CONTRIBUTION TO PEOPLE’S MENTAL WELLNESS

Mazda hopes to enrich the lives of customers by offering new forms of car ownership and automobile culture through its human-centered approach.

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 (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. Mazda aims to offer new forms of car ownership and automobile culture through its unique human-centered approach. To achieve this, Mazda is engaged in various research and development projects.

■ Further maturing Mazda’s Kodo design language, which is grounded in the philosophy of bringing cars to life and enriching people’s lives.

■ Further pursuing a jinba-ittai—or a sense of oneness between driver and vehicle—driving feel, which unlocks people’s potential and provides a mentally and physically revitalizing experience.

Kodo—Soul of Motion Design Philosophy: A Step Further

Since 2010, Mazda has striven to create cars that embody the dynamic beauty of life through application of its Kodo—Soul of Motion design philosophy. Going deeper, the matured Kodo design pursues the expression of a “new elegance” based on Japanese aesthetic sensibilities. This further evolved Kodo design focuses on a “less is more” aesthetic that cherishes space and eliminates non-essential elements to create simplicity of form. The challenge then is to bring the car to life via carefully honed reflections on the body surface.

The CX-60, launched in 2022, was designed to further mature the Kodo—Soul of Motion design philosophy. The model encapsulates the Japanese sensitivity to harmonize with nature, embodying the toughness and meticulousness through its form.

CX-60

Skyactiv-Vehicle Dynamics Improves Handling, Comfort, and Stability

Mazda has been pushing ahead with the development of Skyactiv-Vehicle Dynamics, a series of vehicle dynamics control technologies. These technologies provide integrated control of the engine, transmission, chassis, and body to enhance the car’s jinba-ittai driving feel—a sense of connectedness between the car and the driver. In July 2016, the Company released the first technology in the Skyactiv-Vehicle Dynamics series, G-Vectoring Control (GVC), followed by the second technology, G-Vectoring Control Plus (GVC Plus), introduced in October 2018. GVC Plus uses the brakes to add direct yaw moment control. As the driver steers out of a corner by returning the steering wheel to the center position, GVC Plus applies a light braking force to the outer wheels, providing a stabilizing moment that helps restore the vehicle to straight-line running.

The system realizes consistently smooth transitions between yaw, roll, and pitch, even under high cornering forces, improving the vehicle’s ability to accurately track sudden steering inputs and crisply exit corners. In addition to improving handling in emergency collision avoidance maneuvers, GVC Plus offers a reassuring feeling of control when changing lanes on the highway and when driving on snow or other slippery road surfaces. In FY March 2021, the Company also introduced electric G-Vectoring Control Plus (e-GVC Plus), designed to enhance the consistency of vehicle response to control inputs in all directions and realize seamless transitions between G forces, taking advantage of its electrification technologies.

Skyactiv-Vehicle Architecture Vehicle Structural Technologies

Skyactiv-Vehicle Architecture was developed and enhanced focus on the human-centered design philosophy to leverage the human body’s inherent ability to balance itself. Mazda reviewed every component and function -- seats, body, chassis, NVH performance, etc.-- approaching development and commercial implementation from the viewpoint of total vehicle optimization. This technology improves the body’s balance in driving operations and allows the driver to control the car more easily, enhancing the ultimate jinba-ittai driving feel.

*1 The world’s first control system to vary engine torque in response to steering inputs in order to provide integrated control of lateral and longitudinal acceleration forces and optimize the vertical load on each wheel for smooth and efficient vehicle motion. (As of June 2016 for mass production vehicles, according to in-house investigation)
New Technologies and Values Incorporated in the Skyactiv-Vehicle Architecture

Skyactiv-Vehicle Architecture used in the Large Products portfolio, starting with CX-60, has elevated Mazda’s pursuit of human-centered design to the next level. The longitudinal engine layout was adopted to harness the higher output of the newly developed powertrain, enabling the ideal front-rear weight distribution that maximizes the four wheels' performance. Combined with the RWD-based AWD, which offers both good handling and high stability, the Architecture has significantly enhanced the car’s dynamic performance potential.

Mazda also focused on people’s “ability to extend bodily boundaries”*1 and aimed to allow the ability to manifest itself through driving. The design team took an integrated approach in crafting the car’s sounds and handling system so the driver can feel the car's behaviors and experience a sensation as if their brain is directly connected to the vehicle.

The advancement in platform technology introduced in CX-60 to unleash the “ability to extend bodily boundaries” allows the driver to enjoy driving with more confidence by having a continuous sense of connectedness to the car. Passengers also benefit from the improved designs: with the suspension that smoothly controls car body motions, the seating that allows occupants to demonstrate their bodies' balancing capability, and the car body that offers a quiet, high-quality ride, CX-60 provides a comfortable and pleasant travel environment to all passengers, where they would not easily get tired even during long drives.

1. The force transmission design that provides a sensation of constant synchronization between the vehicle and the driver:

Leveraging the longitudinal engine layout, the powertrain and other heavy components were consolidated at the center, enabling the smooth conversion of wheels’ force to cornering motion without delay. Furthermore, the rigidity distribution of the vehicle was comprehensively revised to increase the rigidity toward the downstream as the force is transmitted from the steering wheel to the front tires and to the rear tires. The new design enhances smooth force transmission, enabling the driver to experience an increased sense of connectedness (synchronization) to the vehicle.

Heavy components consolidated at the center

E.g.) PHEV

2. Postural design that maintains the sense of synchronization:

To maintain the sense of connectedness (synchronization) between the driver and the vehicle, Mazda introduced a double wishbone suspension system for the front and a full multi-link suspension system for the rear to stabilize the car body's postural changes against external disturbances, including changes in road surfaces.

Aligning the front and rear operating axes of the suspensions allows smooth operation from the very first stroke, with springs following the vehicle’s cornering force in a simple motion. The suspension systems also convert pitching*2 to vertical bouncing to consistently maintain the driver’s sense of connectedness to the car, even against external disturbances. The vertical bouncing, combined with the driver’s and passengers’ seating designed to keep the pelvis upright, enables all car occupants to demonstrate their body balancing capability throughout the travel, mitigating motion sickness and fatigue in longer drives.

The design also maximizes the effects of Kinematic Posture Control (KPC), a vehicle dynamics control technology that provides a better sense of connectedness and keeps the car in a more stable posture even during high-speed cornering maneuvers.

*1 Example: The ability to use a tool or a device as an integral part of the human body, such as when using chopsticks.

*2 Seesaw-like behavior

*3 The rear suspension is built in such a way that it generates an anti-lift force when the brakes are applied by lightly braking the inside back wheel while cornering at higher G-forces, thereby reducing roll and pulling the body down into a more stable position.
3. Feedback design that stimulates all five senses to convey the sense of synchronization:
A feedback design that engages all five senses is critical in providing a sense of connectedness (synchronization) to the car. This time, we focused on the abundance of stimulation via the typical interface between the vehicle and its occupants, such as the seating and the engine sound. The seat pushing the driver from behind as they press down on the gas pedal, the heavy engine sound, and the views outside rapidly changing as the car travels ahead—such stimulations combine to provide excitement and the sense of connectedness to the vehicle.

4. Body design that offers a quiet, high-quality ride:
The straight, uninterrupted skeleton of the longitudinal platform has been fully leveraged in the design to control the three major energies: collision, tire input, and sound vibration. Specifically, the design utilizes the linear front structure to efficiently convert and absorb the collision energy at the front of the damper tops. Furthermore, rigidity is increased behind the damper tops to raise the resonance frequency of the skeleton, enabling efficient transmission of necessary energies and reducing the transmission of vibrations caused by unpleasant frequencies. The damper tops are constructed of cast aluminum to effectively reflect the sound vibration energy off the vehicle body to reduce vibration, simultaneously improving quietness.
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 (as of October 2021).

**Lineup for vehicles for people with special needs (as of June 30, 2021)**

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructional vehicles</td>
<td>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.</td>
</tr>
<tr>
<td>Vehicles for people with special needs</td>
<td>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 three types.</td>
</tr>
<tr>
<td>Commercial and specially equipped vehicles</td>
<td>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 of specially equipped vehicles, adapting the Bongo Van and Titan Truck for use as refrigerator trucks, freezer trucks, lift gate trucks, etc.</td>
</tr>
</tbody>
</table>

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.

**MX-30 Self-empowerment Driving Vehicle**

Self-empowerment Driving Vehicles were developed to empower people to travel and act independently, helping them enjoy richer, more fulfilling lives.

In developing the vehicle, Mazda interviewed a large group of individuals with lower-limb disabilities about their difficulties. The insight propelled the development forward with the focus on driving, entering the vehicle, and wheelchair loading to solve the common challenges and deliver the “driving pleasure” Mazda has to offer to everyone.

MX-30 Self-empowerment Driving Vehicle, which became available for pre-orders in December 2021, is a vehicle with hand controls that we offer as an option to help empower customers’ mobility and autonomy. One example of equipment is the driving system with hand controls. This system allows easy switching between hand-operated and pedal-operated driving, providing an opportunity for people with disabilities to operate the vehicle themselves or take turns with their friends or family members. A Transfer Board that helps a wheelchair user transfer between their wheelchair and the driver’s seat is also available. We offer online consultations with our specialists via our official website, who will listen to customers’ individual requirements and propose a configuration specifically tailored to the customers’ needs.

Mazda will continue its development efforts to brighten people’s lives through car ownership.
Co-Creation of Product Training by Mazda Motor Corporation and Distributor / Dealership Staff

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.

Seminar targeted at training staff of distributor / dealership

Building Bonds with Customers Through Mazda Official Merchandise

The Mazda Collection, a series of Mazda official merchandise created to commemorate the Company’s 100th anniversary, was planned and developed under the supervision of Mazda’s Design Division with the aim of bringing the essence of Mazda’s world into various aspects of everyday life.

The Mazda 787B 30th Collection, launched in June 2021, focused on how the legendary victory at the 24 Hours of Le Mans is still talked about among the generations even after 30 years. The product lineup includes matching T-shirts for parents and children who wish to reminisce and share the excitement beyond generations.

Mazda Journey is a collection that encapsulates the essence of Mazda CX-60, representing the time a Mazda can spend together with a customer as a “Journey.” It features items that invite owners to go on a journey with their cars, including weekend bags and cushion blankets created in collaboration with a long-established Japanese brand.

Mazda will continue to expand the Mazda Collection to provide opportunities for the customers to feel closer to the Mazda brand and enjoy Mazda’s world.

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.
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 (218 sales outlets in Japan as of March 2022). 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 warmness 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. Many opinions and messages of encouragement have been posted in response to the articles on the Company’s social media pages. Mazda has also launched various new services that allow members to enjoy a variety of experiences unique to Mazda through the membership website (CLUB MAZDA).

*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
CLASSIC MAZDA

Thus far, the Classic Mazda website has provided information about restoration services and restoration parts for the first MX-5 (Roadster in Japan) and RX-7, based on the Company's aspiration to foster a society where not only new vehicles but also old vehicles can be valued and contribute to the automobile culture of the world.

We have so far worked on and completed the restoration of 11 vehicles. Although Mazda's services emphasize sharing thoughts and feelings with customers, we were compelled to replace the work tour with online sessions for the first time due to the COVID-19 pandemic. We were grateful for our customers' flexibility despite the circumstances. It also became a precious opportunity for us to reaffirm that Mazda's spirit is well understood and reciprocated.

In conjunction with the release of restoration parts for the RX-7, our website has started a series of articles on the production site of the rotary engine. These articles describe how technology, people, and ambition play central roles in ensuring the continuity of the parts required to maintain the vehicles even after mass production has ended.

Promoting Activities to Enable Customers to Experience “Driving Pleasure”

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 Driving Academy (organizers: B-Sports Corporation / Fuji International Speedway Co., Ltd.)

A driving lesson event to teach participants driving theory and skills so that they can enjoy driving safely and with peace of mind in everyday life and lead a fulfilling life. As lessons are conducted using a circuit, participants can experience driving, turning and stopping in a way that they cannot do on ordinary roads. With the guidance of Mazda instructors, participants learn the correct driving posture and how to drive the car smoothly at low speed.

Examples of Mazda-sponsored events

Mazda Fan Endurance (With a total of 691 participants [in six races] in FY March 2022)

Mazda Driving Academy
Realizing Customer Services that Provide Close Support

Mazda’s customer support aims to spur a positive change in customers’ lives through our interactions, inspiring customers to discover small, unexpected happiness and surprise in their daily lives.

To achieve this, we are challenging ourselves to create such lifestyle-changing opportunities for customers on top of our ongoing efforts to provide a safer, more secure, and comfortable ownership experience.

Understanding customers’ difficulties and expectations are crucial in successfully leading this initiative.

In addition to the fundamental efforts to develop and provide service/repair tools and service manuals and establish parts supply networks, Mazda is working with dealerships in Japan and overseas to reform operations and cultivate human resources capable of considering and acting toward customers’ happiness.

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

Examples of tools in use

- **Digital owner’s manual**
  - **Maintenance service information system (that provides information on various maintenance services for Mazda vehicles)**
- **Mazda’s unique malfunction diagnostic device**

Developing Service Trainers / Staff

Mazda aims to enrich individual customers’ car ownership through the realization of the highest level of services that cater to individual customer needs and wishes.

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 and regions, and stations instructors who are well-versed in the local culture. The Company supports service staff members in their growth and in developing their individual sense of fulfillment and pride by holding online training sessions in response to the recent environmental changes and hosting Service Skills Competitions as a venue where service staff can demonstrate the skills that they have acquired. Furthermore, by incorporating information on the ideas and efforts employed in development and manufacturing into training sessions on new mechanisms and new technologies, the Company strives to develop service staff members who can communicate stories behind the technology to customers around the world.

As service staff will be increasingly diverse in the future, Mazda will continuously develop and introduce programs suitable for the aptitude of individual trainees to further improve the level of service staff.

- **Online training**
- **Training using video**
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 (P110) applied, the PDCA (plan-do-check-act) cycle process has been established.

Examples of initiatives in Japan

<table>
<thead>
<tr>
<th>Measures</th>
<th>Frequency</th>
<th>Objective / Contents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Awards / Shop Awards</td>
<td>Once a Year</td>
<td>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.</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Participants</th>
<th>Frequency</th>
<th>Objective / Contents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conferences for dealership representatives</td>
<td>Representatives of dealerships and Mazda directors</td>
<td>Once a year</td>
</tr>
<tr>
<td>Mazda Dealership Association in Japan Executive board of directors meeting</td>
<td>Executive board members and others from Mazda Dealership Association in Japan</td>
<td>Twice a year</td>
</tr>
<tr>
<td>Mazda Dealership Association in Japan Committees</td>
<td>Committee members from Mazda Dealership Association in Japan and Mazda representatives</td>
<td>As needed</td>
</tr>
</tbody>
</table>

Communication Opportunities with Overseas Group Companies and Distributors

<table>
<thead>
<tr>
<th>Participants</th>
<th>Frequency</th>
<th>Objective / Contents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product Launch Events</td>
<td>Representatives from major overseas bases of operation, such as the United States, Europe, China, and Australia</td>
<td>Indetermined</td>
</tr>
<tr>
<td>Global Brand Events</td>
<td>Representatives from major operation bases, such as the United States, Europe, China, Australia, and Japan</td>
<td>Twice a year</td>
</tr>
<tr>
<td>4A*1 Distributor Events</td>
<td>Representatives from Southeast Asia, Central and South America, Middle East, and Africa regions</td>
<td>Once or twice a year</td>
</tr>
</tbody>
</table>

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

*2 Inquiries from Japan/FAQ (Japanese only)
https://www.mazda.co.jp/inquiry/

*3 Customer Satisfaction