Mazda is making an active commitment to solving social issues of primary importance to automobile manufacturers, including traffic safety. We also promote activities to help enrich people’s lives by capitalizing on Mazda’s technologies and resources.

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REALIZING A MOTORIZED SOCIETY FREE FROM TRAFFIC ACCIDENTS

Recognizing Social Issues

The number of traffic fatalities has been leveling off or decreasing in developed countries. In emerging countries, however, the number has been on the rise along with the progress of motorization (widespread use of private passenger cars). As of 2016, the annual number of people killed in traffic accidents reached approximately 1.35 million worldwide.

The automotive industry working to promote vehicle safety measures with a view to reducing the number of fatal road traffic accidents to zero by securing the safety of pedestrians and vehicle occupants, preventing serious accidents, and encouraging the effective and proper use of autonomous driving-related technologies.

Trends in the number of traffic fatalities worldwide (2000-2016)

In accordance with the guidelines of the World Health Organization (WHO), the above graph was created by Mazda based on the graph in the Death on the roads based on WHO Global Status Report on Road Safety 2018.

Mazda’s Approach to Resolving Issues

Reasons for Addressing Social Issues

Around 2030, Mazda expects that advanced safety technology will have further evolved and become widespread, which will lead to a declining number of traffic accidents and help realize a society where people can move safely with peace of mind on a global basis.

With the goal of realizing a motorized society without traffic accidents, Mazda aims to create a system that enriches people’s lives by offering unrestricted mobility to people everywhere.

Approach to Resolving Social Issues

Mazda Proactive Safety (P67) is the Company’s safety philosophy based on understanding, respecting and trusting the driver. Mazda places this philosophy at the heart of its research and development of safety technologies.

To drive safely it is essential to recognize potential hazards, exercise good judgment and operate the vehicle in an appropriate fashion. Mazda aims to support these essential functions so that drivers can drive safely and with peace of mind, despite changing driving conditions.

Since drivers are human beings, and human beings are fallible, Mazda offers a range of technologies which help to prevent or reduce the damage resulting from an accident.

Mazda Proactive Safety: Mazda’s Safety Philosophy

In order to resolve social issues, Mazda aims to provide the following benefits:

- Help reduce the risk of accidents and fatalities
- Help prevent collisions
- Help to avoid or reduce the severity of an accident
- Help to operate the vehicle safely
- Provide hazard detection
- Help reduce the risk of accidents
- Help improve the driver’s awareness
- Maximize the range of conditions in which the driver can drive safely and comfortably

What Mazda’s safety technologies aim to provide
**CREATING A SYSTEM THAT ENRICHES PEOPLE’S LIVES**

### Recognizing Social Issues

According to the 2020 White Paper on Information and Communications in Japan (published by the Ministry of Internal Affairs and Communications), Japan has been called as a country with advanced challenges. The country began to experience a declining population and aging society prompted by a falling birthrate sooner than other countries, while also facing the increasing concentration of its population in urban centers. In recent years, various issues have become apparent.

In urban areas, daily traffic jams and congestion have caused extended traveling and commuting times and other problems that lead to social losses. Meanwhile, areas in rural Japan where no public transportation is available have expanded, due to reduced and discontinued public transportation services such as trains and buses. As a result, freedom of mobility in everyday life is limited for people who have difficulty using private vehicles as their main means of transport.

As measures to effectively fulfill these mobility needs of local communities with different characteristics and issues, expectations are running high for Mobility as a Service (MaaS"). Amid ongoing discussions nationwide about MaaS in Japan, the automotive industry is striving to develop related technologies and create mobility service systems.

* Mobility as a Service (MaaS): An integrated transport service of search, reservation, payment, etc. that optimally combines multiple public transportation and other travel services in response to the travel needs of each local resident or traveler on a trip-by-trip basis

### Five Types of Regions Identified to Promote Japanese-style MaaS

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<th>Regional characteristics</th>
<th>Metropolitan area</th>
<th>Metropolitan suburban</th>
<th>Local urban</th>
<th>Suburb/Depopulated area</th>
<th>Tourist destination</th>
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<tr>
<td>Population size</td>
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<td>Medium</td>
<td>Small</td>
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<td>Primarily trains</td>
<td>Trains/cars</td>
<td>Primarily cars</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>

Regional issues

- Response to diversifying mobility needs
- Lack of information about potential demand
- Daily traffic jams and congestion
- Reliance on private cars
- Decline in local transportation
- Expansion of areas where no public transportation is available
- Increasingly insufficient transportation for non-car owners and elderly people who have returned their driver’s license
- Lack of secondary transportation and provision of tourism transportation in rural areas
- Need to facilitate smooth movement of foreign visitors to Japan, whose numbers are rapidly increasing
- Finely tuned response to diversifying tourism needs

Mazda's Approach to Resolving Issues

**Reasons for Addressing Social Issues**

Mazda predicts that around 2030, against the backdrop of global digitalization and widespread use of work efficiency improvement tools, the automotive industry will seek to increase convenience by linking cars and communications systems, offering various services one after another. Making the selection of which convenience-oriented services to provide a decision of significant value. Metropolitan areas with advanced infrastructure built to accommodate a greater concentration of people should be able to resolve any concerns or inconveniences regarding mobility with little difficulty, thanks to the development of shared services as well as expanded vehicle use and services, which will become comparable to those of public transportation systems.

On the other hand, depopulated areas in hilly and mountainous regions of Japan will continue to suffer a lack of transportation means due to the disappearance of public transportation services, making it harder for local residents—particularly the elderly and people with special needs—to get around. This issue will also involve regional revitalization, which cannot be resolved by merely providing relevant services alone.

Mazda will leverage available car and connectivity technologies to help create a community where local residents help one another and facilitate human interaction, assisted by drivers from both within and outside the community.
REALIZING A MOTORIZED SOCIETY FREE FROM TRAFFIC ACCIDENTS

Aiming to achieve a safer and accident-free automotive society, Mazda promotes safety initiatives from the three viewpoints of vehicles, people, and roads and infrastructure.

Three Viewpoints of Safety Initiatives

- Vehicles
  - Developing and commercializing safe vehicles
  - Mazda Proactive Safety: Mazda's Safety Philosophy
    - By providing a good driving environment and excellent handling stability to support the drivers’ safer driving, Mazda aims to maximize the range of ordinary driving conditions in which the driver can concentrate on driving without anxiety or stress.
    - If the risk of an accident increases, the sensing functions on the vehicle provide hazard alerts to help the driver avoid danger, thereby supporting safer driving. Moreover, understanding that human nature means that mistakes cannot be totally eliminated, Mazda offers safety functions on its vehicles that help prevent such human errors as much as possible, and if an error occurs, help prevent an accident or reduce the resulting damage.
    - Mazda places the highest focus on improving ordinary driving conditions to remove possible causes of an accident rather than on a “what if”-based approach (preparing for possible results).
    - Through providing these safety technologies based on a respect and understanding of human nature, Mazda supports driver’s safer and more secure driving.

- Roads and infrastructure
  - Participating in efforts to improve traffic environments

- People
  - Educating people about safety

Initiatives in Vehicles

Mazda aim to realize a safer and accident-free automotive society by creating system where all people, wherever they live, can enjoy unrestricted mobility.

While continuing to further enhance its safety technologies, Mazda works on technology development with the belief that technologies will demonstrate their true value only when their use becomes widespread.
Continuously Evolving Basic Safety Technologies as Standard for All Vehicles

Aiming to realize an automotive society that offers safety and peace of mind, Mazda promotes continuous evolution of basic safety technologies, such as the ideal driving position and pedal layout, excellent visibility, and human machine interface, and will install these in all vehicles as standard.

Ideal Driving Position

The major driving operation devices, including the pedals and the steering wheel, which are interface between man and vehicle, are located in an ideal position for a driver to operate them with ease and without fatigue.

Pursuing the Ideal Joint Angle for Comfortable Driving

The driving position is designed based on the theory of the “comfortable joint-link angle,” the joint angle at which the driver of any physical type can exert strength quickly and properly. For Mazda3, which was introduced in 2019, the adjustable range of the telescoping mechanism*1 has been extended and the driving position adjustment accuracy has been improved to provide the driver with a more comfortable driving position. The above design modification has reduced the tightness a small driver feels when he/she moves the seat forward. The front console layout has also been renewed. In particular, the cup holder position has been moved to the front of the shift lever.

Image of comfortable joint-link angle

Helping Drivers Assume the Ideal Driving Position

Mazda believes that the ideal driving position not only allows drivers to properly control a vehicle, but also can improve their handling in emergency collision avoidance and reduce injury to occupants even if a collision occurs. Therefore, the Company has offered driving position lectures by experts at the Mazda Driving Academy (P76) and other events.

The CX-60 has incorporated an automatic driving position guide so that many more people can drive the car in the driving position that Mazda considers ideal.*2 As one of the driver personalization systems, this feature perceives the driver’s physical build by detecting the positions of his/her eyes with a camera, as well as based on the body data that he/she has inputted in advance. Then this feature automatically adjusts the positions and angles of the driver’s seat, the steering wheel, the Active Driving Display, and the outer mirrors. The driver can also make fine adjustments on his/her own.

Image of comfortable joint-link angle

*1 A mechanism to move the steering wheel back and forth.

*2 Some grade only
Ideal Pedal Layout
The front tires and tire houses have been repositioned farther forward to realize an offset-free, ideal pedal layout where the driver can stretch his/her foot forward and naturally rest it on the accelerator pedal when he/she sits in the seat. The distance between the accelerator pedal and the brake pedal has also been reviewed and optimized. As a result, the driver can enjoy driving more comfortably for many hours in a relaxed posture while operating the pedals more smoothly.

These design improvements reduce both driving fatigue and the possibility of the driver stepping on the wrong pedal when braking in an emergency.

Comfortable layout enabling easy operation

Ideal Pedal Layout in Both Front-Engine, Rear-Wheel-Drive (RWD) Cars and All-Wheel-Drive (AWD) Cars
The CX-60, the first among the new SUV models, uses a longitudinal-engine power unit. Although its transmission layout posed challenges to be solved to realize the ideal pedal layout, those challenges have been overcome by downsizing the transmission. In addition, Mazda developed a lightweight, compact AWD system with a well-designed layout of the front-wheel-drive shaft, thereby realizing the ideal pedal layout even in AWD cars. Creative development ideas were put into practice to make a sufficient space available for the pedals and realize a pedal layout that allows the driver to press a pedal in a natural position whether in an RWD car or in an AWD car, resulting in the ideal driving position that provides a jinba-ittai (sense of oneness between driver and vehicle).

Organ-Type Accelerator Pedal
With an organ-type accelerator pedal, the driver’s heel is placed on the floor, and the driver’s foot and the pedal follows the same trajectory. This makes accelerator pedal control easier because the heel position is stabilized. For the 2019 Mazda3, Mazda has developed a new organ-type accelerator pedal structure in which the pedal fulcrum is positioned more closely to the driver’s heel when compared with conventional accelerator pedals of this type. The new accelerator pedal minimizes the deviation of its trajectory when depressed, enabling the driver to use his/her calf muscles more efficiently.

New and conventional organ-type accelerator pedal

In the case of an AWD car
Conventional rear-wheel-drive-based AWD platform
CX-60 AWD
Excellent Visibility
Mazda considers it important to secure good visibility to help the driver prevent accidents by supporting his/her ability to predict and react to his/her surroundings, such as road environment, other vehicles, obstacles, and pedestrians including children. To expand the vision through the door mirror so as to improve the visibility of pedestrians and obstacles, door mirrors of all Mazda passenger vehicles currently available on the market are installed on the outer door board in a lower position. For the 2019 Mazda3 and subsequent models, the visibility has been further enhanced by a combination of the inherent slenderness and the well-devised shape of the A-pillar. Visibility for children is especially cared.

Opening angle enlarged by improved A-pillar

Introducing the See-Through View Technology, which Helps the Driver Check the Surroundings
The See-Through View technology has been introduced in the CX-60 to allow the driver to check the surroundings with a stronger feeling of security.*1 This technology uses a camera system that has the three functions of detection, identification and collision prediction. With this camera system, the technology complements the driver’s vision by displaying an image of the surroundings as if they are seen from inside the car in order to enable the driver to not only find an object or pedestrian as early as possible but also park or start the car without concern.

■ Detection: Broadening the field of vision by integrating a front-view (or rear-view) image with part of a side-view image
■ Identification: Making the integrated image show an object in a larger size and three-dimensionally so that it seems like a diagonal view (from the driver’s seat)
■ Collision prediction: Displaying the outermost side of the car and its predicted line of course

*1 Some grade only
“HMI Concepts” to Minimize Causes of Careless Driving

Mazda has been committed to developing Human Machine Interface (HMI), which denotes equipment and mechanisms that facilitate communication of information about various things occurring during the drive between the driver and the vehicle, based on the concept “Heads-up Cockpit.” Equipped with thoroughly human-centered HMI, the cockpit is designed to minimize three risk factors for careless driving (cognitive distraction, visual distraction, and manual distraction) to enable the driver to concentrate on driving.

The information necessary for driving is presented in order of priority, so that the driver can concentrate his/her attention on driving and thus reduce cognitive distraction. Indications in front of the driver's seat have been simplified to make the display easier to see and thus reduce visual distraction. Indicators and other intuitively operable devices are installed to reduce manual distraction.

Designing a cockpit that enables the driver to concentrate his / her attention on driving

The area that becomes visible when moving the eyes

1. Active driving display
   - Active information
     - Vehicle speed
     - Sign
     - Navigation information and others

2. Center display
   - Information for comfort and convenience
     - Media information
     - Map information
     - Warning information and others

The area that becomes visible when lowering the head

3. Meter
   - Status information
     - Tachometer
     - Fuel gauge, water temperature gauge
     - Travel distance and others

More Advanced HMI Based on an Enhanced Human-Centered Design Philosophy

The CX-60 is the first model to be equipped with HMI that features an advanced indicator system based on an enhanced human-centered design philosophy. The most prominent advancement lies in the increased area of the Active Driving Display (ADD), which is three times larger than ADDs in preceding models, including the Mazda3. In response to the enlarged ADD, the indicator layout has also been reconstructed to make displayed information more recognizable and more quickly readable. More specifically, the indicators are laid out optimally, grouped more appropriately, and enlarged.

- Optimal indicator layout
  When Mazda Radar Cruise Control (MRCC) or other driving support systems start working, the indicator layout will change from the usual one. Now that necessary information is displayed in the optimal layout according to the situation, the driver can read the indicators in a minimum time in each setting and recognize the state of the vehicle intuitively.

- More appropriate indicator grouping
  The ADD is divided into zones each of which shows indicators for similar kinds of information in a group, thereby making the indicators more recognizable and reducing the time required to look for necessary information.

- Enlarged indicators
  In order to provide a safer and enjoyable driving experience for drivers of various age groups, the size of letters and graphics has been increased to improve visibility.

Changes in information that should be recognized can be easily noticed without having to pay close attention to the ADD by devising color and shape changes.

1. Vehicle speed and other "active information that should be checked at every moment" are shown in the active driving display.
2. The amount of fuel and other "status information necessary for checking the status of the vehicle" are shown by meters.
3. Media information and other "information for comfort and convenience" are shown in the center display.

*1 The following are three factors that cause careless driving.
- Cognitive distraction: The driver is distracted by something other than vehicle control, such as checking the position of a switch and its operation method.
- Visual distraction: The driver takes his/her eyes off the road to check the information or for other purposes.
- Manual distraction: The driver strongly moves his/her body and adopts an awkward posture to operate a device.

*2 Some grade only
Human-centered Advanced Driving Support Technology
Mazda Co-Pilot Concept

The Mazda Co-Pilot Concept is Mazda’s unique concept for human-centered advanced driving support technology. Based on this concept, people enjoy driving and are revitalized mentally and physically through the process. Meanwhile, the car knows all the movements of the driver and the car is driving “virtually” in the background at all times. If the unexpected occurs, such as the driver suddenly losing consciousness, the car takes control to help prevent an accident and reduce potential injuries. It also automatically contacts emergency services and drives to a safer location.

The Company aims to develop technologies of the Mazda Co-Pilot Concept, which uses autonomous driving technologies to allow drivers to enjoy any drive with peace of mind, and make these technologies standard.

i-ACTIVSENSE Advanced Safety Technologies*1

Mazda is committed to continuous evolution of i-Activsense advanced safety technologies, to deliver safer, more reliable cars to a greater number of customers, from beginners to elderly drivers. Mazda’s i-Activsense is an umbrella term covering a series of advanced safety technologies, developed in line with Mazda Proactive Safety. They include active safety technologies that support safer driving by helping the driver to recognize potential hazards, and pre-crash safety technologies which help to avert collisions or reduce their severity in situations where they cannot be avoided.

As a result of ongoing steady technological evolution, in 2020, two new safety features were added to the i-Activsense umbrella: a Smart Brake Support <Turn-Across Traffic> (SBS), and an Emergency Lane Keeping <Blind Spot Assist> <Road Keep Assist> (ELK). These new technologies have been adopted for the MX-30.

The Company has completed application of six technologies, including the collision damage reduction brake (Advanced Smart City Brake Support or Smart Brake Support) and an acceleration suppression device that functions when the driver depresses the wrong pedal (AT Acceleration Control), for all 12 major models*2 sold in Japan, as standard equipment. Under the new vehicle safety concept “Safety Support Car S (Suppocar S)*3” recommended by the Ministry of Economy, Trade and Industry and the Ministry of Land, Infrastructure, Transport and Tourism, these models qualify for the “Wide” Suppocar S category (as of November 2022).

TOPICS
Driving Support Plus*1, a System That Supports Safe Driving with an Electronic Key

Drivers in all age groups can cause an accident by stepping on the wrong pedal. To allow all drivers to enjoy driving with a feeling of security, Mazda has introduced Driving Support Plus, starting with the CX-60. If this new system detects the driver suddenly stepping on the accelerator pedal and judges this to be a pedal misapplication, the system will prevent the vehicle from suddenly accelerating and will reduce damage by suppressing the acceleration even if there is no obstacle in front of the vehicle, as well as informing the driver of the pedal misapplication with the warning buzzer and the indicator. Driving Support Plus is automatically started by unlocking the doors with the optional dedicated keyless entry system and starting the engine. In addition to AT Acceleration Control, this system helps prevent accidents caused by pedal misapplication and reduces damage from such errors.

«Conditions for system functioning»
- When the select lever is at any position other than “P” or “N”
- When the vehicle is moving forward at a speed of about 30 km/h or lower or reversing at a speed of 15 km/h or lower

*1 Warning concerning Driving Support Plus

- Since Driving Support Plus is a driving support system, its functions have limitations. For your safe driving, please do not rely solely on this system. Excessive reliance on this system may expose you to danger of an unexpected accident. Be sure to confirm that the situation surrounding your vehicle is safe while you are driving.
- Please note that Driving Support Plus may not function in some situations.
- Driving Support Plus is not a collision prevention system. In addition, since it has no function of automatically stopping the vehicle, the vehicle will move by inertia even after the system functions. Be sure to check the surrounding traffic situation and apply the brakes on your own.
- Please do not test the acceleration control function of the system by trying suddenly stepping on the accelerator pedal on your own. The system may not properly function in some situations, exposing you to danger of an unexpected accident.

*1 i-Activsense technologies are designed to help reduce damage and/or injuries resulting from accidents. However, each system has its limitations, and no safety system or combination of such systems can prevent all accidents. These systems are not a replacement for safe and attentive driving. Please drive carefully at all times and do not rely on technology to prevent an accident.

*2 Applied models: Mazda2, Mazda3, Mazda6, CX-3, CX-30, CX-5, CX-8, Roadster/MX-5, and Roadster RF/MX-5 RF

*3 A popular name for a safe-driving support car designed to prevent traffic accidents, which have been a societal problem in Japan. It is particularly recommended for use by aged drivers.
Driver Monitoring (DM)

For Driver Monitoring (DM), which was introduced in the Mazda3 in 2019 for the first time, two new functions have been added: step-by-step warnings issued when the driver’s drowsiness is detected, and an earlier frontal collision warning issued when careless driving is detected. More advanced technologies are applied to the CX-60, detecting drowsy driving with the driver’s eyes closed and noticing a sudden change in the driver’s condition based on changes in his/her posture or the position of his/her head, in addition to issuing a warning against careless driving. The accuracy of DM’s detection of both drowsiness and careless driving has increased through comprehensive judgment based on various factors, including the state of driving.

Driver Monitoring

Detecting the driver’s condition by Driver Monitoring

<table>
<thead>
<tr>
<th>MAZDA 3 (from 2019 onward)</th>
<th>Detection of careless driving</th>
<th>Directions of the eyes and face</th>
<th>Detecting careless driving from the directions of the driver’s eyes and faces</th>
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</thead>
<tbody>
<tr>
<td>CX-60 (from 2022 onward)</td>
<td>Detection of drowsy driving</td>
<td>Movement of the eyelids</td>
<td>Detecting drowsy driving from the movement of the driver’s eyelids</td>
</tr>
<tr>
<td></td>
<td>Closed eyes</td>
<td>Detecting the driver’s closed eyes from the distance between his/her upper and lower eyelids</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Abnormal position</td>
<td>Detecting the driver not holding the steering wheel from his/her abnormal position</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Abnormal position</td>
<td>Position (location and angle)</td>
<td>Detecting abnormalities in the driver’s position in comparison with his/her usual driving position</td>
</tr>
</tbody>
</table>

Driver Emergency Assist (DEA) system*1

The CX-60 is the first model to be equipped with the Driver Emergency Assist (DEA) system based on an advanced safety technology that can detect abnormalities in the driver’s condition to help avoid an accident or reduce damage and injuries. Working with Driver Monitoring, the DEA system will slow down and stop the vehicle if it becomes difficult for the driver to continue to drive due to a sudden sickness or for other reasons, regardless of whether the vehicle is running on an expressway, an automobile road, or an ordinary road. This system therefore helps avoid an accident or reduce accident damage and injuries.

Steps in the operation of the DEA system

1. Monitor the state of the driver and detect an abnormality
2. If the driver cannot resume driving, slow down and stop the vehicle while blinking not only the hazard lights but also the brake lights and sounding the horn repeatedly
3. Automatically make emergency contact with an external party as needed

* Some functions of the DEA system are available only for customers who have contracted for the connected services and inserted an SD card in their navigation system.

Mazda has developed services with the aim of making customers’ lives shine with not only its products and technologies but also services. Since September 2019, the Company has provided connected services focusing on two groups of functions: 1) safety and security and 2) comfort and pleasure. In June 2022, the price system for the overall connected services was revised, with the free-of-charge period for the “safety and security” functions extended from three years after the first registration for the services to 10 years after the first registration for the services. In the event of an emergency, such as a sudden sickness and a vehicle breakdown, connected service users can receive support provided by the operator in cooperation with emergency medical service staff, the police, and the distributor. Moreover, the CX-60 owners can use the additional function of Mazda Emergency Call, which automatically issues a report in the event of an emergency, such as the driver losing consciousness, in coordination with the Driver Emergency Assist function. Mazda will continue its efforts to realize a safe and secure society where people can enjoy travel freely by driving a car whenever they like.
Technologies for Mitigating Injuries and Damage from an Accident

In anticipation of an accident, Mazda has been developing technologies for mitigating injuries to the driver, passenger, and pedestrians and damage to other vehicles involved in the accident, mainly focusing on analyzing various real cases of accidents and various forms of accident-caused injuries and damage in the market, as well as human-engineering mechanisms for causing injuries to human bodies.

The Company has been dramatically enhancing the collision safety performance of Mazda vehicles by utilizing a sturdy body structure that can absorb energy more efficiently and minimize cabin deformation in the event of a collision in any of the various directions and a protective structure developed based on the human characteristics of drivers, passengers, and pedestrians to reduce injuries to them from various kinds of accidents. Mazda’s major safety technologies are described below.

Lightweight collision-safety body:
Mazda has developed a sturdy vehicle body structure that can absorb energy very efficiently by introducing highly strong material for pillars and frames, reinforcing skeleton joints, and designing the optimal forms of skeleton joint sections. This body can absorb and disperse impacts in various directions to support the cabin and mitigate its deformation.

Occupant protection:
Mazda has developed a technology for reducing injuries based on research on the human characteristics of people who are different in terms of build, including elderly people. Mazda vehicles use an occupant-protection structure in anticipation of various forms of accidents and injuries.

Pedestrian protection:
As a technology for mitigating injuries to not only drivers and passengers but also pedestrians in the event of an accident, Mazda vehicles use a pedestrian-protection structure designed in anticipation of injuries in various spots in pedestrians’ bodies.

Technologies Introduced in 2022 for the CX-60 and subsequent models
The following technologies have been used in the CX-60, which was launched in Europe in April 2022.

Lightweight Collision-Safety Body

Ultrahigh-tensile steel plate
The percentage of steel panels with an ultrahigh tensile strength of 980 MPa or more used in a vehicle has increased from about 13% for the previous model to about 21% for the CX-60. The CX-60 is Mazda’s first model to use 1,470-MPa-class cold-stamped steel and 1,800-MPa-class hot-stamped steel for body structural parts, thereby achieving light weight.

Frontal collision safety performance
The bumper beam and the perimeter beam have been elongated at both sides to protect the vehicle from a collision in any of the various directions and reduce damage to other vehicles involved in the collision.

Side collision safety performance
A highly strong underbody structure is used to provide a protective space for the drive battery under the floor in anticipation of a collision against a tree, a utility pole, etc.

Occupant Protection

Front seat
To reduce possible neck injuries from a rear-end collision, the front seats are designed not to lean backward at the initial stage of the collision, using seat frames with increased rigidity and bend-resistant seat sliders. In addition, the seat back cushions, featuring the optimized hardness of each part, are designed to securely hold the head as early as possible to mitigate the opposite-direction movements of the head and the torso.

Seatbelt lap anchor
To minimize the slack of the belt irrespective of the forward-backward position of the seat, the lap anchor of each front seat is now attached to the seat, instead of the floor, to which the previous type of lap anchor was attached. This change helps the seat firmly hold the occupant’s body as soon as possible in the event of a collision.

Driver’s seat knee airbag
The driver’s seat knee airbag has been introduced to protect the front parts of the driver’s knees. It helps to prevent the driver’s body from moving forward to reduce possible injuries to his/her chest, stomach and legs.

Front seat side airbag
The front seat side airbag has been improved with novel ideas for folding and packaging so that it can open more quickly to firmly hold the driver’s and passenger’s body. Its ability to hold the driver’s and passenger’s body has been optimized by effectively utilizing the stroke of energy absorption with the aim of reducing possible injuries to aged drivers and passengers who are less resistant to impacts.

Pedestrian Protection

Head protection measures
To reduce injuries to the head of a pedestrian in the event that his/her head hits the hood in a collision, a space has been secured inside the hood so that his/her head will be softly supported by the structure inside the hood and prevented from touching hard objects inside the engine compartment, such as the engine and structure parts.

Lower-back and leg protection measures
To reduce the severity of possible bone fractures in a pedestrian’s lower back and legs, as well as injuries to his/her knee ligaments, the CX-60 is designed so that, even if his/her lower back and thighs hit the front bumper, the face upper will softly support them with a reduced impact after that, while the lower stiffener will work similarly on his/her lower legs, thereby preventing the eversion of his/her knee joints and their resulting abnormal bend.
External Evaluations for Mazda’s Safety Technologies
Mazda has earned high evaluations for its safety technologies.

Third Party Safety Evaluations

Rating by vehicle model

|---------|---------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|

Recent Evaluations

<table>
<thead>
<tr>
<th>Country</th>
<th>Rating</th>
<th>2022</th>
<th>Number of vehicle models receiving the highest possible rating/number of vehicle models evaluated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>5-Star</td>
<td>Not evaluated</td>
<td>—</td>
</tr>
<tr>
<td>US</td>
<td>5-Star</td>
<td>MAZDA 3, CX 30, CX 5, CX 9, MX 30</td>
<td>5/5</td>
</tr>
<tr>
<td>Europe</td>
<td>5-Star</td>
<td>Not evaluated</td>
<td>—</td>
</tr>
</tbody>
</table>

*1 J-NCAP (Japan New Car Assessment Program: Vehicle collision safety performance evaluations conducted by the National Agency for Automotive Safety and Victims’ Aid. For collision safety performance, 5-Star is the highest possible rating.
*2 US-NCAP (National Highway Traffic Safety Administration’s 5-Star Safety Ratings program. 5-Star is the highest possible rating.
*3 Euro-NCAP (European New Car Assessment Programme: An independent agency comprised of the transport authorities of European countries, etc. 5-Star is the highest possible rating.
*4 Mazda earns the 2022 Top Safety Pick+ (2022 TSP+), the highest safety rating given by IIHS for the third consecutive year.

Five Mazda U.S. specification models,*1 including the 2022 model year’s Mazda3 and CX-5, tested by the U.S. Insurance Institute for Highway Safety (IIHS), have been awarded the nonprofit organization’s highest safety rating. In addition to conducting crashworthiness tests (including a moderate overlap frontal crash test, a driver-side small overlap frontal crash test, a passenger-side small overlap frontal crash test, side crash tests, a head restraints test, and a roof strength test), the IIHS evaluates the performance of the crash damage reduction brake, which is a preventive safety technology, the crash avoidance performance of a frontal crash warning system, and headlight performance.

*1 Insurance Institute for Highway Safety
*2 Top Safety Pick+
*3 2022 model year Mazda3 Sedan, Mazda3 Hatchback, Mazda CX-30, Mazda CX-5, Mazda CX-9 currently on sale in the U.S.
Initiatives with People

It is said that most traffic accidents are caused directly or indirectly by human behavior.

Mazda endeavors to raise safety awareness among adults and children through various means of communication.

Raising Traffic Safety Awareness

In cooperation with local municipalities and organizations, Mazda and its Group companies in Japan and overseas conduct various activities to raise safety awareness.

In FY March 2022, Mazda participated in the Traffic Safety Challenge Festa held at Hiroshima City Transportation Museum and conducted safety-awareness raising activities, which it had continued in cooperation with the Hiroshima Branch of the Japan Automobile Association (JAF) since 2017 to increase the seatbelt usage rate. The importance for all car occupants to wear a seatbelt was explained through the simulation of a collision at a speed of 5 km/h, quizzes to raise children's safety awareness, and shock absorption experiments with toy cars. In addition, a safe driving seminar for aged drivers was held at a local community center.

Raising awareness of using a seatbelt and child seat

Safe Driving Demonstration

Starting from FY March 2015, Mazda has held the Mazda Driving Academy, an experience and training program to help customers in Japan learn the theories and techniques to control their cars easily, comfortably and safely. A variety of curriculums tailored to the needs and level of the customers are offered, from basic driver training of drive, turn, and stop, to the exciting experience of driving on a racing circuit, with the aim of improving their driving skills and raising the awareness of safe driving. In FY March 2022, the Mazda Driving Academy was held six times.

Driving position lecture

Experiencing sudden braking

Initiatives with Roads and Infrastructure

Initiatives toward Realizing a Safe Automotive Society with ITS¹

Traffic accidents and congestion are serious social problems in many countries and cities. To solve these problems, worldwide efforts have been taken to introduce advanced technologies for roads and automobiles. As an automobile manufacturer, Mazda has been proactively supporting the ITS project driven by the government and private sector, and working collaboratively with the national and local governments and related companies in order to realize a society where the road traffic is safe and accident-free.

Technology to Notify the Driver of Unseen Dangers

Mazda is promoting research and development of ITS as a means to monitor the objects in a distant position that cannot be detected by Mazda's advanced technology i-Activsense or the areas in an intersection that cannot be seen from the driver.

ITS Projects Mazda Participates

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Organizer</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASV (Advanced Safety Vehicle)</td>
<td>Research and development to realize a system to assist safer driving utilizing cutting-edge technologies, including communication-based driving safety support systems. In 1991, the project's first phase was launched, and currently discussions are under way as to the sixth phase.</td>
<td>Road Transport Bureau, Ministry of Land, Infrastructure, Transport and Tourism</td>
</tr>
<tr>
<td>ITS Connect*</td>
<td>The ITS Connect Promotion Consortium promotes practical application and widespread use of a driving support system combining automobile-related technology with new ITS communication technology. The consortium aims to achieve a safe anxiety-free transportation society, by studying the fundamental technology for the driving support system (ITS Connect), which utilizes ITS dedicated frequency band, and carrying out operation support.</td>
<td>ITS Connect Promotion Consortium</td>
</tr>
<tr>
<td>Hiroshima Sandbox</td>
<td>Effective use of communication-type ITS systems and open cloud data to enhance the safety and convenience of public transportation systems and make transportation smoother by realizing priority traffic signal control for public transportation systems, minimizing hazardous events at intersections and other places, and promoting ride sharing by increasing transfer convenience.</td>
<td>Hiroshima Prefecture</td>
</tr>
</tbody>
</table>

¹ Website of ITS Connect Promotion Consortium (https://www.itsconnect-pc.org/en/)

¹ ITS: Intelligent transport system uses telecommunications technology to bring together vehicles, people, and the traffic environment, with the aim of easing traffic congestion and reducing the number of accidents throughout Japan.
CREATING A SYSTEM THAT ENRICHES PEOPLE’S LIVES

Mazda aims to build a model of social contribution that will enrich lives by offering safe, secure and unrestricted mobility to people everywhere. The Company is also committed to improving its brand value by making active regional contributions through automobiles.

Social Contributions Capitalizing on the Strength of a Vehicle Manufacturer

Mazda promotes various initiatives to help resolve social issues, taking advantage of technologies and skills that the Company has cultivated thus far. While valuing dialogues and co-creation with its stakeholders, Mazda aims to achieve sustainable development of society.

Testing a Shared Mobility Service Leveraging Connectivity Technologies

Mazda will leverage the car and connectivity technologies to help create a community where local residents help one another, assisted by drivers from inside and outside the community, and promote real-life discoveries, experiences and growth through human interactions. Surely that is the way to create a more human world that allows people to really experience the joy of life.

Recent years have witnessed the dilapidation of public transportation systems in depopulated areas in hilly and mountainous regions of Japan, and this has made it harder for the elderly and disabled to get around. To help resolve such social issues, in December 2018 in Miyoshi City, Hiroshima Prefecture, Mazda started testing a shared mobility service utilizing its connectivity technologies, in cooperation with local residents and prefectural and city authorities. The Company is in charge of developing a transportation service management system and application software for users. Mazda is in the process of coming up with ideas to improve the convenience of the service through dialogues with the local community while having residents of the testing sites—the Kawanishi district and Sakugi-cho of Miyoshi City—continue using the service.

The Company is currently implementing various measures to ensure seamlessly connected mobility of people and goods inside and outside the community by linking the shared mobility service with regional information on local exchange events, shipping/collection of agricultural products, etc. Through such measures, Mazda strives to realize a sustainable service used by many more people, thereby leading to community invigoration in the future. Through this testing, Mazda aims to build a social contribution model that will support regional revitalization and enrich lives in the region by offering safe, secure and unrestricted mobility to people everywhere.

Helping Disaster Evacuees Spend the Night in a Car

By leveraging its knowledge as an automobile manufacturer in response to recent frequent disasters beyond expectation, Mazda has launched a Mazda original kit of emergency items that are useful for disaster evacuees spending the night in a car. The kit includes goods that enable evacuees to spend the night as comfortably as possible in a car, such as pressure socks, which help reduce the risk of suffering from economy class syndrome, as well as portable toilets and a water bag. The kit also includes a booster cable, which will be helpful when the car battery dies.

In the aftermath of a disastrous torrential downpour in Japan in July 2020, Mazda sent quantities of this kit to disaster-affected areas so that it would be used for support and recovery activities. Moreover, in July 2022, a more affordable low-price variety of this emergency kit (5 L) was added to the lineup with a view to having many more people use it.

Outline of Shared Mobility Service Testing

Local government

Mazda

Support system/support for legal compliance procedures, etc.

Request through phone or application

Collaboration through creation of systems to promote mobility and mobilize the local economy

Pickup and drop-off service (share-ride)

Arrangement and dispatch of vehicles

Collaboration with local events

Supermarket, etc.

Clinic

Station/bus stop

Service users

Driver

Mazda original emergency kit for spending the night in a car
Contribution to Society

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

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.

Three Pillars in Basic Policy on Social Contribution Initiatives

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 decided by the CSR Management Strategy Committee. (☞ P11)

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 2022 Major Results:

■ Carried out over 450 activities※2 in Japan and overseas※3 (cost of social contribution activities: around 2.58 billion yen in FY March 2022). (☞ P123)

■ 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.

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. Mazda also 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.)

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/outward 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.

■ The 8th Annual Mazda Social Contribution Prize

The FY March 2022 prize winning activities were selected from the social contribution activities introduced in the Mazda Social Contribution Activities Report※4 (which covered the period from April 2020 through March 2021).

The 8th Annual Mazda Social Contribution Prize

<table>
<thead>
<tr>
<th>Activity name</th>
<th>Grand Prize</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support activities in response to the spread of COVID-19 (Support for healthcare workers)</td>
<td>[Mazda North American Operations]</td>
</tr>
</tbody>
</table>

| Special Prize | Support for Auckland Zoo [Mazda Motors of New Zealand Ltd.] |
| Special Prize | Operation Blue Seed [Chiba Mazda Co., Ltd.] |
| Honorable Mention | Supporting learning through Monotsukuri [Mazda Motor Corporation] |
| Honorable Mention | Food Drive [Chiba Mazda Co., Ltd., Mazda Autozam Ichihara-Kita] |

※1 In Japan, the United States, Australia, New Zealand, and South Africa, the Mazda Foundation in each country separately undertakes various activities.

※2 Social contribution activities: Consolidated basis, Mazda Motor Corporation and its major subsidiaries. Monetary donation, goods donation, facility sharing, employee participation and dispatch, voluntary programs, and support for disaster-stricken areas.

Volunteering by Employees
Mazda offers support to help employees become actively involved in volunteer activities.
- Providing volunteer opportunities (Mazda Specialist Bank, Mazda Volunteer Center, etc.)
- Subsidizing part of the cost of activities (Mazda Flex Benefits (P120), etc.)
- Enabling employees to take leave for activities (volunteer leave included in the Special Warm Heart leave system (P120), 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/Northern Kyushu heavy rain in July 2017/heavy rain in July 2018/Typhoon Jebi (No. 21) in 2018/Hokkaido Eastern Iburi Earthquake in 2018/Typhoon Hagibis (No. 19) in 2019/heavy rain in July 2020 (Japan), hurricanes (United States), Mexico Earthquake (Mexico), flooding in Southern Thailand (Thailand), etc.

MAZDA SUSTAINABILITY REPORT 2022

Support through Mazda Foundations
Mazda and its Group companies have established Mazda Foundations in five countries, to promote support activities tailored to each region.

<table>
<thead>
<tr>
<th>Country</th>
<th>Name</th>
<th>Support activities / objectives</th>
<th>Year of establishment</th>
<th>Amount of grants (donations) in FY March 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>Mazda Foundation</td>
<td>Support activities to promote science and technology and the sound development of youth.</td>
<td>1984</td>
<td>Around ¥50,150,000</td>
</tr>
<tr>
<td>U.S.</td>
<td>Mazda Foundation U.S.A. (MFUS)</td>
<td>Provide funds to various initiatives for education, environmental conservation, social welfare, cross-cultural understanding, etc.</td>
<td>1990</td>
<td>Around US$475,000</td>
</tr>
<tr>
<td>Australia</td>
<td>Mazda Foundation Australia (MFAS)</td>
<td>Provide funds to various initiatives, including education, environmental conservation, technology promotion, and welfare.</td>
<td>1990</td>
<td>Around A$675,000</td>
</tr>
<tr>
<td>New Zealand</td>
<td>Mazda Foundation New Zealand (MFNZ)</td>
<td>Provide funds to various initiatives, including education, environmental conservation, and culture.</td>
<td>2005</td>
<td>Around NZ$260,000</td>
</tr>
<tr>
<td>South Africa</td>
<td>Mazda South Africa</td>
<td>Provide funds to various initiatives, including education, career development, technological development, and environmental conservation.</td>
<td>2017</td>
<td>Around R845,000</td>
</tr>
</tbody>
</table>

TOPICS Renovated Mazda Museum Grand Reopening
The Mazda Museum has undergone a full renovation. The museum showcases historic vehicles and exhibits of the company’s history from its foundation. Open to the public in May 2022, the museum’s spatial design and displays have seen a complete makeover with the aim to provide customers and people in the community with a space in which they can grow closer to Mazda, as well as to strengthen the Museum’s role as a base for communication of the Mazda brand.

The museum has 10 different exhibit zones with décor and lighting that match each zone’s theme. The entire museum has been designed to provide visitors with a narrative experience of Mazda’s vision for the next century and the thoughts that have gone into the past 100 years of Mazda manufacturing.

TOPICS Mazda supports humanitarian efforts to help Ukraine emergency situation
Mazda has been deeply saddened by the events taking place in Ukraine since February 2022 and is concerned for the safety and well-being of people there and throughout the region. Regarding the situation, Mazda provided humanitarian support to Ukraine.

Mazda made financial donation of 1 million euros to the Office of the United Nations High Commissioner for Refugees (UNHCR) in March 2022. From March to April 2022, the Company also conducted the “One Mazda Ukraine Humanitarian Aid Fund,” a fundraising campaign by Mazda Group employees around the world, in an effort to support grassroots activities, such as refugee assistance in Europe undertaken by employee volunteers at Mazda Motor Europe GmbH, Mazda Motor Poland and other local subsidiaries. The fund raised approximately 8 million yen in total. Donations were shared equally between UNHCR and grassroots activities, and used to provide food, sanitary and medical supplies, batteries, blankets, and other items in cooperation with local sales companies in areas such as Poland and Kyiv, which required assistance and sustained significant damage. There was an anonymous donation with a message “for friends in Europe”. Through this effort, all of Mazda’s employees around the world united together for Ukraine.

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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 / Greening Activities in Collaboration with Communities
The Mazda R&D Center Yokohama (MRY), Mazda’s base for research and development in Yokohama, has supported the Keihin Afforestation Project promoted by Yokohama City. Since 2004, they have also supported “How Far Does a Dragonfly Fly?” Forum, a collaborative project implemented by companies, universities, local governments, and citizens to investigate and track the flight of dragonflies. Through such projects, they are working to revitalize nature and expand green environments. In this investigation, dragonflies are used as indicators to verify whether sufficient green space is available and the quality of green space is maintained with consideration for biodiversity (ecosystem).

New Zealand / Assisting in the Development of Hands-on Learning
Since 2004, Mazda Motors of New Zealand Ltd. (MMNZ) has been supporting the activities of Project Crimson Trust, one of New Zealand’s leading conservation organizations. Since 2008, in cooperation with the trust, the Mazda Foundation New Zealand has been participating in the “TREEmendous” project to work with schools to assist them in the development of hands-on learning that incorporates outdoor areas into the curriculum. In FY March 2022, the foundation assisted four schools.

[Safety]
Japan / Raising Traffic Safety Awareness
Local dealerships conduct traffic safety patrols around their neighborhood. This activity is aimed at reducing traffic accidents by distributing reflectors and installing flags to raise awareness of traffic safety among local residents.

Japan / Cleaning Convex Traffic Mirrors
During the Road Safety Week, among other opportunities, local dealerships have regularly participated in the cleaning and inspection of convex traffic mirrors, to contribute to traffic safety. These dealerships work in collaboration with local police stations and other parties. This activity is aimed at preventing traffic accidents involving passing vehicles by ensuring visibility of convex traffic mirrors and by reporting their damage and other issues to the competent police stations.
Human Resources 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.

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

Human Resource Development
Japan / Promoting Children’s Education
Mazda conducts plant tours for elementary schools in the vicinity of the Hiroshima Plant and Hofu Plant (Yamaguchi Prefecture). In FY March 2022, the tours were conducted online for the first time due to the impact of the novel coronavirus (COVID-19) pandemic. The Company also offers environmental education and vocational lectures at the request of elementary schools, middle and high schools, and universities in the neighborhood. In addition, every year Mazda participates in the “Kids Engineer” program for elementary school students, sponsored by the Society of Automotive Engineers of Japan (JSAE). In FY March 2022, the Company provided the online program on painting technologies “Secrets of Colors.”

Community Contributions
Japan / Donation of 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 vehicle to a social welfare organization. Since the cumulative number of visitors reached 22 million in October 2021 and 23 million in June 2022, two vehicles were donated to organizations in Hiroshima City. Mazda had donated a cumulative total of 23 vehicles.

Community Contributions
Mexico / Holding an Ekiden Road Relay Race
Since 2016, Mazda de Mexico Vehicle Operation (MMVO) has held the Mazda Ekiden road relay race to promote Japanese culture in the region and provide a space where employees, their family members, and local residents can spend quality time together. In FY March 2022, amid the COVID-19 pandemic, the Ekiden road relay race was held online as in the previous fiscal year, with not only participants from Mexico but also those invited from Japan, the United States, Canada and Australia, in an effort to continue healthy and active initiatives (more than 3,000 participants from 611 teams in total).