Mazda Environmental Promotion Framework

Mazda has established three committees under the CSR Management Strategy Committee, chaired by the president of the Company, to promote environmental management throughout the Group. These are the Product Environment Committee, the Business Site Environment Committee, and the Social Contribution Committee.

Mazda Environmental Promotion Framework
(as of April 1, 2022)

<table>
<thead>
<tr>
<th>CSR Management Strategy Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairperson: Representative Director and President</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Product Environment Committee</th>
<th>Studies and promotes key items regarding environmental preservation in relation to development, including development of environmentally conscious products and technologies.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(twice/year)</td>
<td></td>
</tr>
<tr>
<td>Business Site Environment Committee</td>
<td>Studies and promotes key items regarding environmental preservation in relation to manufacturing and logistics. Studies and promotes methods to reduce environmental impact throughout the entire supply chain, encompassing dealerships, suppliers, and others (including the extension of EMS to Group companies).</td>
</tr>
<tr>
<td>(twice/year)</td>
<td></td>
</tr>
<tr>
<td>Social Contribution Committee</td>
<td>Studies and promotes key items regarding environmental protection in the area of social contributions for the Group as a whole.</td>
</tr>
<tr>
<td>(twice/year, P78)</td>
<td></td>
</tr>
</tbody>
</table>

Mazda Green Plan

Mazda’s future vision of society
Decarbonized/low-carbon society, recycling-oriented society in harmony with nature

Philosophy and Policies
Mazda carries out its corporate activities with the aim of fulfilling its Corporate Vision (P9). To this end, Mazda established the Mazda Global Environmental Charter as the basic policy for environmental matters in the Mazda Group. The Charter, which states “The Mazda Group aims to promote environmental protection and contributes to a better society while maintaining harmony with nature in its business activities worldwide,” along with the five Action Guidelines forms the basis of Mazda’s approach to the environment. The Company carries out corporate activities related to products and technologies; manufacturing, logistics, and office operations; social contributions, respectively in consideration of the environment. The Company also strives to address various social issues, including climate change and resource recycling, while placing emphasis on collaboration with external organizations/international initiatives.41

Mazda’s future vision of society
Decarbonized/low-carbon society, recycling-oriented society in harmony with nature

BASIC APPROACH TO ENVIRONMENTAL PROTECTION, AND ENVIRONMENTAL PROMOTION FRAMEWORK

The Mazda Global Environmental Charter

Environmental Principles
The Mazda Group aims to promote environmental protection and contribute to a better society while maintaining harmony with nature in its business activities worldwide.

- We will contribute to society by creating environmentally friendly technologies and products.
- We will use the Earth’s resources and energy sparingly and never overlook environmental considerations when conducting our business.
- We will do our part to improve the environment by working with local communities and society.

Action Guidelines
1. Creation of Environmentally Sound Technologies and Products
   - We are committed to the task of creating clean technologies, including methods to achieve cleaner exhaust emissions and reductions in CO2 emissions, and the development of clean energy vehicles.
   - We will promote the creation of products that are environmentally friendly from planning and development to manufacturing, use and recycling/disposal.

2. Corporate Activities in Consideration of Conserving Resources and Energy
   - We will actively promote resource-saving and recycling activities to conserve the Earth’s limited resources.
   - We will strive to diversify energy sources and use them efficiently.
   - We will promote the appropriate disposal and recycling of end-of-life vehicles.

3. Corporate Activities in Pursuit of a Cleaner Environment
   - We will comply with environmental laws and regulations, and also impose voluntary controls for higher standards and implement self-regulated controls.
   - We will promote the development of new technologies and the introduction of new systems in our pursuit of a cleaner environment.

4. Working with Business Partners to Create a Better Environment
   - We will actively provide our employees with education and information about environmental protection to enhance their awareness of the global environment.
   - We will work in close cooperation with each other to achieve better environmental protection.

5. Creating a Better Environment in Cooperation with Local Communities and Society
   - We will work actively to understand and appreciate society’s requirements for the environment and reflect them in our business activities.
   - We will disclose and publicize environment-related technologies, systems and information.
   - We will not only conduct our own environmental activities, but will also actively participate in social activities for the conservation of the environment.

(established in 1992; revised in April 2005)