

CHAPTER




3

PEOPLE

While ensuring every individual working together fully demonstrates his/her individuality, Mazda will offer value derived from a human-centered philosophy to continue to create moving experiences that uplift and energize people, bringing more enjoyment to everyday life.



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People

UPLIFTING MIND AND BODY

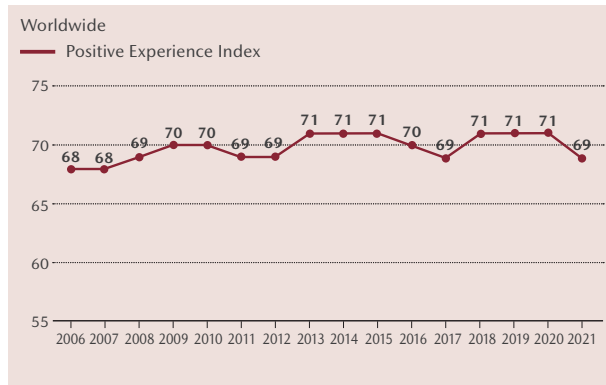
Recognizing Social Issues

The preamble to the Constitution of the World Health Organization (WHO) defines that “Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.” Here, health is expressed with the word “well-being.”

Gallup, Inc. of the United States has conducted an emotional health survey in more than 140 countries and areas. In this survey, respondents’ emotional experiences serve as one of its key measurement indicators.

The survey results revealed that during the period between 2006 and 2021, Positive Experience Index scores (feeling well-rested, feeling treated with respect, laughing and smiling, enjoyment, and learning or doing something interesting) stayed about the same, whereas Negative Experience Index scores (physical pain, worry, sadness, stress, and anger) showed a deteriorating trend since 2015. Presumably, increasing the opportunities for positive experiences will lead to improvement in people’s emotional health in the future. Meanwhile, the industrial world—the information technology industry in particular—has begun to see some companies incorporating the perspective of well-being, which encompasses not only physical health but also mental and social health, into the process of product and technology development.

Positive Experience Index, 2006–2021



Negative Experience Index, 2006–2021



The above graphs were created by Mazda with permission from Gallup, Inc., based on the graphs in the Gallup Global Emotions 2022 report.

[Gallup Global Emotions Report by Gallup, Inc.](#)

Mazda’s Approach to Resolving Issues

Reasons for Addressing Social Issues

Around 2030, Mazda predicts that while people will benefit from the economic affluence achieved by mechanization and automation, they will be less associated with society due to weakening real-world human connections, with reduced opportunities to live spiritually rich lives, realize a society where all people harmoniously coexist, and feel the pleasure of ownership. Furthermore, people may be subject to high stress caused by the vulnerability of the social systems, which will have been optimized to seek higher efficiency.

Given these circumstances, the value of vehicles is expected to become more diversified, so people will select vehicles according to their purpose, e.g., for driving supported by vehicle-infrastructure cooperative systems, for enjoying driving, and for feeling the joy of ownership.

Mazda aims to contribute for uplifting people’s mind and body with a car that offers true joy of driving.

Approach to Resolving Social Issues

Mazda hopes to create moving experiences in driving and mobility for people’s everyday life through its human-centered philosophy.

- Further maturing Mazda’s Kodo design language, which is grounded in a philosophy of bringing cars to life and raises car design to the level of art to enrich people’s emotional lives
- Further pursuing a *Jinba-ittai*—or sense of oneness between driver and vehicle—driving feel, which unlocks people’s potential and uplifts them mentally and physically
- Enhancing events and experiences for customers to build emotional connections with Mazda by providing a comfortable showroom space and through other means

Creating an Emotional Connection with Customers

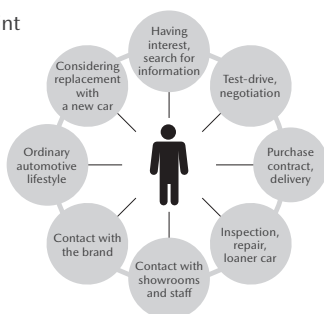
Three Approaches to Establish an Emotional Connection with Customers

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 the joy of driving, etc.).

Every touch point



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 the joy of driving, 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.
- Developing Skyactiv technologies to further pursue 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

For Mazda, cars are more than just lumps of metal, they are living, breathing things. The relationship between driver and car is like the emotional connection a rider has with his/her horse. For Mazda, designs that chase this connection are labeled "Kodo design." Kodo design goes deeper than conventional design, and 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.

With the CX-90, launched in 2023, as well as expressing a sense of vitality based on the Kodo Soul of Motion design philosophy, the design showcases a simple form, and dynamic, dignified proportions. The interior, meanwhile, is a well-organized space that oozes quality, and at the same time as interweaving natural materials and the interplay of light, expresses distinctly Japanese aesthetic sensibilities.

CX-90



The Pursuit of *Jinba-ittai*: 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),*¹ 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.

*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)

The Pursuit of *Jinba-ittai*: Skyactiv-Vehicle Architecture Structural Technologies

Skyactiv-Vehicle Architecture is a technology with a 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.

New Technologies and Values Incorporated in the Skyactiv-Vehicle Architecture for the Large Products Group

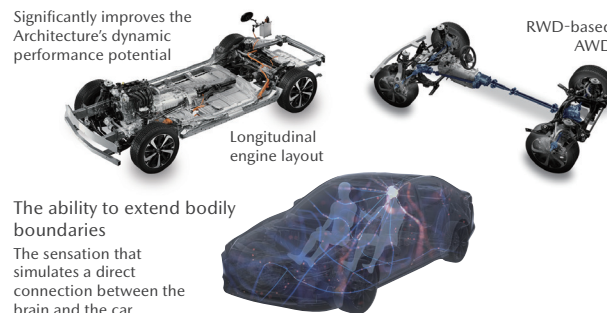
Skyactiv-Vehicle Architecture was first used in the Large Products group in the CX-60. Skyactiv-Vehicle Architecture has elevated Mazda's pursuit of human-centered design to the next level. The longitudinal engine layout was adopted to harness the higher output of the newly developed powertrain, enabling 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.

Longitudinal engine layout × RWD-based AWD

Significantly improves the Architecture's dynamic performance potential



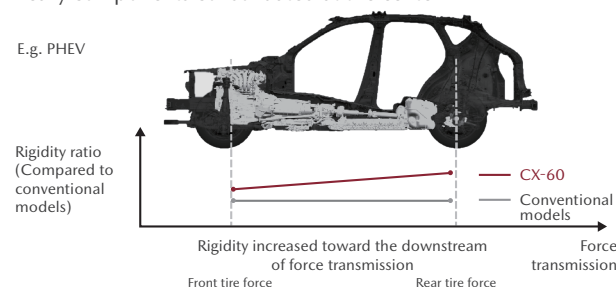
The ability to extend bodily boundaries
The sensation that simulates a direct connection between the brain and the car

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

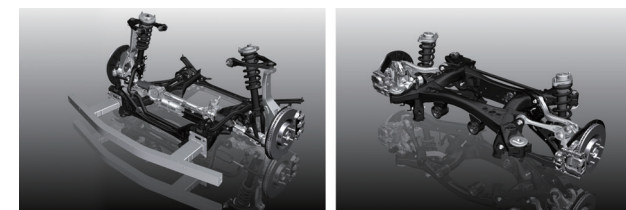


2. Postural design that maintains the sense of synchronization:

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.

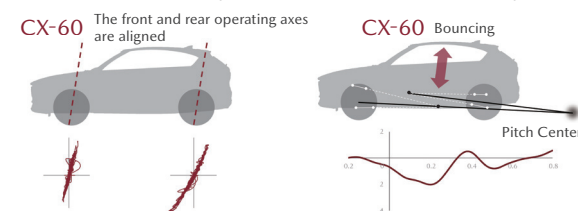
Aligning the front and rear operating axes of the suspensions allows smooth operation from the very first stroke, with springs following the vehicle's cornering force in a simple motion. The suspension systems also convert pitching^{*2} to vertical bouncing to consistently maintain the driver's sense 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),^{*3} 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.



Front: Double wishbone suspension

Rear: Full multi-link suspension



*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

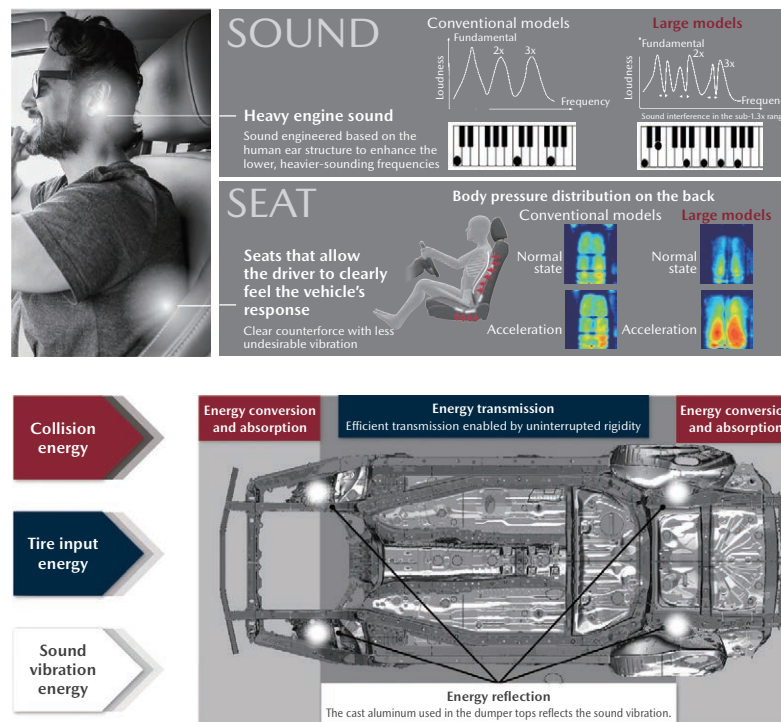
*3 The rear suspension is built in such a way that it generates an anti-lift force when the brakes are applied by light application to the inside back wheel while cornering at higher G-forces, thereby reducing roll and pulling the body down into a more stable position.

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 dumper 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 among customers, 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: 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 the end of June 2022).

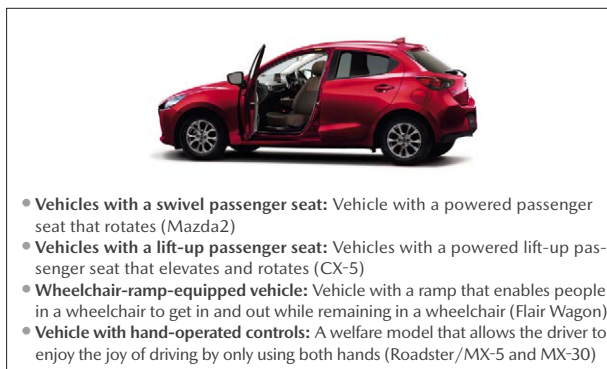
Specially outfitted passenger vehicles	Vehicles for the transportation of COVID-19 patients with mild symptoms	Mazda has developed specially designed vehicles for the transportation of COVID-19 patients with mild symptoms to be used by local governments, companies, etc. Mounted with various accessories to reduce the risk of infection, the specially designed vehicle provides safety and peace of mind to both transport staff and patients.
	Instructional vehicles	Mazda offers its instructional vehicles equipped with various unique features. As the first car that trainees drive in their life, it can help them to feel joy of driving and to acquire correct driving techniques.
	Vehicles for people with special needs	In 1995, Mazda became the first Japanese automaker to launch a vehicle for people with special needs. It was developed with top priority placed on "ease of use and comfort for both care givers and receivers." Furthermore, Mazda is developing Self-empowerment Driving Vehicles, which empower people to travel and act independently, helping them enjoy richer, more fulfilling lives. Mazda is expanding the lineup of such vehicles.
Commercial and specially equipped vehicles		Mazda offers a wide commercial vehicle lineup to respond to various business needs. To satisfy highly specialized needs, the Company has developed the TESMA line of specially equipped vehicles, adapting the Bongo Van and Titan Truck for use as refrigerator trucks, freezer trucks, lift gate trucks, etc.

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.

Lineup for vehicles for people with special needs (as of the end of June 2022)



- **Vehicles with a swivel passenger seat:** Vehicle with a powered passenger seat that rotates (Mazda2)
- **Vehicles with a lift-up passenger seat:** Vehicles with a powered lift-up passenger seat that elevates and rotates (CX-5)
- **Wheelchair-ramp-equipped vehicle:** Vehicle with a ramp that enables people in a wheelchair to get in and out while remaining in a wheelchair (Flair Wagon)
- **Vehicle with hand-operated controls:** A welfare model that allows the driver to enjoy the joy of driving by only using both hands (Roadster/MX-5 and MX-30)

Self-empowerment Driving Vehicles

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 joy of driving 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 was developed with the concept of helping more people lead their own lives, so that anyone can go where they want, when they want. In other words, so everyone can enjoy exciting lives in which they act and move as they wish. One example of how it does this 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. In December 2022, the MX-30 Self-empowerment Driving Vehicle received the Minister of the Economy, Trade and Industry Award at the 57th Promotion of Machine Industry Awards,*1 which is organized by the Japan Society for the Promotion of Machine Industry. Mazda will continue its development efforts to brighten people's lives through car ownership.



MX-30
Self-empowerment
Driving Vehicle

*1 An awards event that recognizes results deemed to have made a remarkable contribution to the progress or development of technologies for the machine industry, whether through outstanding R&D related to the industry or through the practical application of such R&D. Of these, the Minister of the Economy, Trade and Industry Award is the highest award.

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 (231 sales outlets in Japan as of March 2023). Under the supervision of Mazda's Design Division, the showrooms are built in accordance with guidelines specifying three values to provide*¹ and four showroom design concepts.*² Interiors and exteriors are designed using colors of black, white and silver, with black-based facility signs,*³ and as accents, wood is used to form a comfortable space where dignity, high quality and warmth are well-balanced. In FY March 2016 in Japan, Mazda Brand Space Osaka, a showroom directly run by Mazda, was opened and has attracted many visitors. Mazda is also developing New-Generation Showrooms overseas in collaboration with local sales-related Group companies.



[Japan] New-Generation Showroom



[United States] New-Generation Showroom

Membership Website Club Mazda

Club Mazda is a free membership service for which not only Mazda owners, but also anyone with an interest for Mazda, can register. By registering, members can access services related to applications for brochures, test drives, etc., for different models; membership also allows them to receive a wide range of content on areas such as how to better enjoy their vehicle or places to go. Mazda plans to add other membership perks such as information about members-only events, and will support a more fulfilling vehicle ownership experience.

Through the Club, Mazda hopes to strengthen the bond between customers, showrooms, and the Company, and to expand its reach.



- *1 Shop designed with a 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 vehicles 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, now in its sixth year, 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.

Mazda has so far worked on and completed the restoration of 12 vehicles. Mazda's services emphasize sharing thoughts and feelings with customers, and the restoration completion ceremony for the twelfth vehicle was held at the Mazda Museum after its renewal opening. Mazda was pleased to celebrate the start of a new chapter for a MX-5 and its owner.

In conjunction with the release of restoration parts for the RX-7, the 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.



 [Classic Mazda website \(Japanese only\)](#)

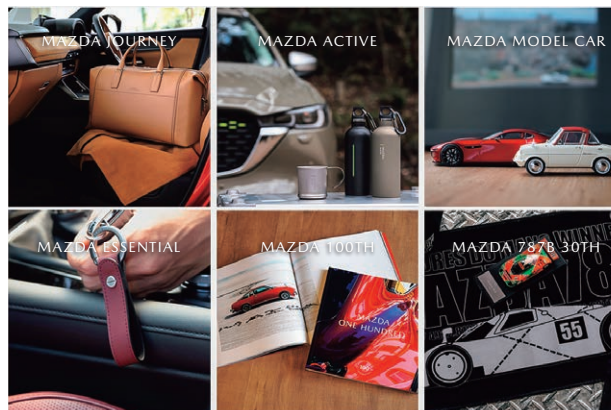
Building Bonds with Customers through Mazda Official Merchandise

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 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.



TOPICS

Mazda Spirit Racing GT Cup 2022 E-Sports Tournament

To give people from a wide range of age groups the chance to experience controlling a vehicle and the joy of driving that comes with it through racing, in October 2022 Mazda held an e-sports tournament, the Mazda Spirit Racing GT Cup 2022, for users with access to the Gran Turismo 7 game on PlayStation® 4 or 5.*1 Participants were split into two classes: the Challenge Class for those aged eighteen and over, and the U-17 Class for those aged six to seventeen. Those in the Challenge Class who performed exceptionally well were invited to a real motorsports event, giving them the chance to try their virtual racing skills in the real world. Of those, a select group of races have been chosen to take part in the Mazda Fan Endurance*2 series, which runs from June 2023.

*1 Gran Turismo 7 is on sale from Sony Interactive Entertainment Inc. PlayStation is a registered trademark of Sony Interactive Entertainment Inc.

*2 Mazda Fan Endurance is a registered trademark of B-Sports Corporation.

 [Mazda Spirit Racing GT Cup 2022 E-Sports Tournament](#)



Gran Turismo 7: TM & ©2023 Sony Interactive Entertainment Inc. Developed by Polyphony Digital Inc.

Promoting Activities to Enable Customers to Experience the Joy of Driving

Mazda promotes activities in which everyone, from beginners to advanced drivers, can easily participate, to experience the joy of driving 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 offer opportunities for customers and employees to communicate, and to further bonds with customers by conveying the joy of driving.

Examples of Mazda-sponsored events:

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

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



Mazda Fan Endurance
(With a total of 646 participants in 6 races in FY March 2023)

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. In addition, Mazda instructors give participants advice on the correct driving posture and how to drive the car smoothly at low speed.



Mazda Driving Academy
(FY March 2023: 136 participants in 7 events)

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 life-style-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, create new touch points with customers, and cultivate human resources capable of considering and acting toward customers’ happiness.

Tools / Service Manuals	<ul style="list-style-type: none"> 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
Human Resources Development	<ul style="list-style-type: none"> Operating dedicated training centers in major countries and regions, and stationing instructors who are well-versed in the local culture. By incorporating ingenuity in the development and production fields into new machinery and technical training, the Company is promoting the development of human resources globally. Mazda has also introduced remote access tools as an additional form of training, and this has satisfied the needs of those requiring training and improved training efficiency Holding global events to congratulate winners of the Service Skills Competitions in each country to help foster individual growth, motivation, and pride among employees

I Activities to Improve Service Operations

For Mazda to provide services that cater to individual customer needs and wishes, the Company is working on activities to improve its service operations that are led by showrooms, with the aim of greater service quality and ease of working for employees.

In 2021, through cooperation with others outside the Mazda Group, the Company started improvement activities at trial showrooms in Japan, utilizing production site expertise from within the Group. Customer contact operations and task procedures were standardized, and employees at showrooms all carried out these activities while discussing them with one another. As these activities took root, service staff too felt they could efficiently and comfortably manage maintenance tasks, and because they too received praise from customers visiting the showroom, they became able to themselves actively make suggestions for improvements. Moreover, by standardizing task procedures, it was possible to see individual service staff learning standard procedures, and this has resulted in the construction of human resources development systems.

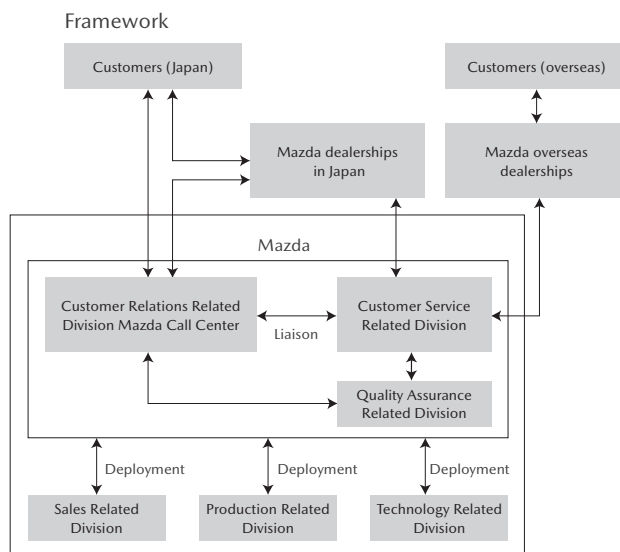
Through this experience at trial showrooms, Mazda plans to roll out these activities to other showrooms in Japan as well as overseas from FY March 2024.

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 (P108) applied, the PDCA (plan-do-check-act) cycle process has been established.



Sharing and Recognition of Best Practices at Distributors / Dealerships

To boost the sales and CS*3 efforts throughout the distributors and dealerships, Mazda has a system of sharing and honoring best practices demonstrated by the staff members of the dealerships that contributed to increased CS through excellent teamwork and the sales and service staff members who achieved outstanding results.

Examples of initiatives in Japan

Measures	Frequency	Objective / Contents
Staff Awards/ Shop Awards	Once a Year	To encourage staff self-improvement, meetings are held on a periodic basis to award sales and service staff members according to their degrees of achievement of targets, improvement of technical skills, and contribution to improved vehicle quality. Awards are also given to dealerships that have achieved their targets as a result of all staff members' 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.

Communication with Dealerships

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

Communication opportunities with distributors / dealerships in Japan

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

Communication opportunities with overseas group companies and distributors

	Participants	Frequency	Objective / Contents
Product Launch Events	Representatives from major overseas bases of operation, such as the United States, Europe, China, and Australia	Indetermined	To share information and exchange opinions globally upon the product launch.
Global Brand Events	Representatives from major operation bases, such as the United States, Europe, China, Australia, and Japan	Twice a year	Representatives of major regions meet to build common understanding and consensus on brand strategies, and share initiatives.
4A*1 Distributor Events	Representatives from Southeast Asia, Central and South America, Middle East, and Africa regions	Once or twice a year	Held face-to-face event in November 2022 for the first time since the outbreak of COVID-19. Topics including business, product launches, and brand value management were reconfirmed. Around 50 people participated.

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

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

People

STRENGTHENING HUMAN CAPITAL

Recognizing Social Issues

As the working population continues to decline, it is expected to become increasingly challenging to recruit human resources in Japan. In particular, competition for human resources with digital skills is intensifying. The way people think about work is also changing. It is necessary to promote measures to retain employees, such as introducing new workstyles and offering an opportunity to work globally.

Mazda's Approach to Resolving Issues

Reasons for Addressing Social Issues

On the path to 2030, our business initiatives must keep pace with our activities for the sustainability of the Earth and society as they are an inseparable part of corporate sustainability. Mazda's contribution to tackling environmental and societal issues, and its efforts to create unique value, are fueled by the power of the people who work for the Mazda Group.

Mazda recognizes that people are its most important resource and aims to be a company staffed by people who are uplifted by work. In accordance with Mazda's approach of "co-creation with others," Mazda respects the diversity of its employees from various backgrounds, including race, nationality, faith, gender, social status, family origin, age, mental or physical disability, sexual orientation, and gender identity. By pursuing positive and rewarding work environment to respond to changes in the working population and working styles, Mazda aims to be an attractive company where each employee can work with pride and energy.

Approach to Resolving Social Issues

To create a virtuous cycle of growth, employment, and distribution, Mazda shares returns—the outcomes of growth—with stakeholders while ensuring sustained employment and equitable returns for its employees. Specifically, Mazda will share equitable return with its employees, including raising wages in a flexible manner, in consideration of the latest state of the Company, from the perspectives of employment stability, quality of life, and human resources development. Another form of sharing returns that is currently being planned and implemented is investment in employees, such as through training, alongside better compensation and benefits. One example that is already underway is investment in training our employees to develop digital skills. Going forward, Mazda will continue investing in its people, through supporting their development of new capabilities that will lead to corporate growth, and will continue encouraging employee success and growth.

People Development Concept and Future Vision

Passion: Uplifted Employees

Mazda firmly believes that energizing each and every employee, holding discussions to convince them all of the positive emotions associated with creativity, growth, diversity, and empathy—and the ideas that come from these—and having them think for themselves about how to achieve those, is how it can maximize the potential of its employees, and that this will tie in to corporate growth.

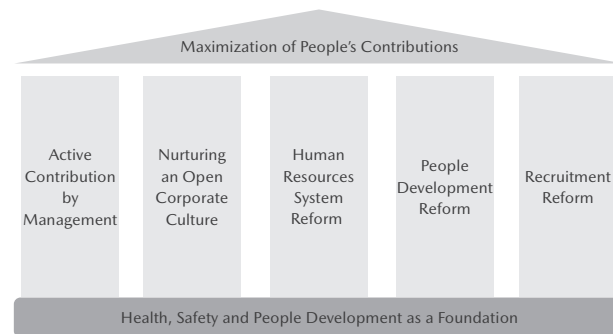
Ideal: Employees Who Co-create Uplifting Experiences with others from Outside the Company

Mazda's Purpose is to "enrich life-in-motion for those we serve," and in line with this, all employees try to deliver uplifting experiences through their business activities, such as those related to Monozukuri (engineering and manufacturing) or Tsunagarizukuri (creating human connections), through enjoyment and emotion for customers and everyone else connected to the Company. To that end, employees who want to gain a deeper understanding of societal norms and expectations so that they can provide value that will awe by going even further, are more needed than ever before. Specifically, through an uplifting atmosphere for employees, it is vital that Mazda creates a culture of listening to opinions, considering what can be done, and taking on challenges. In short, expanding upon the "Tomoiku" concept in the Mazda Way—is indispensable. In both Monozukuri and Tsunagarizukuri, Mazda's efforts are human-centered. The Company's approach to Hitozukuri, meanwhile, places added emphasis on a human-focused philosophy that forms the basis for fostering a culture like the one described above.

Initiatives for Maximizing People's Contributions

Mazda believes that new value is created when all employees are working while feeling motivated and energized based on mutual understanding and trust. Mazda has established five pillars for maximizing people's contributions and has defined measures for each of the pillars and is implementing them. Mazda supports employee success and growth as well as development of employees' skills and capabilities, which lead to corporate growth.

Five pillars of efforts to maximize people's contributions



Active Contribution by Management

One of the foundations for maximizing employee contribution is ensuring an environment where management can support all of its people one-on-one for their growth and success. At Mazda, management roles and responsibilities are defined in a management handbook and shared with all managers through role-specific training.

Management Support Program*1

Under this six-month-long, workplace-focused program, all members of management learn and put into practice their management roles. During the program, there is a targeted approach to enhance the quality of dialogue, and to establish vertical and horizontal connections based on takeaways from coaching with divisional and departmental general managers and open and honest dialogue among middle managers so that they can collectively address issues in their workplace by approaching them from the "people aspects" of Mazda's defined management roles. Between July 2019 and June 2023, the program has been carried out in 11 divisions and 49 departments.

Global Leader Development Committee*2

In this committee, senior leaders of Mazda Motor Corporation and its Group companies discuss and decide on people exchange and development plans with the aim of developing and optimizing the assignment and contribution of people who will lead business globally in every field of Mazda business over the medium and long term.

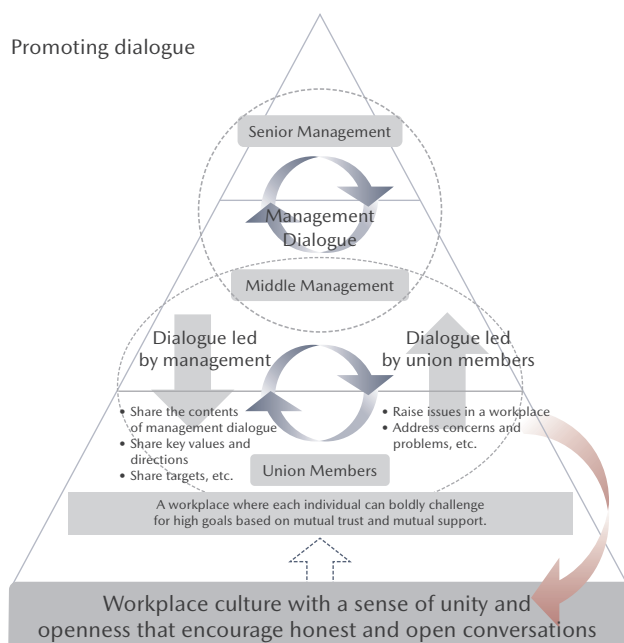
*1 Initiatives at Mazda Motor Corporation

*2 The Personnel Development Committee (PDC) comprises three committees: PDC1, which covers personnel in domestic and overseas global companies; PDC2, which covers the personnel in middle management of Mazda Motor Corporation; and PDC3, which covers employees of Mazda Motor Corporation excluding PDC1 and PDC2 level.

Nurturing an Open Corporate Culture

The foundation of Mazda's people-related initiatives is good communication. This can only be achieved if employees are working toward the same goals and targets, are determined to have open dialogue with one another, and have an attitude of trusting, helping, and understanding one another. Mazda is driving efforts to create an open corporate culture where people have open and honest consultations, so that there is mutual understanding, trust, and support.

Promoting dialogue



Dialogue between Labor and Management^{*1}

At Mazda, labor unions and management work together to create opportunities for dialogue. The Company also thinks that psychological safety is created when management and employees recognize each other and continue to see and address the same issues. It is important to accelerate and elevate such two-way dialogue, which will lead to the nurturing of an open workplace culture.

Management Dialogue

Since April 2020, a total of 35 sessions have been held for dialogue between corporate officers and managers with the following aims:

- Ensure efforts for process re-assessment and improvements take root as a strength of Mazda's culture instead of making it a one-off activity during the pandemic through repeated initiatives to strengthen dialogue (as a strengthening of the Mazda Way).
- Share senior leaders' points of view on the corporate message, announcements, and media coverage to mitigate employee's anxieties, questions and doubts so as to nurture environments and a culture in which they can focus on what they can and should do through repeated and enhanced dialogue between managers and officers.

Initiatives toward Organizational Culture Reforms

In order to foster an organizational climate where every employee is excited to work, in March 2023 Mazda started initiatives to turn the current top-down organizational culture to one that shines a light on the frontlines and where the higher echelons of management support them. Through these initiatives, Mazda is driving cultural reforms throughout the Company.

Global Employee Survey

Mazda conducts employee surveys on a continual basis to identify employees' work motivation and working environments. The feedback is used to make further improvements.

The survey results are reported to top managements of Mazda and its Group companies at home and abroad, and the key outcomes are disclosed to employees. The results for each division/company are fed back to its management-level members, who are thereby encouraged to develop improvement plans as part of the PDCA (plan-do-check-act) cycle.

To more accurately grasp the state of people and organizations that contribute to the delivery of its Corporate Vision,^{*2} Mazda revised the survey items in FY March 2018. The revised survey was commenced in May 2018. (P121)

^{*1} Initiative at Mazda Motor Corporation

^{*2} https://www.mazda.com/globalassets/en/assets/sustainability/policy/corporate_vision_e.pdf

Human Resources System Reform

| Extending the Retirement Age*¹

Mazda has overhauled its retirement system and, beginning in April 2022, raised the retirement age in stages, eventually extending it to 65 in FY March 2031, and has implemented related measures.*² Through these measures, the Company has established a system in which all employees of all generations can make the most of their ability and continue to make a full contribution with full motivation and energy. Seasoned employees use the experience, expertise, and skills they have built up to expand their opportunities both in the Company and in their communities and society. Mazda has developed an environment that can support autonomous career development and choices for employees who have reached the age of 60 through discussions with workplace supervisors about their current works and future career opportunities. In FY March 2023, more than 1,000 employees aged 60 or over had discussions with their supervisors.

| Remote-work System*¹

As part of workstyle changes triggered by the pandemic, Mazda reviewed its conventional work-from-home system, and in October 2020 introduced a new remote-work system. Mazda aims to achieve a highly efficient, high-performance workstyle by skillfully combining workplace attendance and remote working as a workstyle that can maximize organizational and workplace performance.

People Development Reform

The key concepts behind Mazda's people development reform are autonomy, growth, and support.

It aims to transform the company into a workplace and learning environment where each employee is respected and where they can grow and succeed even more than before, using their work at Mazda as a stage to shine, with a smile on each face.

| Developing Human Resources with Digital/IT Skills*¹

Mazda is investing in company-wide training for human resources with digital skills that can take full advantage of AI, and will work to raise its overall digital literacy.

Utilizing programs from Aidemy Inc. and working with other partners,*³ Mazda is pressing forward with reforms to ensure that by 2025 all indirect employees will have a certain degree of proficiency in AI and IT and can take on more advanced AI applications. The Company also aims to double productivity by 2030 by re-evaluating and redefining work processes, without just applying tools, and is moving ahead with a shift to work that will add even more value.

| Mazda Business Leader Development (MBLD)

MBLD is a business meeting unique to Mazda, one in which top management shares messages from senior leaders with all employees, and opinions and ideas are exchanged on Mazda's business path. In June 2023, the meeting was held for the first time in 4 years, and 159 members of management (of division general manager class and above) attended from within and outside Japan. At the meeting, the participants discussed various challenges that Mazda is faced with and the directions of the initiatives by re-confirming where Mazda currently stands and asking what it takes to deliver Mazda's 2030 Vision. In the future, through the active participation of all employees in MBLD, Mazda will link these efforts into encouraging understanding and actions, and to transforming awareness and behavior.

Recruitment Reform

The recruitment environment is becoming more challenging, and so Mazda is reforming to recruitment activities that focus on being selected by those who empathize with the Company's desired direction. In terms of mid-career recruitment, Mazda is bolstering its recruitment activities in the greater Tokyo metropolitan area, and as well as holding workshops and briefing sessions, in areas where the need for specialist human resources is particularly high, the Company is allowing workstyles that don't tie employees down to a set working location. As part of new graduate recruitment activities, Mazda is running summer and winter internship programs, calling attention to the appeal of a job at Mazda.

*1 Initiative at Mazda Motor Corporation
 *2 Review of the re-employment system for the employees reaching the retirement age, introduction of retirement age options, etc.
 *3 Udaciy, Inc., Secondmind Ltd. and so on.

Fundamental Human Resources Development

To maximize the performance of its human resources, Mazda is promoting their development. It will do this through measures such as creating an organizational culture based on shared values, developing human resources systems that offer optimal work and environments that support employee growth and active participation, implementing human resources development on a global basis, and promoting diversity.

I Mazda Way

In FY March 2009, Mazda summarized seven basic principles and values handed down within the Company over time and defined these as the Mazda Way.

Employees' attitude and behavior based on the Mazda Way are utilized as competency evaluation items to encourage their further growth. On the occasion of celebrating its 100th anniversary, Mazda provided all employees with an opportunity to look back on the Company's history, which constitutes the foundation of the Mazda Way. The Company continues to promote measures to ensure that the Mazda Way can easily be put into practice by employees.

Seven Principles of the Mazda Way

- **INTEGRITY**
We keep acting with integrity toward our customers, society, and our own work.
- **BASICS/FLAWLESS EXECUTION**
We devote ourselves to the basics, and make steady efforts in a step-by-step fashion.
- **CONTINUOUS KAIZEN**
We continue to improve with wisdom and ingenuity.
- **CHALLENGER SPIRIT**
We set a high goal, and keep challenging to achieve it.
- **SELF INITIATIVE**
We think and act with "self initiative."
- **TOMOIKU**
We learn and teach each other for our mutual growth and success.
- **ONE MAZDA**
We think and act with the view of "Global" and "One Mazda."

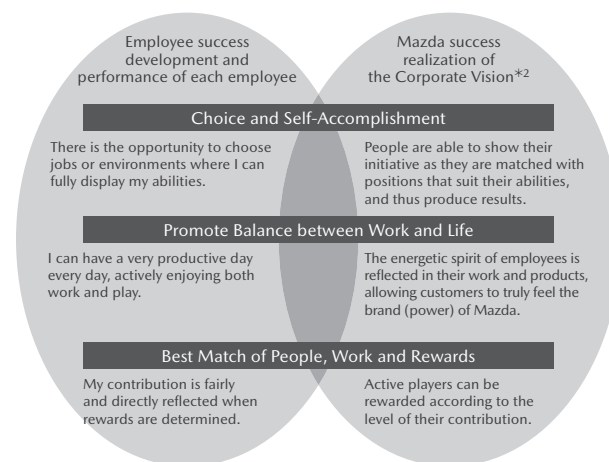
Human Resources System That Supports Employee Growth and Active Participation

Tobiuo^{*1}

Mazda uses the Tobiuo human resources system to provide the appropriate jobs and environments where each employee can demonstrate their best performance and to support their development and success.

Specifically, a wide variety of human resources measures are actively deployed based on the system's three pillars of "Choice and Self-Accomplishment," "Promote Balance between Work and Life," and "Best Match of People, Work and Rewards."

The Three Pillars of Tobiuo



Choice and Self-Accomplishment

Mazda provides various opportunities for employees to take the initiative in setting their own growth and performance goals and doing their best to achieve them, so that ultimately, such efforts will bring great results to the Company. Mazda offers a range of education and training programs to support employees develop their careers and improve their skills according to their job types and positions. These programs are for Mazda and its Group companies in Japan and overseas to manufacture and sell products of the same quality in all countries and regions, by sharing the same objectives.

Promote Balance between Work and Life^{*1}

Mazda is working on a variety of programs to enable its employees—a diverse range of people with different values and life-styles—to enjoy their works and find a healthy balance between their works and personal lives.

- Promotion of understanding of various measures to help employees achieve a better life-work balance (P118): To promote understanding of various measures, the Company provides explanations in management skills training programs, and in the section "Compass for Work and Rewards of Employees" on the intranet about support measures designed for each life event.
- Review of the contents of the working regulations: The contents are reviewed in accordance with changes in the social environment. Amid the novel coronavirus (COVID-19) pandemic, taking into account changes in infection status, the Company has taken various infection prevention measures, including easing conditions for working from home.
- Efforts to reduce excessive working hours: With the aim of making conscious efforts to reduce excessive working hours by streamlining operations, the Company has implemented various measures targeting divisions not directly connected with production, including the designation of no-overtime days and mandatory lights-out times since 2007.

Best Match of People, Work and Rewards

Mazda has put in place a system to ensure that each employee understands his/her work evaluation results and ability level assessments, and feels that his/her growth and performance are appropriately reflected in his/her compensation. Specifically, since 2003, instead of using gender, age, nationality, or years of service as criteria, employees are graded according to their ability level (production and medical staff) and work level (administrative and engineering staff), so that individual employee's performances are directly reflected in his/her base salaries and bonuses. In wage determination, Mazda is in compliance with local laws and regulations in each region both in Japan and overseas. Moreover, it also takes the Company's current circumstances and societal trends into consideration—from the perspectives of employment stability, improvements to quality of life, and human resources development—when making decisions.

^{*1} Initiatives at Mazda Motor Corporation

^{*2} https://www.mazda.com/globalassets/en/assets/sustainability/policy/corporate_vision_e.pdf

Competency Evaluation System^{*1}

Once a year, Mazda carries out a competency evaluation, to evaluate the work attitude and behavior of administrative and engineering staff. Based on the seven principles of the Mazda Way, a subjective evaluation is carried out to assess the work attitude and behavior that the employee is expected to improve (competency evaluation items), from the employee's own perspectives and from the perspectives of his/her supervisors, and for managers and above, also from the perspective of subordinates/colleagues/partner companies (multidimensional feedback). Feedback on the evaluation results is given to the employee by supervisors at the career meetings, at which they discuss future issues to be addressed.

The competency evaluation system is used as an effective tool for supporting the employee's personal development and successful performance. The evaluation results are used as a reference for effective company-wide positioning of personnel.

Career Challenge (In-House Recruitment/FA) System^{*1}

As part of the Career Challenge System, Mazda advertises for the requisite work experience and skills it requires and runs an in-house recruitment system for employees who want to take on the challenge of a new position.

Briefing sessions on in-house recruitment are held, with many employees considering applying for the system participating online. They actively exchange information with the personnel from various departments that called for applicants for specific assignments. Each time applications are invited, there are a large number of applicants. Mazda will continue to periodically implement this system to provide employees with an opportunity to think about their own career development.

Personnel Development Initiatives

Mazda Technical College (Two-Year Course)^{*1}

Mazda Technical College, approved by the Ministry of Health, Labour and Welfare, is an in-house education institution offering courses to high school graduates and selected employees in order to cultivate human resources that can play a central role in manufacturing at Mazda. Those who complete the two-year program are assigned to various divisions, from research and development to manufacturing, and thrive at various vehicle manufacturing sites.

- Number of present students: 101 (as of April 1, 2023)^{*2}
- Total number of graduates (among present employees): 1,590 (from April 1988 to March 2023)

Recruitment Approach

Maintaining Global Employment and Recruitment

The Mazda Group conducts recruitment activities to employ the personnel suited to each country and region. Particularly production sites strive for the maintenance and management of appropriate employment, with an understanding that such practices have great impact on the local economies. In Japan, the Company has maintained the production volumes and related employment at manufacturing sites in Hiroshima and Yamaguchi prefectures. Overseas, initiatives are under way to improve the operation rate of plants in Mexico and Thailand. In addition, amid the commence of operations by Mazda Toyota Manufacturing (MTM) in the United States, each of the Group companies promotes employment maintenance and recruitment activities tailored to the labor practices of each country/region.

Systems to Enable Limited-Term Employees in Manufacturing Operations to Become Fulltime Employees and Mazda Workers' Union Members^{*1}

Achievement of a workplace in which limited-term employees can feel fulfilled with their work. A system has been put in place for limited-term employees who have worked for six months or more at Mazda to become full-time employees. In addition, limited-term employees who have worked for six months or more and had their contracts renewed can become members of the Mazda Workers' Union. Through these and other initiatives, the Company is cultivating a sense of oneness among employees with different employment styles as it aims to cultivate a vibrant environment where employees can enjoy their work.

^{*1} Initiatives at Mazda Motor Corporation

^{*2} Including 11 students from Group companies or suppliers

Realization of Diversity

Mazda respects the diversity of its employees, and the Company aims to foster a corporate culture in which every employee can express his/her individuality while working alongside others to contribute to the Company and society. Mazda also works on a variety of programs to enable its employees—a diverse range of people with different values and lifestyles—to enjoy their work by finding a healthy balance between their work and personal lives.



Initiatives for Sexual Minorities (P61)

Promoting Female Advancement*1,2

Through enhancement of measures promoting work-life balance and other initiatives, Mazda is striving to cultivate a workplace in which women can work comfortably. In 2021, based on the Act of Promotion of Women's Participation and Advancement in the Workplace, and the Act on Advancement of Measures to Support Raising Next-Generation Children, the Company set the goals of increasing the number of female managers to 100 by the end of FY March 2026 (approximately four times the number in FY March 2015) and increasing the number of male employees taking child-rearing leave to 80 annually the end of FY March 2026 (approximately two times the number in FY March 2021), and it submitted business owner's action plans to the authority concerned. In FY March 2023, the number of female managers totaled 65 (approximately 3.1 times the number in FY March 2015). Mazda has decided that to reform its organizational culture, it is necessary to further promote diversity, which starts with increasing the number of female managers. As such, it has amended its target for FY March 2026 to 100 female managers. In FY March 2023, as part of the Company's efforts to promote female participation, female employees were able to learn about such participation and the need for diversity by speaking to women working as managers at other companies. As well as gaining clues about respective ways of working and growth from participation role models, female employees and their bosses also underwent training to help with their career development. Elsewhere, the number of male employees taking child-rearing paid leave was 117 (3 times the number in FY March 2021), showing steady growth. Mazda also newly established a paternity leave system for immediately after a child's birth, which covers the eight weeks after birth, in line to the October 2022 revision to the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring

for Children or Other Family Members. As this paternity leave system is not mandated, i.e., employees need to request it, whether or not they take it will largely come down to feeling able to do so, and so Mazda is working to publicize internal case studies. In the future, Mazda will continue to draw up and implement individual development plans for female candidates for middle and above management positions and initiate company-wide activities to publicize, review and raise awareness of the child-rearing paid leave system among all staff, including male employees, thus pushing forward with efforts to further promote the opportunities for female employees.

Employment and Empowerment of Those with Special Needs*1

Mazda steadily and continuously recruits employees with special needs. To ensure that each employee can demonstrate his/her best performance, the Company has established the Physical Challenge Support Desk, which offers consultations on various matters to employees with special needs, in support of a comfortable working environment for them. At the same time, Mazda has employed two certified sign-language interpreters to further ensure provision of information to people with hearing impairments (as of April 2023). In FY March 2014, the Company was certified as an Ai Support Company/Organization under the Ai Support campaign,*3 by Hiroshima Prefecture. Mazda participates in this campaign with the aim of helping realize a society where all people can live in harmony and in comfort, regardless of whether they are with or without special needs. Since FY March 2015, the Company has also registered itself with the "special support school employment support unit Hiroshima"*4 to carry out the internship program for intellectually challenged students, as part of its collaboration with the local community to promote employment of people with special needs. As a result of these initiatives, Mazda has seen an increasing number of employees with special needs being recognized as Excellent Workers with Disabilities by the Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers. Mazda has also worked to promote active inclusion of people with disabilities, and in January 2021, it joined The Valuable 500, an international initiative to promote disability inclusion. The Valuable 500, launched at the World Economic Forum's Annual General Meeting in January 2019, aims to inspire business leaders to make changes for disability inclusion that will enable people with disabilities to realize their potential value in the areas of business, society

and economy. In support of this aim, the Company will promote and strengthen its efforts in line with the commitments it has established as to Mazda's Corporate Vision,*5 employment and empowerment of people with disabilities, and products and services that consider the needs of people with disabilities.



*1 Initiatives at Mazda Motor Corporation

*2 Data of Mazda shown in the Database on Promotion of Women's Participation and Advancement in the Workplace organized by Ministry of Health, Labour and Welfare <https://positive-ryouritsu.mhlw.go.jp/positivedb/detail?id=754> (Japanese only)

*3 "Ai" is Love in English. The Ai Support campaign is intended to certify companies and organizations that recommend their employees to read the textbook "Let's Learn about and Live with People with Special Needs," and to participate in Ai Supporter training programs.

*4 A program to promote the employment of special school students through collaboration between local companies and Hiroshima Prefecture.

*5 https://www.mazda.com/globalassets/en/assets/sustainability/policy/corporate_vision_e.pdf

Industrial Relations

Mazda has a standing labor agreement with the Mazda Workers’ Union.*1 The Company builds relationships in which everyone thinks and works together with the Union to build environment contributing to all stakeholders. The Company and the Union held discussion on such themes as personnel affairs, production and sales once or twice a month.

A discussion with the Mazda Workers’ Union is also held regarding operation changes which may have a significant impact. The information about operation changes should be shared with employees with sufficient lead time. Moreover, various measures for discussion with labor are ready in entire Mazda Group to maintain and develop positive labor relations.

- Group companies in Japan

Regularly exchanges information and engages in active discussions with the Federation of All Mazda Workers’ Unions.
- Group companies oversea

Measures for discussion with labor are ready based on the labor practices in each country and region. (There was no collective labor dispute in FY March 2023.)

*1 Membership is around 90% of Mazda employees.

Occupational Safety and Health

Under its Safety and Health Creed, Mazda is making group-wide efforts to develop people, workplaces, and mechanisms that ensure the safety and health of the employees. From FY March 2023, Mazda launched a new three-year plan and globally promoted all participating-type activities under the three pillars that support the realization of a proactive and enjoyable workplace. The Company believes that it will help invigorate employees and improve their work performance, also leading to the fulfillment of Mazda's Corporate Vision.*¹

Safety and Health Creed

For workers, safety and health are essential assets.
Our people are our most valuable resource, and we are committed to keeping them safe.

One Mazda Movement for an Enjoyable Workplace The Three-Year Plan

Policy: Realize a proactive and enjoyable workplace* by accomplishing safety and health activities initiated by individuals and divisions.

Slogan: Safety and health first in One Mazda, 24 hours a day

Three pillars of activities

- 1) Development of human resources with heightened sensitivity
- 2) Creating optimal systems (promoting standardization)
- 3) Development of a safe, secure and comfortable working environment

* Proactive and enjoyable workplace: A workplace where intensive problem-solving activities are implemented, taking into account the division's characteristics, and where individual employees work as a team harmoniously led by their manager, so that individual employees and the organization are both invigorated.

Safety and Health Management System

Mazda has established the General Safety and Health Committee, whose members include management (executive officer in charge of safety, general managers of each division and independent department) and labor representatives (Mazda Workers' Union*² leaders.) The committee members meet to discuss each year's action plan and priority measures concerning safety and health. Based on the decision made by the committee, division/independent department general managers take the lead in promoting occupational safety and health activities taking into account the work characteristics and risks of each workplace.

Coordination with Group Companies

Mazda offers proactive support to its Group companies in Japan and overseas by such means as holding regular meetings, sharing activity plans and information, and providing education materials to resolve health and safety issues. Three overseas plants have obtained ISO 45001 certification and other plants operate an occupational safety and health management system that is based on ISO 45001 or other standards. Mazda works to make continuous improvements throughout the entire Group.

Safety and Health Management System (SMS)

Mazda implements voluntary and continuous safety and hygiene management through its occupational safety and health management system with the aim of reducing the potential risks for work-related accidents, enhancing overall levels of safety and hygiene standards, and achieving the industry's lowest-level workplace accident occurrence in Japan.

Furthermore, Mazda evaluates the severity (hazard level) of risks that may easily lead to a serious accident, creates mechanisms to prevent accidents before they happen, and works to improve the performance of its occupational safety and health management system.

 Lost-time injury frequency rate for the past five years (P120)

Risk Assessments

Mazda conducts risk assessments in all divisions, including manufacturing, product development, administration and office operations, to identify and evaluate the potential risks of disasters, diseases and fire and implement appropriate countermeasures. Through these efforts the Company reviews and identifies risks each year, improving the level of workplace safety. Moreover, in much the same way, Mazda carries out risk assessments when chemical substances and/or machinery and is promoting more substantial safety measures. Particularly for the management of chemicals, the Company has introduced a system to create a database of Safety Data Sheets (SDSs)*³ that enables it to evaluate risks from the perspectives of damage and exposure.

Education and Training Concerning Occupational Safety and Health

To develop human resources with heightened sensitivity toward occupational safety and health, which is one of the three pillars of its activities, Mazda strives to improve safety and health education and training. The Company places particular emphasis on training to enhance employees' risk sensitivity and organizes safety education seminars,*⁴ risk simulation training*⁵ and KYT (risk prediction training) for all the divisions, including production, development, management and administration.

Mazda also supports Group companies in Japan and overseas, suppliers (Toyukai Affiliated Corporation*⁶), and collaborating companies within the Company premises in conducting education and training programs on safety and health in order to develop safety-conscious human resources across the Mazda Group.

*1 https://www.mazda.com/globalassets/en/assets/sustainability/policy/corporate_vision_e.pdf

*2 Membership is around 90% of Mazda employees.

*3 A Safety Data Sheet is a document used when chemical substances and chemical mixtures are transferred or offered to others to provide information on their physical properties, potential risks and harmfulness, as well as instructions for safe use of these chemical substances.

*4 The seminars feature panel exhibitions showing Mazda's safety chronology that summarizes past serious accident cases and safety activities that Mazda implemented so far, to help employees reflect on the Company's safety activities and past accidents, raise their awareness and obtain new knowledge, which will be helpful to safety management in the future.

*5 The training is intended to improve employees' sensitivity toward risk, through simulations of various potential risks in their workplaces.

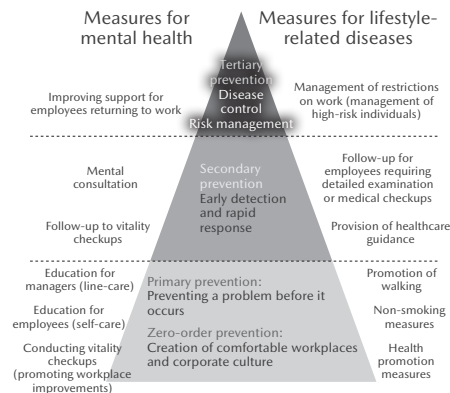
*6 The Toyukai Affiliated Corporation consists of 62 vehicle parts and equipment companies that are direct or indirect trading partners with Mazda, and is a union organization that actively engages in initiatives with a constant awareness of the need to put "quality first." It was founded in 1952 by Mazda and 20 collaborating companies that have trading relationships with the Company, with the aim of promoting friendly relations among members and improving welfare, as well as developing a system for cooperating with Mazda. The Company offers advice and support to this group from a safety viewpoint by introducing safety information and inviting safety training provided by Mazda.

Health Maintenance and Improvement

To maintain and improve the health of its employees, Mazda promotes measures to prevent and mitigate mental health problems and lifestyle-related diseases. Also, company-wide health improvement activities are under way emphasizing the reduction of health risks, by providing guidance and education based on the results of health checkups, taking aging countermeasures, supporting related activities at domestic Group companies, and offering health maintenance support for employees dispatched to other companies overseas.

Mazda is publishing health information throughout the Company with the aim of getting employees to think about their own health, and to give them a chance to act, and has set each monthly pay day as Health Promotion Day.

Measures for Health Risk



■ Mental Health Measures*¹

In 2003, Mazda declared its commitment to active cooperation between labor and management to promote employees' mental health and formulated the Mazda Warm Heart Plan. Management, respective divisions, occupational health doctors and advisors, and the Mazda Workers' Union have come together in labor-management cooperation to establish projects and rollout measures throughout the Company.

Consultation System

Mazda has established a system to provide consultations by Company doctors and health advisors. Not only for employees at Mazda Head Office, but also for employees dispatched to other companies in Japan and overseas, the Company offers onsite healthcare consultations and consultations via telephone or online conference systems (using web cameras).

Education and Training

Mazda holds "listening skills, coaching and assertion training" and "advanced training based on case studies" targeting newly appointed managers, and self-care training targeting third-year employees, on a regular basis. The Company also offers training by division on demand of the workplace. In addition, information is periodically provided to managers regarding the important points of mental health measures.

System for Supporting Employees Returning to Work

The Company is also making efforts to support employees who have taken time off from work not to be absent again by improving measures to support them in getting back to work. The measures are such as the reduce work hour system, a system of allowing them to return to workplaces on a trial basis, and follow-up consultations after their reinstatement. In addition, a contact point has been set up in order to help employees manage both their illness and work, and the information is broadly provided within the Company.

Vitality Checkups (Stress Check System)

In response to legislation requiring companies to implement the stress check system, Mazda runs occupational stress diagnoses (known as "vitality checkups") for employees, provided by the Ministry of Health, Labour and Welfare. Employees use the results of individual diagnoses to grasp and manage their own health conditions. The result for organization-level is shared with the respective divisions. Based on the results of these diagnoses, each division promotes the complete checkups for workplaces*² which will facilitate workplace improvements to prevent mental health problems.

■ Measures to Prevent Lifestyle-Related Diseases*¹

To alleviate and prevent lifestyle-related diseases, including metabolic syndrome, Mazda carries out various activities, such as non-smoking measures, promotion of walking, and holding seminars on these themes.

Promotion of Non-Smoking Measures

Mazda has set a long-term target of reducing the percentage of smokers in the Company to 25%. To achieve this target, Mazda offers full individual support and promotes a nonsmoker-friendly environment.

A Company-wide smoke-free day has been implemented once a month. In addition, the provision of outside smoking areas is promoted to prevent passive smoking.

Promotion of Walking

To help employees improve their health, Mazda promotes walking activities using the PepUp*³ personalized website for individuals. The Company has been also introducing the Eco-Walk Commuting Program, which provides those who walk to work with allowance payments.

Joint Activities with the Mazda Health Insurance Society (Collab Health)*⁴

Mazda runs the following health-promotion events in cooperation with the Mazda Health Insurance Society:

- Weight Challenge Event: To promote weight management by employees
- Health Quiz Challenge: To deepen employees' understanding on health checkup items

*1 Initiatives at Mazda Motor Corporation

*2 Activities in which all members of a workplace participate to identify points needing improvements and make proposals for improvements, and assess their working environment from a broad perspective, thereby improving it by using clear and simple procedures.

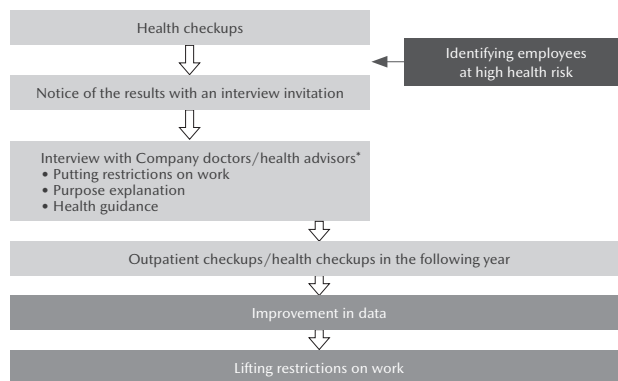
*3 Health website that supports efforts to become healthier, and which is available for use to those insured by the Mazda Health Insurance Society, or dependent spouse.

*4 Collaboration between the health insurance society and the company in promoting preventative health and health improvement for the insured in an efficient and effective manner based on the clear segregation of roles and in a good work environment.

I Health Checkups*¹

In addition to legally prescribed health checkups*² for all employees, Mazda carries out comprehensive medical checkups*³ covering a variety of areas for employees when they reach the ages of 25, 30, and 35, and when they pass the age of 40. Furthermore, the Company conducts complete physical checkups, including gastroscopy and abdominal ultrasonography, for employees when they reach the ages of 50, 54, and 58. Based on the results of these health checkups, Company doctors determine if employees can continue to work or not. Mazda also promotes employees' health by offering personal health guidance by Company doctors and health advisors.

Healthcare Guidance Data



* After the interview results are confirmed by the employee, these results are also reported to the employee's manager.

I Health Risk Measures*¹

The business climate has undergone various changes, including the globalization of workplaces and the extension of retirement age. Giving consideration to these changes, Mazda strives to establish a system to appropriately assess and deal with the health risk of employees from the perspectives of risk prevention and management.

Infection Prevention Measures

In view of various risks related to infectious diseases, Mazda takes appropriate measures in accordance with the relevant laws and regulations, including the Infectious Disease Control Law. Mazda also responds to requests by authorities and other bodies, such as on COVID-19 countermeasures, and is continuously striving to prevent infection or the spread of disease. To prevent infectious diseases, Mazda, at its expense, provides employees dispatched to other companies overseas and their accompanying spouses with necessary vaccinations, such as hepatitis A and tetanus, taking into account the risk status of each country or region. The Company also provides pre-overseas assignment education which incorporates information on how to prevent infectious diseases, such as malaria and tuberculosis. Regarding influenza, the Company launched a system to cover part of the expenses paid by employees for flu vaccinations to prevent mass flu infection at workplaces.

[Specific Examples]

- Actions against the Spread of the Novel Coronavirus (COVID-19)
- Mazda opened a portal for infection response and prevention on its intranet in order to communicate correct information to all the employees. The Company also provided education to help employees gain a correct understanding of COVID-19 and thoroughly implement basic preventative measures. If an employee was confirmed to be infected, the Company responded individually and quickly to prevent the spread of infection and clusters. Workplace vaccination drives have been also held for employees of Mazda and its Group companies and their families upon request. Vaccination has made progress and people's behavior has changed as they learn to live with the disease. As such, Mazda has undertaken reviews of work conditions in stages. Taking into account, the Japanese government's reclassification of COVID-19 as a weaker Category V Infectious Diseases from previous Category II Infectious Diseases. To response this

change, Mazda has produced internal response regarding Category V Infectious Diseases reclassification, and notified internally.

Measures for Employees at High Health Risk

Mazda has established a system to take appropriate measures for employees at high health risk for heart diseases and cerebrovascular diseases. The Company also promotes activities to clarify the assessment indexes, such as the process of determining high-risk individuals by multiple Company doctors based on relevant data, and to establish a follow-up system to care for high-risk individuals after their health checkups, through collaboration among the person in question, the Company doctor and other members of the workplace.

*1 Initiatives at Mazda Motor Corporation

*2 Checkup items: Height, chest circumference, chest X-ray, blood test, urinalysis, electrocardiogram, etc.

*3 For employees who reach the age of 30, 35, and 40 and above, breast cancer and uterine cancer examinations are available with comprehensive medical checkups upon request. Checkups of the brain, the lungs, etc., are offered as paid options.

RESPECT FOR HUMAN RIGHTS

I Basic Approach

Mazda respects for human rights as fundamental to its corporate activities. Mazda never tolerates any human rights violations of any kind in all business activities inside and outside the Company, including discrimination or bullying on the basis of race, nationality, faith, gender, social status, family origin, age, mental or physical disability, sexual orientation, or gender identity.

With this belief, in August 2023 the Company established the Mazda Human Rights Policy. Through this policy, the Company respects human rights as set out in the United Nations Universal Declaration of Human Rights or Guiding Principles on Business and Human Rights; the International Labour Organization's ILO Declaration on Fundamental Principles and Rights at Work; or other international standards such as the Ten Principles of the United Nations Global Compact.

In setting the policy, Mazda cooperated with Group companies and took on suggestions, and it was formulated through a process of reports to the Board of Directors and their approval. In the future, Mazda will work with Group companies inside and outside Japan and update the policy as appropriate. It will also strive to spread awareness and understanding of the policy.

 [Mazda Human Rights Policy](#)

Mazda Human Rights Policy

Mazda believes that respect for human rights is fundamental to its corporate activities and has maintained a stance and commitment not to tolerate any violation of human rights in its corporate activities both within and outside the company. This includes discrimination, prejudice or harassment based on race, nationality, ethnicity, creed, gender, socioeconomic status, family origin, age, mental or physical abilities, sexual orientation, gender identity or other personal attribute.

Mazda has formulated this human rights policy based on this principle, and the entire Mazda Group will work together to promote initiatives for respecting human rights as well as improving respect for human rights. This Mazda Human Rights Policy is positioned as the overarching policy regarding human rights in Mazda's business activities and applies to all people working at Mazda.

To ensure the sustainability of its business and society, Mazda is committed to enriching life-in-motion for those we serve and delivering exhilarating experiences to customers by making products, creating connections, and developing human resources that put people first.

1. Commitment to Respect for Human Rights

Mazda regards respect for human rights as a core value of our corporate activities, and makes continuous efforts to uphold and enhance respect for human rights. Mazda respects human rights as set out in the United Nations Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work (ILO core labor standards), and International Conventions on Human Rights, and this Mazda Human Rights Policy defines Mazda's responsibility in respecting human rights. Under the United Nations Guiding Principles on Business and Human Rights, Mazda promotes efforts to implement and practice the basic principles of human rights throughout its group companies.

2. Scope of Responsibility and Governance

This policy applies to all officers and employees of the Mazda Group (Mazda Motor Corporation and its consolidated subsidiaries). Mazda also expects all of its business partners to understand and uphold the principle of respect for human rights and takes active steps to ensure the protection of human rights in their activities.

Mazda has established a framework for formulating and implementing this policy under the leadership of the representative director and president, and continuously promotes activities for respecting human rights.

3. Human Rights Due Diligence

Mazda believes that respect for human rights is a core value of our corporate activities, and to fulfill our responsibility to safeguard human rights, Mazda has established and operates a human rights due diligence* system.

* Human rights due diligence: continuous implementation of a cycle of procedures to identify, prevent and reduce adverse impacts on human rights in a company's business activities.

4. Remediation

Mazda will immediately implement appropriate and effective corrective and relief measures if it is found to have caused or contributed to any adverse impact on human rights. Mazda will also establish a relief process for this purpose.

5. Dialogue and Consultation with Stakeholders

In promoting activities for respecting human rights, Mazda engages in dialogue and consults with internal and external stakeholders including third-party expert organizations.

6. Information Disclosure

Through its official website and other channels, Mazda appropriately discloses information concerning its initiatives for respecting and promoting human rights.

7. Education

Mazda conducts appropriate education and awareness-raising activities for its officers, employees and stakeholders to ensure they understand and practice this policy both inside and outside the Mazda Group.

This policy was approved by the Board of Directors of Mazda Motor Corporation on July 28, 2023.

It will be updated as necessary in light of the demands of society, including laws and regulations.

August 10, 2023

Masahiro Moro
Representative Director, President & CEO
Mazda Motor Corporation



Mazda Human Rights Policy Annex

Human Rights in Business Activities of the Mazda Group

Mazda regards respect for human rights as a core value of our corporate activities and takes active steps to ensure that human rights are safeguarded at all times. Our human rights policy sets out the fundamental principles embedded in our business operations and is reviewed from time to time in light of changes in society, laws and regulations, and activities of the Mazda Group.

○ Prohibition of harassment and discrimination

Mazda does not tolerate any form of discrimination based on race, ethnicity, place of birth, religion, creed, gender, gender identity, sexual orientation, disability, age or any other reason. Furthermore, Mazda does not tolerate any form of harassment.

○ Prohibition of child labor and forced labor

Mazda does not tolerate any form of child labor or forced labor.

○ Establishment of a safe and healthy working environment

Mazda makes every effort to ensure the health and safety of employees in performing their work and takes every reasonable precaution to prevent accidents and disasters.

○ Dialogue and consultation with employees

Mazda engages in dialogue and consults with employees and employee representatives.

August 10, 2023

I Rules / Guidelines

Even prior to formulating the Mazda Human Rights Policy, Mazda defined its policy in this area and the standards of behavior it expected of its employees, as well as promoting related initiatives, based on fundamental international principles.

Specifically, Mazda established the Guidelines for Eliminating Sexual Harassment (name later changed to Guidelines to Eliminate Human Rights Violations) in 1999 and the Rules for Eliminating Human Rights Violations, which prohibit any activities that may infringe on an employee's human rights in business activities inside and outside the Company, in 2000. These rules and guidelines are revised as needed according to law amendment and circumstances inside and outside the Company. The most recent revisions are as follows:

- June 2020: Whether it be same gender or opposite gender, Mazda working regulations were revised so that employees are treated fairly in terms of holidays, allowances, and other conditions regardless of legal marriage or marriage without registration.
- August 2020: The Guidelines to Eliminate Human Rights Violations were revised according to revisions in harassment-related laws (effective from June 2020).
- March 2021: The Rules for Eliminating Human Rights Violations were revised according to revisions in harassment-related laws so that the definition of power harassment conforms to the definition in the relevant laws.

The Guidelines to Eliminate Human Rights Violations and the Rules for Eliminating Human Rights Violations are posted on the Company's intranet and are made known to employees through educational and training programs.

I Systems for Promoting Human Rights

The Human Rights Committee, comprising executive officers and division general managers, deliberates on human rights activities, and based on their decisions the Human Resources Division promotes human rights protection activities and resolves issues throughout the Group. Each division manager leads the division's activities as the human rights promotion officer at Mazda Motor Corporation, while the person in charge of human rights leads activities at each Mazda business location as well as at Group companies in Japan and overseas.

At Group companies in Japan, a network has been established to exchange opinions on a regular basis. Serious human rights vio-

lations identified through the network are reported to executive officers and other management-level members of Mazda Motor Corporation, providing a framework that enables the implementation of Group-wide solutions.

Moreover, once a year, the Global Employee survey is conducted to check the progress in human rights protection activities in each region around the world and confirm whether there is any problem to be addressed or not. The results of the survey are fed back to each management and improvement measures are taken as needed.

As for suppliers, Mazda seeks to establish a supply chain in which suppliers are also required to fulfill their social responsibilities in the area of respect for human rights, based on the Mazda Supplier CSR Guidelines. (P105)

Human Rights Promotion System



I Activities at Group Companies in Japan and Overseas

In line with its One Mazda concept, Mazda is committed to promoting human rights activities in its Group companies.

Based on the basic principles stated in the Mazda Human Rights Declaration and with reference to the Rules for Eliminating Human Rights Violations, the Guidelines to Eliminate Human Rights Violations, Mazda Group companies are maintaining a set of rules and guidelines that take into account the conditions in each country where they are applied. Through these efforts, the Company strives to protect human rights at all companies throughout the Group. There is also regular information exchange between human rights officers at Mazda Motor Corporation and each Group company. Depending on the circumstances of the particular company, Mazda Motor Corporation may also take steps such

as providing training/education tools or dispatching instructors. Since FY March 2017, Mazda supports Group companies in establishing a system for human rights training, and providing materials of Mazda's Human Rights Meetings to Group companies. Mazda also responds to human rights consultations from employees of Group companies via the Human Rights Counseling Desk, the Female Employee Counseling Desk, the Mazda Global Hotline, etc. (P104)

I Human Rights Counseling by Dedicated Counselors

Mazda has established a Human Rights Counseling Desk and a Female Employee Counseling Desk to appropriately respond to human rights consultations from employees, through providing advice and supporting early relief from human rights violations. Since more than ten years ago, the counseling desks have responded to consultations from sexual-minority (LGBTQ+) employees and, working with workplaces, have continued to provide support.

Mazda has set out regulations mandating strict confidentiality, guaranteeing immunity from reprisals, and ensuring that no disadvantage will accrue to employees who request consultations. Counseling is offered in various forms, such as face-to-face, by telephone, or by e-mail. Mazda promptly responds to consultations, with the goal of rapidly improving the work environment for the affected employee, while taking necessary measures against the relevant violator based on factual inquiry. The Company also offers the necessary support to ensure respect for human rights throughout the entire workplace, through the abovementioned counseling desks. For example, these desks offer advice on workplace culture improvement to the employee's supervisor, and provide counseling and advice for the employees and other persons concerned.

Initiatives to Prevent Human Rights Violations

Mazda carries out various initiatives to eliminate human rights violations. In case a problem involving human rights violations occurs, the Company discloses the case on the intranet as an example of disciplinary action, and conducts educational and awareness raising activities in order to prevent a recurrence. Mazda records the results of handling these cases and manages in accordance with the stipulated procedure, and reports to the Human Rights Committee. These records are used to formulate more effective Companywide policies and to prevent the recurrence of similar problems.

Initiatives for Sexual Minorities

In 2000, Mazda brought in its Rules for Eliminating Human Rights Violations to ensure that all employees, regardless of sexuality, can be themselves, be excited to work and demonstrate their full potential, and since that time has worked to prevent discrimination against those who are same-gender-oriented. In 2012, this was revised to forbid discrimination based on sexual orientation. Next, in 2017, this was expanded to cover gender identity. Then, in 2020, the definition for “partner” in Mazda’s working regulations was changed to cover not only married spouses, but also those in relationships equivalent to marriage regardless of genders, and for employees to be treated equally whether or not they were legally married or in an unregistered marriage. Mazda will also take action in the future to prevent harassment based on sexual orientation or gender identity (SOGI*¹ harassment).

Training and Educational Activities

Mazda proactively and regularly provides awareness-raising activities and education on human rights, targeting all executive officers and employees. In March 2008, recognized for these initiatives and other human rights protection activities, Mazda became the first corporation in Japan to be awarded the Human Rights Merit Award by Japan’s Ministry of Justice and the National Federation of Consultative Assemblies of Civil Liberties Commissioners.

Human Rights Training*²

■ Collective training

Mazda holds obligatory human rights training programs for employees when they newly join the Company and they are promoted in rank or position. The Company also holds event-based training such as human rights lectures for executive officers and senior managers. Moreover, the Company also holds training programs by department that are customized to each department in response to its specific needs.

■ In-house awareness training for sexual minority issues

In FY March 2017, Mazda started to organize training programs and lectures to promote understanding of sexual minority issues. In 2017, in-house lectures were held by experts invited from outside the Group, while in 2020, Mazda informed all employees about its internal systems, procedures, and consultation desks related to sexual minorities.

■ Human rights mini-lectures and other information offered via the in-house intranet

Mazda conducts activities to raise human rights awareness by human rights minilectures through intranet, and e-learning programs and to ensure that all employees can share recognition regarding power harassment and sexual harassment.

Themes of Human Rights Mini-Lectures (examples)

- | | |
|------------------------------------|---------------------------------|
| ■ Materials on communication | ■ e-learning materials |
| • Fight or flight response | • Gender diversity (LGBT) |
| • Critical thinking | • Power harassment |
| • Assertion | • Sexual harassment |
| • Metacognition and mindfulness | • Harassment regarding |
| • Emotion, etc. | child-rearing, nursing care |
| ■ Human rights education materials | leave, etc. |
| • Discriminated communities | • Various issues and challenges |
| issues (Dowa issues) | (regarding women, people |
| • Gender diversity, etc. | with special needs, national- |
| | ity/race, the elderly, HIV-in- |
| | fectured persons, etc.) |

Senior Management’s Message During Human Rights Week*²

The Company’s senior management sends all employees a message to acquaint them with the importance of respect for human rights every year during Human Rights Week, in connection with Human Rights Day on December 10.

Human Rights Meetings*²

Mazda holds regular meetings (four times a year) at each workplace themed on familiar topics, helping employees to think for themselves about human rights and make their own insights.

Other Human Rights Education Activities*²

Mazda has held Human Rights Slogan Competitions and established a special website on its human rights protection activities.

*¹ Sexual Orientation and Gender Identity

*² Initiatives at Mazda Motor Corporation

Collaborating with External Organizations and Contributing to Local Communities

Mazda actively collaborates with local governments, companies and other external organizations to implement human rights protection activities for local communities.

Other efforts towards promoting respect for human rights include social contributions on a global basis, such as participating in human rights events in regional communities, exchanging opinions with human rights organizations, adopting measures against poverty, and supporting a HIV/AIDS care facility.*¹

Fundamental Approach to Human Rights Due Diligence

As part of its human rights due diligence,*² and taking into account the Mazda Human Rights Policy, Mazda recognizes that it must identify factors that could negatively affect human rights in its business activities, and introduce systems that assign priority levels to these, and continuously work to prevent, reduce, rectify, or make up for them. Mazda works to this end and is expanding the scope of its initiatives to include Group companies and suppliers both in Japan and elsewhere.

Supply Chain Human Rights Due Diligence: Suppliers

Identifying Human Rights Issues

Human rights issues connected to suppliers*³ are clearly specified in the Mazda Supplier CSR Guidelines, and Mazda pushes all business partners to adhere to its efforts to respect human rights.

 [Mazda Supplier CSR Guidelines](#)

Initiative Self-diagnosis and Questionnaire

In the Mazda Supplier CSR Guidelines, all suppliers are asked to diagnose their own efforts by looking at the extent to which they: grasp the current situation, have systems in place, work to prevent impacts, raise awareness in-house, regularly confirm their situation, and keep their understanding of normal situations up-to-date. From the relief viewpoint, it also clearly details the Mazda Global Hotline, set up for whistleblowing if an issue is discovered or as a communications hotline to discuss responses.

In terms of evaluations into the effectiveness of such initiatives, the yearly questionnaire for suppliers verifies that they are appropriately carrying out the self-diagnosis described above. In FY March 2023, no issues, including those related to human rights initiatives, were found.

Responsible Mineral Procurement Efforts

Mazda understands that the conflict mineral*⁴ problem is one of the most serious social issues in its supply chains. The Company, therefore, aims not to use conflict minerals or any other raw materials that may cause social issues and it has clarified this view in the Mazda Supplier CSR Guidelines, to which it requests all suppliers follow. In FY March 2023, based on a request from a company to which Mazda supplies vehicles, Mazda conducted a conflict minerals survey of around 300 companies from which Mazda orders components or materials used in the finished supplied vehicles. For the surveys, Mazda used the format designated by the EICC (now the RBA).

*¹ Social contribution initiatives

<https://www.mazda.com/en/sustainability/social/>

*² Human rights due diligence: continuous implementation of a cycle of procedures to identify, prevent and reduce adverse impacts on human rights in a company's business activities.

*³ Mazda identifies nine human rights issues suppliers should work on: abolition of discrimination, respect for people, prohibition of child labor, prohibition of forced labor, non-use of conflict minerals or other raw materials that may cause social issues, wages, working hours, dialogue with employees, and safe and healthy working environments.

*⁴ Conflict minerals: Minerals and their derivative metals designated by Financial Regulatory Reform Article 1502 that are sourced from and used as financial sources for armed groups in conflict-affected regions in the Democratic Republic of Congo or adjoining countries (Regulated minerals: tantalum, tin, tungsten, gold). Under this act, listed US companies are obliged to report that no conflict materials are used in their products.