to provide customers with correct and detailed information on the attractive features of Mazda vehicles. As part of the initiatives to enhance brand value, the training is aimed at globally communicating the ideas and efforts employed in research & development and manufacturing, as well as stories behind the technology, in addition to basic information on functions and equipment.

#### c Seminar targeted at training staff of distributor/dealership



## Product Information, Display, and Advertising

For product information and display, Mazda not only complies strictly with each law and regulation of each country and region, but also places strong emphasis on safety, human rights, environmental issues, and ethical standards, giving careful attention to information display and expression appropriate for a company that manufactures and sells automobiles. Moreover, Mazda conducts studies on advertising on a periodic basis to check whether information provided to customers is correct and understandable.

Video and animated computer graphics are used to provide customers with easily understandable explanations of products' features and functions.

#### d Product example

- High-performance air conditioning filter capable of filtering PM 2.5
- Water-based corrosion inhibitor (below)

## Development/Launch of Value-Added Accessories **d**

Mazda develops and provides various accessory parts that satisfy the diverse needs of customers. Mazda also provides items that address environmental issues to make customers' life more comfortable, considering the requests from society. While ensuring compliance with regulations of each country, the Company promotes voluntary switching of maintenance and other accessories to those containing environmentally conscious elements.



**Communicating the Mazda Brand and Providing the Brand Experience**

Mazda promotes initiatives to provide customers with opportunities to communicate with the Mazda brand and strengthen bonds with Mazda throughout their car ownership.

To convey globally consistent visual impressions, the VI (Visual Identity) Guidelines have been established and shared within the entire Mazda Group.

**New Concept in Sales Outlets “New-Generation Showrooms”**

Starting in FY March 2015, Mazda has been developing a new concept in sales outlets both in Japan and overseas, which is called New-Generation Showrooms, to allow customers to experience the attractiveness of Mazda and its vehicles. Under the supervision of Mazda’s Design Division, the showrooms are built in accordance with guidelines specifying three values to provide\*1 and four showroom design concepts\*2. Interiors and exteriors are designed using colors of black, white and silver, with black-based facility signs\*3, and as accents, wood is used to form a comfortable space where dignity, high quality and warmth are well-balanced. In FY March 2016 in Japan, Mazda Brand Space Osaka, a showroom directly run by Mazda, was opened and has attracted many visitors. Mazda is also developing New-Generation Showrooms overseas in collaboration with local sales-related Group companies.

**Information Service for Customers through Websites**

Mazda makes efforts to enhance the usability of its website to enable the website visitors to easily obtain the information they need. The website is designed to communicate to many people, not only the facts, but also the underlying principles and philosophy. The website also provides easily understandable information useful for customers at all stages from considering a purchase to the ownership of their vehicles.

At the same time, Mazda uses Facebook, blogs, and Twitter, to enhance interactive communications with its customers. Many opinions and messages of encouragement have been posted in response to the articles on the Company’s official Facebook pages.

**Zoom-Zoom, Mazda Brand Magazine**

Mazda launched its brand magazine Zoom-Zoom in October 2007, and is regularly distributing it to customers in about 60 countries. The magazine shares driving pleasure that Mazda vehicles bring and explores the exciting lifestyles of Mazda vehicle users.

The magazine is packed with information based on a variety of themes in order to build stronger emotional bonds between Mazda and its customers.

**Promoting Events for Driving Lessons and Motor Sports**

Mazda promotes activities that can provide opportunities for many customers to experience “driving pleasure.” Various events for multiple needs are offered. Examples of events are: lectures on basic driving positions for safe driving, lessons to learn advanced techniques useful in daily driving, races in which everyone from beginners to advanced drivers can participate, and professional races for drivers seeking to acquire higher skills.

e [Japan] Mazda Brand Space Osaka



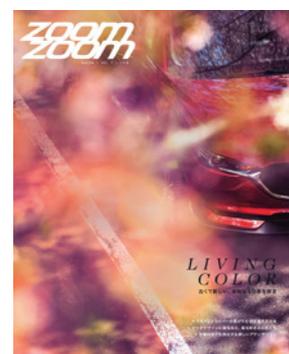
f [United States] New-Generation Showroom



g [Japan] CX-8 digital owner’s manual



h Zoom-Zoom Magazine (2018 summer issue)



\*1 Shop designed with sense of exhilaration and Mazda uniqueness, new vehicle showroom that highlights the attractive features of Mazda vehicles, and shop layout that can help strengthen bonds with people.  
 \*2 Dignified presence, power to attract people, showing vehicle as attractive and beautiful, with comfortable furniture  
 \*3 Mazda brand symbol and showroom name that are used at each showroom

TOPICS Mazda Fan Festa 2017 in OKAYAMA, One of Mazda's Largest International Fan Events

In December 2017, the Mazda Fan Festa 2017 in OKAYAMA, one of Mazda's largest international fan events, was held at the Okayama International Circuit (organizer: Okayama International Circuit, main administrator: B-Sports Corporation). The two-day event attracted around 6,800 people, reaching a record high. The Festa was highlighted by experience-based programs for introducing the Company's activities to customers through dialogue with Mazda engineers. They delivered a lecture on jinba ittai (oneness between car and driver) driving performance and offered customers the chance to test-drive Mazda vehicles. Participants also enjoyed a hands-on manufacturing experience.



TOPICS [Japan] Mazda Fan Endurance

Mazda sponsors the Mazda Fan Endurance, a circuit event held by the Mazda vehicle users. At this race, in which regular vehicles without any special modification for racing can participate, professional driving advisors are stationed to frankly answer to participants' questions regarding safety and driving. The race inhibits gas fueling during the race, and the race hour is set to reflect consideration to fuel economy. By sponsoring this race, Mazda demonstrates its consideration to safety and the environment, while providing customers with driving pleasure, with the aim of establishing special bonds with customers.



EMPLOYEE'S VOICE

Creating the Ultimate Mazda Experience through a collaborative approach in the Mazda Group

I am the Chief Marketing Officer at Mazda North American Operations(MNAO). Mazda is at a very exciting inflection point in the United States and are changing our approach in how we engage with our fans and provide them with the Ultimate Mazda Experience. That means connecting with fans to make them feel appreciated and inspired and creating a unique customer experience at every touch point. We have learned that many of the challenges we face in the United States are similar to the challenges faced by different regions around the world. I am really focused on bringing a more collaborative approach to how we work. When all the Mazda teams are working together we will all have the best results.

(Left) **Dino Bernacchi**  
Chief Marketing Officer,  
Mazda North American Operations. (MNAO)

## Realizing Customer Services Relied on by Customers for Life

To provide a safer, more secure and comfortable ownership experience and to realize customer services that will be relied on by customers for life, Mazda has established a system to promptly and certainly support customers with its high maintenance skills.

The Company, seeing the period between purchase of a new vehicle and the next purchase as an important and valuable time to deepen the special bonds between Mazda and customers, has been promoting reform of operation sites, not only to simply resolve customer complaints but also to provide customers with services that exceed their expectations.

Through developing and providing service/repair tools and service manuals, establishing parts supply networks, and offering training for service trainers and service staff, Mazda supports dealers in Japan and overseas, aiming at building up systems to enable them to provide close and proper support for customers.

### Providing Tools/Service Manuals

Hoping that customers can use Mazda vehicles more safely and with peace of mind that they can make better use of increasingly multifunctional devices, Mazda distributes digital owner's manuals, which enable customers to easily search and obtain the information they need by using their PC or smart phones. Mazda also promotes the initiatives to ensure a constant high service quality at Mazda Group dealers in Japan and overseas.

- Providing information on special tools dedicated to Mazda vehicles and their usage
- Deploying unique malfunction diagnostic devices that are compatible with the sophisticated electronic control systems adopted in a wide range of safety and environmental technologies
- Establishing an Internet-based support system, which enables quick and accurate access to the latest service manuals, as well as efficient search and ordering for parts

### Developing Service Trainers/Staff

To develop service professionals with a high level of maintenance skills and customer service skills on a global scale, Mazda operates training centers in Japan and major countries overseas. In each of the areas of ASEAN, Middle East, and Latin America, locally employed instructors are stationed to provide training for trainers of the dealers in the countries within the area, thereby enhancing support for human resources development and service quality improvement in each country.

Mazda has also hosted Service Skills Competitions in Japan and overseas for the purpose of boosting the service skills and motivation of service staff. Through this Competition, the Company aims to show what professionals with excellent maintenance skills and customer service skills should be like and realize the highest level of services from the customers' viewpoint. The best service engineers of each country and region are invited to the world competition, contributing to further raising motivation of service staff members.

### i Customer Service Skills World Competition



The 4th Mazda Customer Service Skills World Competition, in which participants competed in terms of maintenance skills and customer service skills (May 2017)

Communication with Customers and Business Partners

Responding to Expectations and Opinions of Customers

At distributors/dealerships in each country and region, systems have been established to listen to the opinions and requests of customers, to respond to them honestly, accurately and quickly, and to reflect them in sales and services in cooperation with Mazda Head Office.\*1

The contacts of each market area and FAQ (frequently asked questions)\*2 are available on the Mazda website for the convenience of customers.

To strengthen bonds with customers, Mazda conducts global surveys focusing on "Mazda brand experience," "sales and after-sales services," "ownership cost," "product attractiveness," and other specific items. Through these surveys, the Company identifies problems in each market and addresses them in cooperation with local distributors/dealerships. With the indicators to measure customer satisfaction (see p. 27) applied, the PDCA (plan-do-check-act) cycle process has been established.

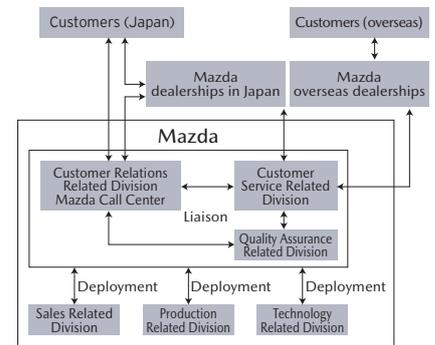
Sharing and Recognition of Best Practices at Distributors/Dealerships

To boost the level of sales and CS\*3 efforts throughout the distributors and dealerships, a system of sharing and awarding best practices, selected based on such viewpoints as achievements in CS activities and remarkable contribution to vehicle sales, has been put in place.

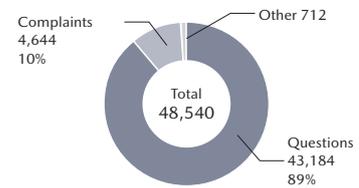
Examples of initiatives in Japan

Measures	Frequency	Objective/Contents
Staff Awards/ Shop Awards	Once a year	To encourage staff self-improvement, meetings are held on a periodic basis to award sales and service staff members according to their degrees of achievement of targets, improvement of technical skills, and contribution to improved vehicle quality. Awards are also given to dealerships that have achieved their targets as a result of all staff's customer-oriented activities, demonstrating excellent teamwork. In particular, best practices from the shops producing outstanding results are shared and commended at the presentation meetings hosted by the Mazda Dealership Association in each region across Japan.
Walk-Around Contest	Once a year	The Walk-Around Contest, a competition of customer-service role-playing, is held with the aim of encouraging sales staff to acquire product knowledge and improve their customer service skills. Since FY March 2015, the national competition for used-car sales has been held concurrently with the competition.

Framework



FY March 2018 Breakdown of Mazda Call Center Customer Responses by Type (In Japan) (April 2017-March 2018)



Voices of the customers who purchased or testdrove Mazda vehicles are presented on the website (in Japanese only).

<http://www2.mazda.co.jp/carlife/voice/>

\*1 Distributor List in each country <http://www.mazda.com/en/about/d-list/>  
 \*2 Inquiries from Japan / FAQ (Japanese only) <http://www.mazda.co.jp/inquiry/>  
 \*3 Customer Satisfaction

## Communication with Dealerships

Mazda works to provide its all dealerships in Japan and overseas with information on mid- and long-term strategies, products, and services in a timely manner, and also makes proactive efforts to collect information from them.

### Communication Opportunities with Distributors/Dealerships in Japan

	Participants	Frequency	Objective/Contents
Conferences for dealership representatives	Representatives of dealerships and Mazda directors	Once a year	To communicate Mazda policies
Mazda Dealership Association in Japan Executive board of directors meeting	Executive board members and others from Mazda Dealership Association in Japan	Twice a year	Opinions are exchanged concerning sales strategies, product development, used car policies, services, quality concerns, and other topics.
Mazda Dealership Association in Japan Specialized committees	Committee members from Mazda Dealership Association in Japan and Mazda representatives	As needed	

### Communication Opportunities with Overseas Group Companies and Distributors

	Participants	Frequency	Objective/Contents
Product Launch Events	Representatives from major overseas bases of operation, such as the United States, Europe, China and Australia	Indetermined	To share information and exchange opinions globally upon the product launch. In FY March 2018, the event was held in August, with around 60 participants.
Global Brand Events	Representatives from major operation bases, such as the United States, Europe, China, Australia and Japan	3 times a year	Representatives of major regions meet to build common understanding and consensus on brand strategies, and share initiatives. In FY March 2018, a total of 150 representatives participated.
Regional Brand Events	Representatives from major operation bases, such as the United States, Europe, China, ASEAN and Japan	3 to 4 times a year	Discussions are held and opinions are exchanged for each region to determine practical actions for implementing the brand strategies. In FY March 2018, a total of 500 representatives participated.
4A* <sup>1</sup> Distributor Events	Representatives from Southeast Asia, Central and South America, Middle East, and Africa regions	Once a year	Discussions covering a wide range of topics including business, marketing, product launches, etc. In FY March 2018, the event was held in November, with around 150 participants.

\*1 Areas except North America, Europe, China, Taiwan and Japan