

CUSTOMER SATISFACTION

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

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31 Providing the Mazda Brand Experience to Customers

CSR Targets for FY March 2021

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

Items	FY March 2020 targets	FY March 2020 results	Self-assessment	FY March 2021 targets	ISO 26000 core subjects
Sales and services	<ul style="list-style-type: none"> Strengthen 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. Implement measures to impart the value offered by Mazda directly to customers. 	<ul style="list-style-type: none"> Strengthened efforts to increase knowledge and awareness of customer value among staff on the sales floor by implementing measures through cooperation between Mazda and local dealerships so that their customers experience the pleasure and comfort offered by Mazda vehicles at various fan events. Reinforced measures to impart the value offered by Mazda directly to customers (e.g., by holding fan events at two locations in Tohoku and Western Japan, with 10,769 participants, and by implementing a total of 11 Driving Academy programs in various regions). 	○	<ul style="list-style-type: none"> Implement measures to impart the value offered by Mazda directly to customers in order to make customers happy. 	6.7 Consumer issues
Products	Develop products incorporating specific technologies that make "Sustainable Zoom-Zoom 2030" a reality.	Introduced the CX-30 into the market, which is equipped with Skyactiv-X, i-Activsense, Skyactiv-Vehicle Architecture and other features, in line with the principles of "Sustainable Zoom-Zoom 2030".	○	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. 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 a

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.

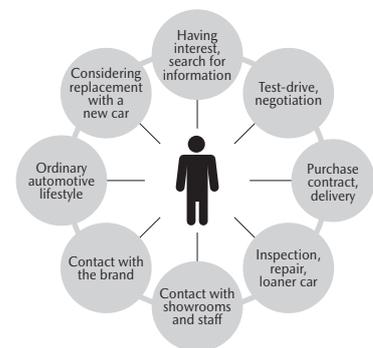
Three approaches

- 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 (e.g., strong attachment to Hiroshima, where Mazda Head Office is located, enthusiasm for offering driving pleasure).

Approach to Developing Products

In 2017, in light of the rapid changes taking place in the global 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. 8–12). To achieve this, Mazda is engaged in research and development aimed at creating the world's best functions with the maximum efficiency.

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 Product Planning Conducted by Female Members>

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

<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
Instructional vehicles	Mazda offers its 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. c
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.

Co-Creation of Product Training by Mazda Motor Corporation and Distributor/Dealership Staff d

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 development and manufacturing, as well as stories behind the technology, in addition to basic information on functions and equipment.

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.

Establishing Bonds with Customers through Mazda Official Merchandise e

Mazda has moved forward together with customers over the past 100 years. Hoping to express its sincere appreciation to all those who have supported the Company, Mazda released its official merchandise on the theme of "Heritage & Vision." Two collections are offered. One is a collection comprising mainly easy-to-use items, such as T-shirts and mugs, which make users feel close to Mazda in their everyday life. The other is a collection of model cars that have been carefully selected from among Mazda vehicles in the past, present and future. These items have been designed to allow all customers to enjoy their own "with MAZDA" stories, regardless of their age brackets.

b Lineup for vehicles for people with special needs (as of June 30, 2020)

● Vehicles with a swivel passenger seat:

Vehicle with a powered passenger seat that rotates (Mazda2)



● 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])

c Mazda instructional vehicle

Mazda instructional vehicles (released in May 2019) pursue the ideal features for instructional vehicles, i.e. being easy to operate for both trainees and trainers, and able to help trainees acquire correct driving techniques and drive more safely and with peace of mind.



d Seminar targeted at training staff of distributor/dealership



e Product example

Items from Mazda 100th Anniversary Collection and Model Car Collection



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” f g

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 h

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.

Promoting Activities to Enable Customers to Experience “Driving Pleasure” i

Mazda promotes activities in which both beginners and advanced drivers can easily participate, to experience “driving pleasure” and learn about driving considering safety and the environment. Various events for multiple needs are offered. For example, at circuit events sponsored by Mazda, the Company holds lessons to learn advanced techniques useful in daily driving, and races in which everyone from beginners to advanced drivers can participate. These activities are designed to communicate the concept of Mazda’s *monotsukuri* and its latest technologies to customers, and offering them opportunities to dialogue with employees. Through these various approaches, Mazda strives to establish special bonds with customers, while striking a balance between providing customers with driving pleasure and raising their safety and environmental awareness.

Examples of Mazda-Sponsored Events:

Mazda Fan Endurance (organizer: Circuit where the event is held, main administrator: B-Sports Corporation)

A circuit event held by Mazda vehicle users. Regular vehicles without any special modifications can participate in this race. To promote safety and environmental awareness, professional driving advisors are stationed at the circuit to give participants advice regarding safe driving, and refueling is prohibited during the race, as a way to encourage better fuel economy.

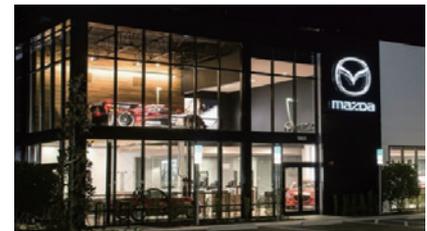
Mazda Fan Festa 2019 in OKAYAMA (organizer: Okayama International Circuit, main administrator: B-Sports Corporation)

One of Mazda’s largest fan events in Japan. In addition to a car race among Mazda vehicle users, the Festa was highlighted by experience-based programs, with the aim of deepening bonds with customers. For example, Mazda engineers 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.

f [Japan] Mazda Brand Space Osaka



g [United States] New-Generation Showroom



h Example of information services through websites
Mazda CX-30 digital owner’s manual (website version)
(Japanese only)
<https://www.mazda.co.jp/carlife/manual/>



Digital magazine “Mazda Stories”
<https://www.mazdastories.com/>



i Examples of Mazda-sponsored events

Mazda Fan Endurance
(With a total of 664 participants [in five races] in FY March 2020)



Mazda Fan Festa in OKAYAMA
(With 6,549 participants in FY March 2020)



*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

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.

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

Developing Service Trainers/Staff

Mazda aims to enrich individual customers' car ownership through the realization of the highest level of services from the customers' viewpoint. To this end, the Company strives to develop service professionals with excellent maintenance skills and customer service skills.

Mazda operates dedicated training centers in major countries. In each of the fast-growing areas of ASEAN, the Middle East, and Latin America, instructors are stationed who are well-versed in the local culture.

With an eye toward an age of increasing diversification, The Company promotes training of service staff by continuously developing and introducing programs suitable for the aptitude of individual trainees. Mazda has also hosted Service Skills Competitions in each country and region, as a venue where service staff can demonstrate their maintenance skills and customer service skills that they have acquired. The best service engineers of each country and region are invited to the world competition. By holding these events, the Company supports service staff members in developing their individual sense of fulfilment and pride through friendly competition.

In addition, Mazda globally offers training for service staff on new model vehicles and new technologies. The training uses videos of interviews with developers and other tools to enable staff members to communicate the ideas and efforts employed in development and manufacturing, as well as stories behind the technology, to customers in an easy-to-understand manner.

j Examples of tools in use

Digital owner's manual (Mazda Connect version)



Maintenance service information system (that provides information on various maintenance services for Mazda vehicles)



Mazda's unique malfunction diagnostic device



k Customer Service Skills World Competition



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. 28) applied, the PDCA (plan-do-check-act) cycle process has been established.

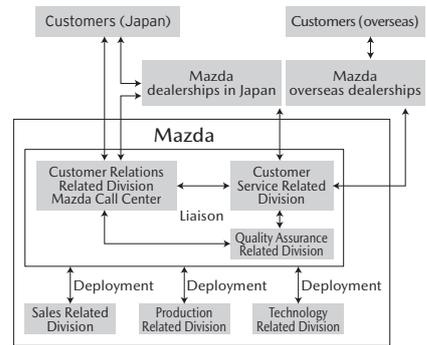
Sharing and Recognition of Best Practices at Distributors/Dealerships

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.

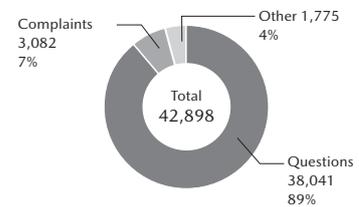
Examples of initiatives in Japan

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 roleplaying, is held with the aim of encouraging sales staff to acquire product knowledge and improve their customer service skills.

Framework



FY March 2020 Breakdown of Mazda Call Center Customer Responses by Type (In Japan) (April 2019–March 2020)



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

<https://www.mazda.co.jp/experience/voice/>

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 planning, 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 2020, these events were held in April and September, with around 60 participants in each event.
Global Brand Events	Representatives from major operation bases, such as the United States, Europe, China, Australia and Japan	4 times a year	Representatives of major regions meet to build common understanding and consensus on brand strategies, and share initiatives. In FY March 2020, a total of 200 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 2020, a total of 200 representatives participated.
4A*1 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 2020, the event was held from October to November, with around 150 participants.

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

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