CHAPTER 4

# SOCIETY

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


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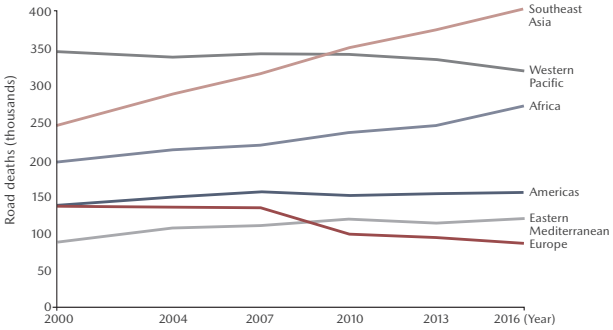
Society

# REALIZING AN AUTOMOTIVE SOCIETY THAT OFFERS SAFETY AND PEACE OF MIND

## Recognizing Social Issues

The number of traffic fatalities has been leveling off or decreasing in developed countries. In emerging countries, however, the number has been on the rise along with the progress of motorization (widespread use of private passenger cars). As of 2016, the annual number of people killed in traffic accidents reached approximately 1.35 million worldwide.
The automotive industry working to promote vehicle safety measures with a view to reducing the number of fatal road traffic accidents to zero by securing the safety of pedestrians and vehicle occupants, preventing serious accidents, and encouraging the effective and proper use of autonomous driving-related technologies.

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




Mazda created the graph above in accordance with the guidelines of the World Health Organization (WHO)

Death on the roads based on WHO Global Status Report on Road Safety 2018

## Mazda's Approach to Resolving Issues

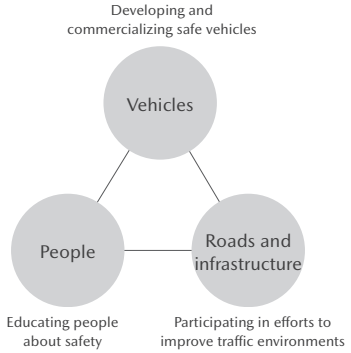
### Reasons for Addressing Social Issues

Around 2030, Mazda expects that advanced safety technology will have further evolved and become widespread, which will lead to a declining number of traffic accidents and help realize a society where people can move safely with peace of mind on a global basis.
With the goal of realizing an automotive society that offers safety and peace of mind, Mazda aims to create a system that enriches people's lives by offering unrestricted mobility to people everywhere.

### Approach to Resolving Social Issues

Aiming to achieve an automotive society that offers safety and peace of mind, Mazda promotes safety initiatives from the three viewpoints of vehicles, people, and roads and infrastructure.

Three viewpoints of safety and peace of mind initiatives



## Initiatives in Vehicles

In addition to refining its safety technologies, Mazda promotes technical development with the belief that the very act of spreading these technologies throughout society is a way of demonstrating the value it offers. Based on an original safety concept, Mazda Proactive Safety, Mazda is continuing to develop advanced driving support technologies that utilize IT. The Company is also working to create vehicles that enhance safety and peace of mind for drivers, passengers, and everyone else around. In terms of what Mazda can achieve between now and 2040 through automotive technologies, it aims for zero deaths resulting from its new vehicles.

### Mazda Proactive Safety: Mazda's Safety Philosophy

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

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

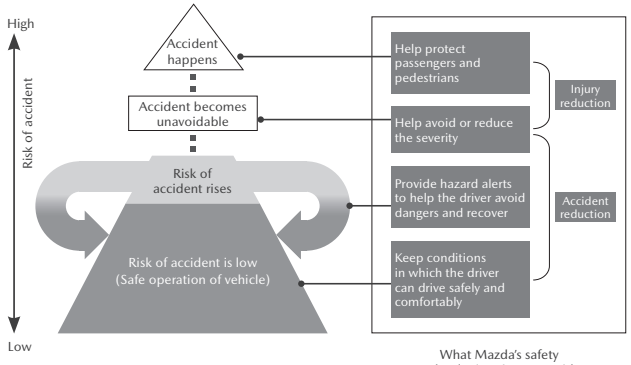
Since drivers are human beings, and human beings are fallible, Mazda offers a range of technologies which help to prevent or reduce the damage resulting from an accident.

If the risk of an accident increases, the sensing functions on the vehicle provide hazard alerts to help the driver avoid danger, thereby supporting safer driving. Moreover, understanding that human nature means that mistakes cannot be totally eliminated, Mazda offers safety functions on its vehicles that help prevent such human errors as much as possible, and if an error occurs, help prevent an accident or reduce the resulting damage.

Mazda places the highest focus on improving ordinary driving conditions to remove possible causes of an accident rather than on a "what if"-based approach (preparing for possible results).

Through providing these safety technologies based on a respect and understanding of human nature, Mazda supports driver's safer and more secure driving.

Mazda Proactive Safety:
Mazda's safety philosophy



## Continuously Evolving Basic Safety Technologies as Standard for All Vehicles

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

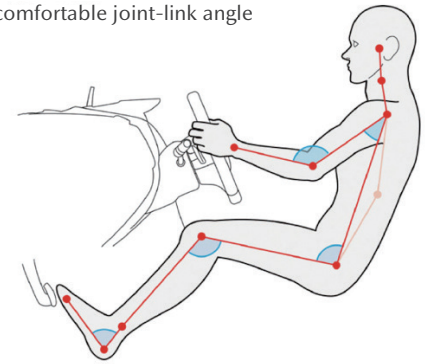
### Ideal Driving Position

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

### Pursuing the Ideal Joint Angle for Comfortable Driving

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

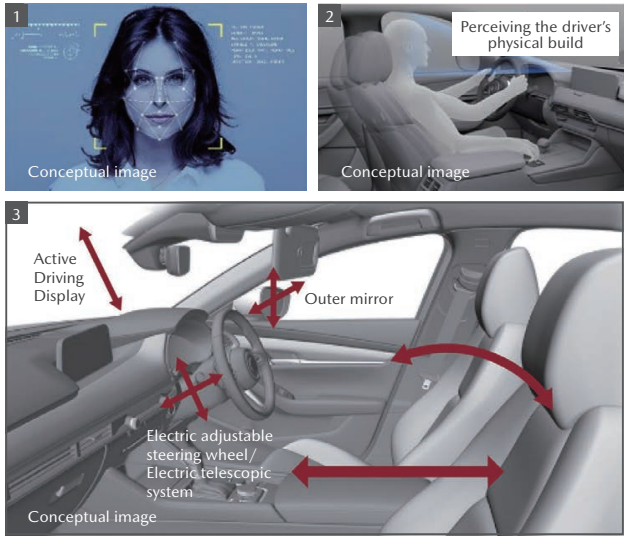
Image of comfortable joint-link angle



## Helping Drivers Assume the Ideal Driving Position

Mazda believes that the ideal driving position not only allows drivers to properly control a vehicle, but also can improve their handling in emergency collision avoidance and reduce injury to occupants even if a collision occurs. Therefore, the Company has offered driving position lectures by experts at the Mazda Driving Academy (P74) and other events.

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




TOPICS

### Selected as a JAHFA 2022–2023 Car Technology of the Year

The driving position support and driver emergency reaction technologies used in the CX-60 were recognized under the 2022–2023 Car Technology of the Year initiative by the Japan Automotive Hall of Fame (JAHFA). This is the fourth time that a Mazda vehicle has been chosen for inclusion.*1

Three technological systems were singled out for praise: (1) Driver monitoring, which uses cameras fitted with infrared sensors to protect drivers, by detecting various conditions such as by detecting if the driver is falling—or has fallen—asleep by checking whether his or her eyes are open, or sensing sudden changes in physical condition by looking at changes to sitting or head position; (2) the Driver Emergency Assist (DEA) system, an advanced safety technology that automatically reduces the speed of the vehicle and contacts emergency services should the driver lose consciousness—for example as a result of ailments such as with the heart, brain blood vessels, epilepsy, or due to low blood sugar or similar—and the vehicle determine that the driver is unable to maintain control; and, (3) the Driver Personalization System, which offers support to ensure that anyone can easily match the recommended driving positions by automatically adjusting factors such as seat position, steering wheel position, and side mirrors, according to automatic driving position guides to promote safe driving and minimize harm to everyone in the vehicle in the event of a crash.

Selected as a Japan Automotive Hall of Fame (JAHFA) 2022–2023 Car Technology of the Year

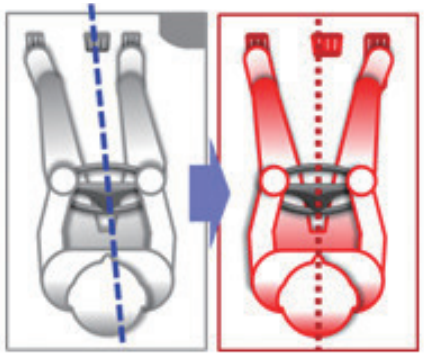
*1 Previous models recognized: Demio/Mazda2 Skyactiv-G 1.3 in 2011–2012, CX-5 Skyactiv-D 2.2 in 2012–2013, Demio/Mazda2 Skyactiv-D 1.5 in 2014–2015

*1 A mechanism to move the steering wheel back and forth.
*2 Some grades only.

## Ideal Pedal Layout

To enable pedals to be pressed in a natural position (i.e., an ideal pedal layout where the driver can stretch his/her foot forward and naturally rest it on the accelerator pedal when he/she sits in the seat), the front tires and tire houses have been repositioned farther forward. The distance between the accelerator pedal and the brake pedal has also been reviewed and optimized. As a result, the driver can enjoy driving more comfortably for many hours in a relaxed posture while operating the pedals more smoothly. These design improvements reduce both driving fatigue and the possibility of the driver stepping on the wrong pedal when braking in an emergency.

Comfortable layout enabling easy operation



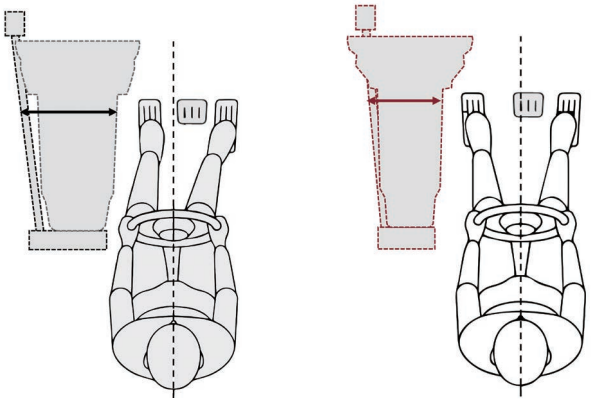
### Ideal Pedal Layout in Both Front-engine, Rear-Wheel-Drive (RWD) Cars and All-Wheel-Drive (AWD) Cars

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

In the case of an AWD car

Conventional rear-wheel-drive-based AWD platform

CX-60 AWD



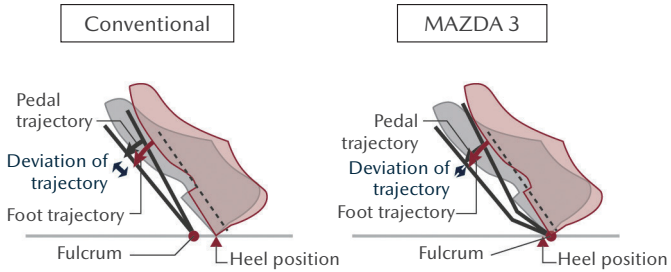
Twisted position

Comfortable, natural position

### Organ-type Accelerator Pedal

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

New and conventional organ-type accelerator pedal



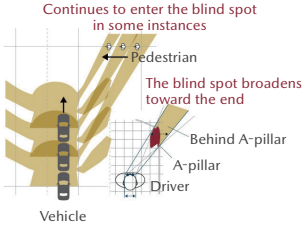
## Excellent Visibility

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

Opening angle enlarged by improved A-pillar

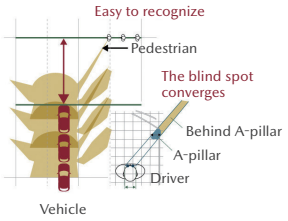
In the case of an A-pillar where the blind spot broadens toward the end

**A pedestrian is often continuously hidden behind the A-pillar, preventing the driver from recognizing him/her.**




In the case of Mazda3's A-pillar where the blind spot converges

**Sufficient visibility is provided by a combination of the slenderness of the A-pillar itself and its well-devised shape, making the blind spot smaller than in the case of a conventional pillar.**




### Introducing the See-Through View Technology, which Helps the Driver Check the Surroundings

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

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

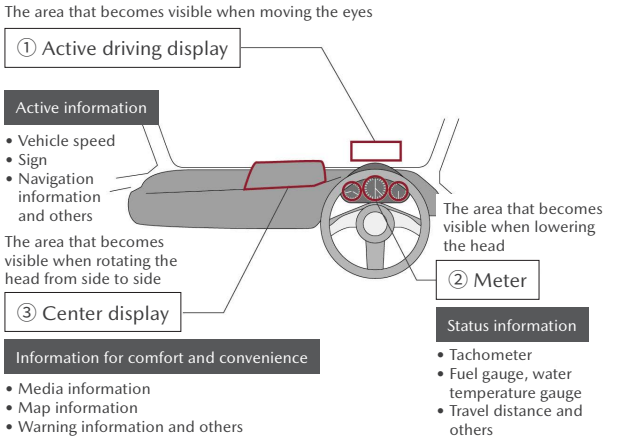
*1 Some grades only

## "HMI Concepts" to Minimize Causes of Careless Driving

Mazda has been committed to developing Human Machine Interface (HMI), which denotes equipment and mechanisms that facilitate communication of information about various things occurring during the drive between the driver and the vehicle, based on the concept "Heads-up Cockpit." Equipped with thoroughly human-centered HMI, the cockpit is designed to minimize three risk factors for careless driving*1 (cognitive distraction, visual distraction, and manual distraction) to enable the driver to concentrate on driving.

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

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




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

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

The CX-60 is the first model to be equipped with HMI that features an advanced indicator system based on an enhanced human-centered design philosophy.*2 The most prominent advancement lies in the increased area of the Active Driving Display (ADD), which is three times larger than ADDs in preceding models, including the Mazda3. In response to the enlarged ADD, the indicator layout has also been reconstructed to make displayed information more recognizable and more quickly readable. More specifically, the indicators are laid out optimally, grouped more appropriately, and enlarged.

■ Optimal indicator layout

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

[Usually] Speed indicator displayed in the center


[When a driving support system is working]
Information about the surroundings detected by the sensor displayed in the center


■ More appropriate indicator grouping

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


■ Enlarged indicators

In order to provide a safer and enjoyable driving experience for drivers of various age groups, the size of letters and graphics has been increased to improve visibility. Changes in information that should be recognized can be easily noticed without having to pay close attention to the ADD by devising color and shape changes.

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

*2 Some grades only

## i-ACTIVSENSE Advanced Safety Technologies*1

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

In 2022, the following new safety features were added to the CX-60:

- Smart Brake Support (SBS):
  <Junction> <Front Crossing> (SBS-FC)
- Blind Spot Monitoring (BSM):
  <Vehicle Exit Warning>
- 360° View Monitor:
  <See-Through View>
- Mazda Radar Cruise Control (MRCC):
  <Speed Limit Assist>

  The Company has completed application of six technologies, including the collision damage reduction brake (Advanced Smart City Brake Support or Smart Brake Support) and an acceleration suppression device that functions when the driver depresses the wrong pedal (AT Acceleration Control), for all 12 major models*2 sold in Japan, as standard equipment. Under the new vehicle safety concept Safety Support Car S (Suppocar S)*3 recommended by the Ministry of Economy, Trade and Industry and the Ministry of Land, Infrastructure, Transport and Tourism, these models qualify for the "Wide" Suppocar S category (as of August 2023).

## Driving Support Plus,*4 a System That Supports Safe Driving with an Electronic Key

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

«Conditions for system functioning»

- ○ When the select lever is at any position other than "P" or "N"
- ○ When the vehicle is moving forward at a speed of about 30 km/h or lower or reversing at a speed of 15 km/h or lower

## Human-centered Advanced Driving Support Technology

Mazda has conducted extensive research into humans. By understanding and modeling physical bodies and brain mechanisms, the Company has come up with the Mazda Co-Pilot Concept, an advanced driving support technology that can help to reduce risks associated with the driver becoming sleepy or unwell. Based on this concept, people enjoy driving and are revitalized mentally and physically through the process. Meanwhile, the car knows all the movements of the driver and the car is driving "virtually" in the background at all times. If the unexpected occurs, such as the driver suddenly losing consciousness, the car takes control to help prevent an accident and reduce potential injuries. It also automatically contacts emergency services and drives to a safer location. The Company aims to develop technologies of the Mazda Co-Pilot Concept, which uses autonomous driving technologies to allow drivers to enjoy any drive with peace of mind, and make these technologies standard.

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

*2 Applied models: Mazda2, Mazda3, Mazda6, CX-3, CX-30, CX-5, CX-60, CX-8, MX-30, MX-30 (EV model), Roadster/MX-5, and Roadster RF/MX-5 RF

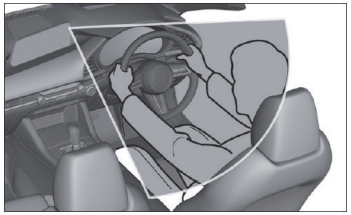
*3 A popular name for a safe-driving support car designed to prevent traffic accidents, a societal problem in Japan. It is particularly recommended for use by aged drivers.

*4 Warning concerning Driving Support Plus:

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

## Driver Monitoring

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



Driver Monitoring

Detecting the driver's condition by Driver Monitoring

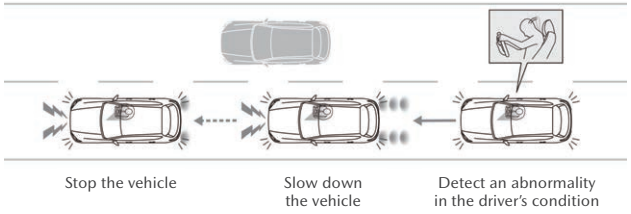
| | | | | | |
|---|---|---|---|---|---|
| MAZDA 3 (from 2019 onward) | Detection of careless driving | | | Directions of the eyes and face | Detecting careless driving from the directions of the driver's eyes and faces |
| | Detection of drowsy driving | | | Movement of the eyelids | Detecting drowsy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

## Driver Emergency Assist (DEA) System*1

The CX-60 is equipped with the Driver Emergency Assist (DEA) system, an advanced safety technology that can detect abnormalities in the driver's condition to help avoid an accident or reduce damage and injuries. Working with Driver Monitoring, the DEA system will slow down and stop the vehicle if it becomes difficult for the driver to continue to drive due to a sudden sickness or for other reasons, regardless of whether the vehicle is running on an expressway, an automobile road, or an ordinary road. This system therefore helps avoid an accident or reduce accident damage and injuries. In April 2023, the system was recognized with an Ichimura Industrial Achievement Award at the 55th Ichimura Industrial Awards (organized by the Ichimura Foundation for New Technology).

Ichimura Industrial Achievement Award at the 55th Ichimura Industrial Awards (organized by the Ichimura Foundation for New Technology)

Steps in the operation of the DEA system




Step 1: Monitor the state of the driver and detect an abnormality
Step 1-1: After detecting an abnormality in the driver's condition, start the hazard lights blinking to inform the passenger that the vehicle will make an emergency stop soon
Step 2: If the driver cannot resume driving, slow down and stop the vehicle while blinking not only the hazard lights but also the brake lights and sounding the horn repeatedly to warn others
Step 3: Automatically make emergency contact with an external party as needed

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

## TOPICS First in Japan to respond to latest UN regulations on DEA systems

In September 2022, the CX-60*1 was designated by the Minister of Land, Infrastructure, Transport and Tourism as the first vehicle in Japan to clear the revised safety regulations of the Act on Special Provisions of the Road Transport Vehicle Act Incidental to Enforcement of the Convention on Road Traffic*2 that take UN Regulation No. 79, Revision 4 (the latest*3 revision) into account.
This governs vehicles fitted with emergency functions that under certain conditions can automatically, and as safely as possible, stop or steer the vehicle should the driver become unresponsive. These risk-reduction functions of the DEA system meet the technical requirements of the UN regulation from which the Japanese safety regulations above are set. The minister's designation was received prior to the technologies' introduction to new vehicles from September 2023. In the future, Mazda will utilize advanced driving support technologies to help protect drivers and support the fun and freedom of driving, enrich their lives, and create excitement.

CX-60 fitted with the DEA system

Details on Mazda becoming the first in Japan to respond to the latest UN regulation on DEA systems

*1 For Japanese-specification e-Skyactiv D, Skyactiv-D 3.3, and e-Skyactiv PHEV Skyactiv-G 2.5 models
*2 For more details, please view the MLIT press release via the link below
https://www.mlit.go.jp/report/press/jidosha10_hh_000260.html (Japanese only)
*3 As of November 2022

*1 This system is designed to complement the driver's safe driving; it will function only under certain conditions, and its functions have limitations. No safety system or combination of such systems can prevent all accidents. This system is not a replacement for safe and attentive driving. Please drive carefully at all times and do not rely on technology to prevent an accident. For details, please ask dealer staff or refer to Mazda's website.

## Technologies for Mitigating Injuries and Damage from an Accident

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

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

### Lightweight collision-safety body:

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

### Occupant protection:

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

### Pedestrian protection:

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

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

**Lightweight Collision-Safety Body**

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

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

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

**Occupant Protection**

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

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

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

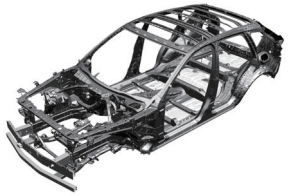
**Front seat side airbag**
The front seat side airbag has been improved with novel ideas for folding and packaging so that it can open more quickly to firmly hold the driver's and passenger's body. Its ability to hold the driver's and passenger's body has been optimized by effectively utilizing the stroke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

**Pedestrian Protection**

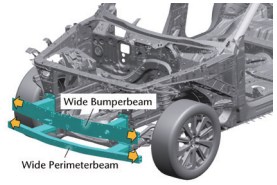
**Head protection measures**
To reduce injuries to the head of a pedestrian in the event that his/her head hits the hood in a collision, a space has been secured inside the hood so that his/her head will be softly supported by the structure inside the hood and prevented from touching hard objects inside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

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

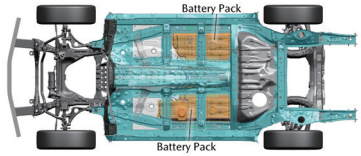
Lightweight, safer body



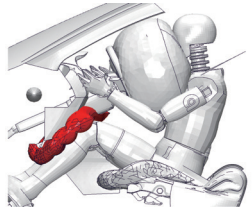
Frontal collision safety performance (Front body structure)



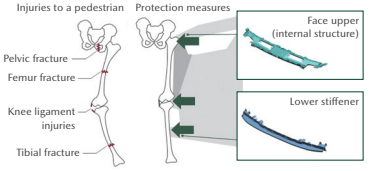

Side collision safety performance (Under body structure)




Driver's seat knee airbag



Leg protection measure



## External Evaluations for Mazda's Safety Technologies

Mazda has earned high evaluations for its safety technologies.

### Third-Party Safety Evaluations

Rating by vehicle model

(As of the end of May 2023)

| | | DEMIO/ MAZDA 2 | MAZDA 3 | ATENZA/ MAZDA 6 | CX-3 | CX-30 | CX-5 | CX-50 | CX-60 | CX-8 | CX-9 | MX-30 | ROADSTER/ MX-5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Japan | J-NCAP[*1] (Collision Safety Performance Tests) | 5★ (2014) | —[*6] | 5★ (2013) | 5★ (2015) | 5★ (2021) | 5★ (2017) | —[*5] | 4★ (2022) | 5★ (2017) | —[*5] | —[*6] | —[*6] |
| | J-NCAP[*1] (Advanced Safety Vehicle (ASV) Technology Assessment) | ASV+ (2014) | —[*6] | ASV+++ (2018) | ASV+++ (2018) | | ASV+++ (2018) | | | ASV+++ (2018) | —[*5] | —[*6] | —[*6] |
| US | US-NCAP[*2] | —[*5] | —[*6] | —[*5] | —[*5] | —[*6] | 5★ (2023MY) | —[*6] | —[*5] | —[*5] | 5★ (2023MY) | —[*6] | —[*6] |
| | IIHS[*3] | —[*5] | 23TSP | —[*5] | —[*5] | 23TSP | 23TSP | 23TSP | —[*5] | —[*5] | 23TSP | —[*6] | —[*6] |
| Europe | Euro-NCAP[*4] | 5★[*8] (2020) | 5★ (2019) | 5★ (2018) | —[*6] | 5★ (2019) | 5★ (2017) | —[*5] | 5★ (2022) | —[*5] | —[*5] | 5★ (2020) | —[*6] |

Recent NCAP Evaluations[*7]

(As of the end of May 2023)

| | | Vehicle models evaluated | Number of vehicle models receiving the highest possible (5★) rating/number of vehicle models evaluated |
|---|---|---|---|
| Japan | J-NCAP[*1] | CX-60 | 0/1 |
| US | US-NCAP[*2] | CX-5, CX-9 | 2/2 |
| Europe | Euro-NCAP[*4] | CX-60 | 1/1 |

*1 Japan New Car Assessment Program: Vehicle collision safety performance evaluations conducted by the National Agency for Automotive Safety and Victims' Aid. For collision safety performance, 5★ is the highest possible rating.
For Advanced Safety Vehicle (ASV) Technology Assessment, ASV+++ is the highest possible rating (from 2018 to 2019).
*2 National Highway Traffic Safety Administration's 5★ Safety Ratings program. 5★ is the highest possible rating.
*3 Insurance Institute for Highway Safety: Safety performance evaluations by an independent, nonprofit organization funded by auto insurers. Top Safety Pick + (Plus) is the highest possible rating.
*4 European New Car Assessment Programme: An independent agency comprised of the transport authorities of European countries, etc. 5★ is the highest possible rating.
*5 Not yet introduced as of the end of May 2023.
*6 Not evaluated.
*7 Excluding OEM vehicles.
*8 Mazda2 Hybrid.

## Initiatives with People

It is said that most traffic accidents are caused directly or indirectly by human behavior.
Mazda endeavors to raise safety awareness among adults and children through various means of communication.

### Raising Traffic Safety Awareness

In cooperation with local municipalities and organizations, Mazda and its Group companies in Japan and overseas conduct various activities to raise safety awareness.
In FY March 2023, Mazda participated in the Traffic Safety Challenge Festa held at Numaji Transportation Museum and conducted safety-awareness raising activities, which it had continued in cooperation with the Hiroshima Branch of the Japan Automobile Association (JAF) since 2017 to increase the seatbelt usage rate. The importance for all car occupants to wear a seatbelt was explained through the simulation of a collision at a speed of 5 km/h, quizzes to raise children's safety awareness, and shock absorption experiments with toy cars. In addition, a safe driving seminar for aged drivers was held at a local community center.

Raising awareness of using a seatbelt and child seat

### Safe Driving Demonstration

Starting from FY March 2015, Mazda has held the Mazda Driving Academy, an experience and training program to help customers in Japan learn the theories and techniques to control their cars easily, comfortably and safely. A variety of curriculums tailored to the needs and level of the customers are offered, from basic driver training of drive, turn, and stop, to the exciting experience of driving on a racing circuit, with the aim of improving their driving skills and raising the awareness of safe driving. In FY March 2023, the Mazda Driving Academy was held seven times.

Driving position lecture

Experiencing sudden braking

## Initiatives with Roads and Infrastructure

### Initiatives toward Realizing a Safe Automotive Society with ITS*1

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

### Technology to Notify the Driver of Unseen Dangers

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

ITS Projects Mazda Participates

| Project | Description | Organizer |
|---|---|---|
| ASV (Advanced Safety Vehicle) | Research and development to realize a system to assist safer driving utilizing cutting-edge technologies, including communication-based driving safety support systems.<br>In 1991, the project's first phase was launched, and currently discussions are under way as to the seventh phase. | Road Transport Bureau, Ministry of Land, Infrastructure, Transport and Tourism |
| ITS Connect* | The ITS Connect Promotion Consortium promotes practical application and widespread use of a driving support system combining automobile-related technology with new ITS communication technology.<br>The consortium aims to achieve a safe anxiety-free transportation society, by studying the fundamental technology for the driving support system (ITS Connect), which utilizes ITS dedicated frequency band, and carrying out operation support. | ITS Connect Promotion Consortium |

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

*1 ITS: Intelligent transport system uses telecommunications technology to bring together vehicles, people, and the traffic environment, with the aim of easing traffic congestion and reducing the number of accidents throughout Japan.

Society

# CREATING A SYSTEM THAT ENRICHES PEOPLE'S LIVES

## Recognizing Social Issues

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

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

As measures to effectively fulfill these mobility needs of local communities with different characteristics and issues, expectations are running high for Mobility as a Service (MaaS).*1 Amid ongoing discussions nationwide about MaaS in Japan, the automotive industry is striving to develop related technologies and create mobility service systems.

## Mazda's Approach to Resolving Issues

### Reasons for Addressing Social Issues

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

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

Mazda will leverage available car and connectivity technologies to help create a community where local residents help one another and facilitate human interaction, assisted by drivers from both within and outside the community.

### Approach to Resolving Social Issues

Mazda aims to evolve connectivity technologies to further cultivate connections among people and between people and society, thereby building a social contribution model that will enrich lives in the region by offering safe, secure, and unrestricted mobility to people everywhere. At the same time, the Company will move forward with initiatives to enhance brand value through active social contributions capitalizing on the strength of a vehicle manufacturer.

Five Types of Regions Identified to Promote Japanese-style MaaS

| | (1) Metropolitan area | (2) Metropolitan suburban | (3) Local urban | (4) Suburb/Depopulated area | (5) Tourist destination |
|---|---|---|---|---|---|
| Regional characteristics | • Population size: Large<br>• Population density: High<br>• Transport system: Primarily trains | • Population size: Large<br>• Population density: High<br>• Transport system: Trains/cars | • Population size: Medium<br>• Population density: Medium<br>• Transport system: Primarily cars | • Population size: Small<br>• Population density: Low<br>• Transport system: Primarily cars | • Population size: —<br>• Population density: —<br>• Transport system: — |
| Regional issues | • Response to diversifying mobility needs<br>• Lack of information about potential demand<br>• Daily traffic jams and congestion | • Lack of first-/last-mile transportation services and connectivity<br>• Local congestion due to events, weather, etc. | • Reliance on private cars<br>• Decrease in convenience and profitability of public transportation<br>• Insufficient transportation for non-car owners and elderly people who have returned their driver's license | • Reliance on private cars<br>• Decline in local transportation<br>• Expansion of areas where no public transportation is available<br>• Increasingly insufficient transportation for non-car owners and elderly people who have returned their driver's license | • Lack of secondary transportation and provision of tourism transportation in rural areas<br>• Need to facilitate smooth movement of foreign visitors to Japan, whose numbers are rapidly increasing<br>• Finely tuned response to diversifying tourism needs |

The above table was created by Mazda based on the "Outline of the Interim Report from the Roundtable on New Mobility Services for Cities and Rural Areas of the Ministry of Land, Infrastructure, Transport and Tourism."

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

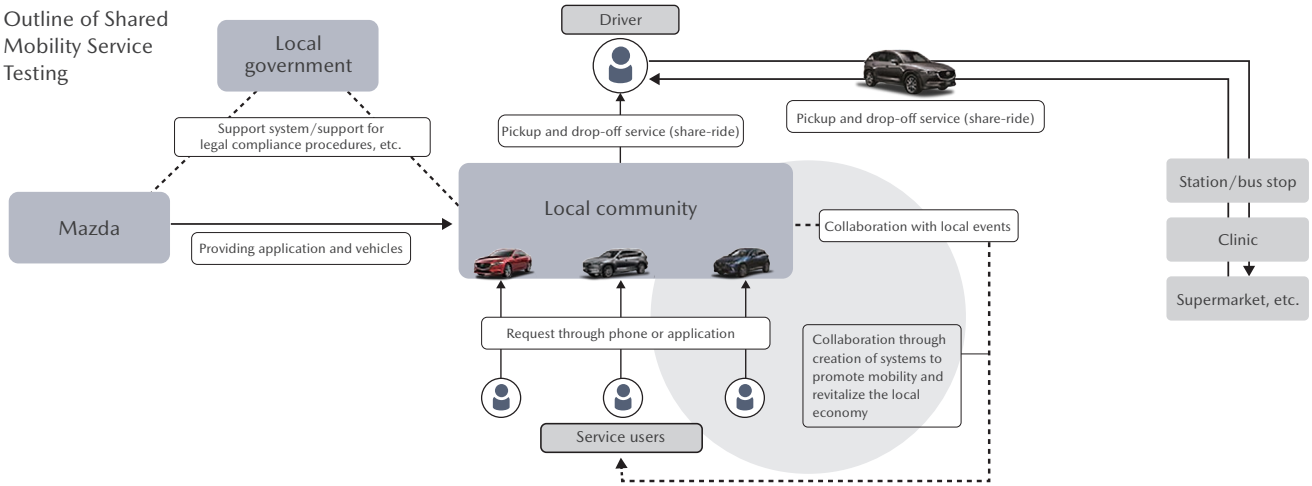
## Social Contributions Capitalizing on the Strength of a Vehicle Manufacturer

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

### Testing a Shared Mobility Service Leveraging Connectivity Technologies

Mazda will leverage the car and connectivity technologies to help create a community where local residents help one another, assisted by drivers from inside and outside the community, and promote real-life discoveries, experiences and growth through human interactions. Surely that is the way to create a more human world that allows people to really experience the joy of life.
Recent years have witnessed the dilapidation of public transportation systems in depopulated areas in hilly and mountainous regions of Japan, and this has made it harder for the elderly and disabled to get around. To help resolve such social issues, in December 2018 in Miyoshi City, Hiroshima Prefecture, Mazda started testing a shared mobility service utilizing its connectivity technologies, in cooperation with local residents and prefectural and city authorities. The Company is in charge of developing a transportation service management system and application software for users. Mazda is in the process of coming up with ideas to improve the convenience of the service through dialogues with the local community while having residents of the testing sites—the Kawanishi district and Sakugi-cho of Miyoshi City—continue using the service.
The Company is currently implementing various measures to ensure seamlessly connected mobility of people and goods inside and outside the community by linking the shared mobility service with regional information on local exchange events, shipping/collection of agricultural products, etc. Through such measures, Mazda strives to realize a sustainable service used by many more people, thereby leading to community invigoration in the future. Moreover, since December 2021, Mazda has expanded its activities to include Higashihiroshima City, and in addition to helping to resolve mobility issues through a shared mobility service, the Company aims to bring about a richer society through more sustainable lifestyles and a circular economy by utilizing its renewable energy and mobility technologies, such as EVs. To this end, it is moving forward with studies that involve the people of the region. Through these efforts, Mazda aims to build a social contribution model that will support regional revitalization and enrich lives in the region by offering safe, secure and unrestricted mobility to people everywhere.

Outline of Shared Mobility Service Testing




Trial of a shared mobility service

Photo courtesy of Kawanishi Residents Association

### Helping Disaster Evacuees Spend the Night in a Car

By leveraging its knowledge as an automobile manufacturer in response to recent frequent disasters beyond expectation, Mazda has launched a Mazda original kit of emergency items that are useful for disaster evacuees in spending the night in a car.
The kit includes goods that enable evacuees to spend the night as comfortably as possible in a car, such as pressure socks, which help reduce the risk of suffering from economy class syndrome, as well as portable toilets and a water bag. The kit also includes a booster cable, which will be helpful when the car battery dies.
In the aftermath of a disastrous torrential downpour in Japan in July 2020, Mazda sent quantities of this kit to disaster-affected areas so that it would be used for support and recovery activities. Moreover, in July 2022, a more affordable low-price variety of this emergency kit (5 L) was added to the lineup with a view to having many more people use it.


Mazda original emergency kit for spending the night in a car

# Social Contribution Tailored to National and Local Needs

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

## Basic Policy on Initiatives

### Basic Principles

As a company engaged in global business, Mazda is fulfilling its responsibilities as a good corporate citizen through ongoing involvement in socially beneficial activities tailored to the needs of local communities, in order to ensure that its business activities contribute to the building of a sustainable society.

### Plans for Future Activities

- Proactive, ongoing responses to social needs through the core business activities of the Mazda Group in Japan and overseas
- In collaboration with local communities, contribute to the development of a sustainable society through activities tailored to the needs of communities
- Emphasize and provide support for self-motivated volunteer activities by employees, and incorporate diverse values to foster a flexible and vibrant corporate climate
- Proactively disclose the details of activities and engage in a dialogue with society

### Three Pillars

Mazda promotes activities that are strongly rooted in local communities. Its social contribution activities are underpinned by the three pillars of environmental and safety performance, human resources development, and community contributions. (P79-80)

Three Pillars in Basic Policy on Social Contribution Initiatives


## Promotion Framework

In May 2010, Mazda established the Social Contribution Committee. The role of this committee, which meets regularly (twice a year), is to discuss issues facing the entire Mazda Group and share information, in line with the social contribution policy decided by the CSR Management Strategy Committee. (P9)
The details of the actual activities are considered by a Working Group comprised of related divisions.
Through the activities of the committee undertaken since 2010, Mazda continues to enhance information collection and utilization from a global and Group standpoint. Individual activities are carried out based on the budget plan in each region or department.*1

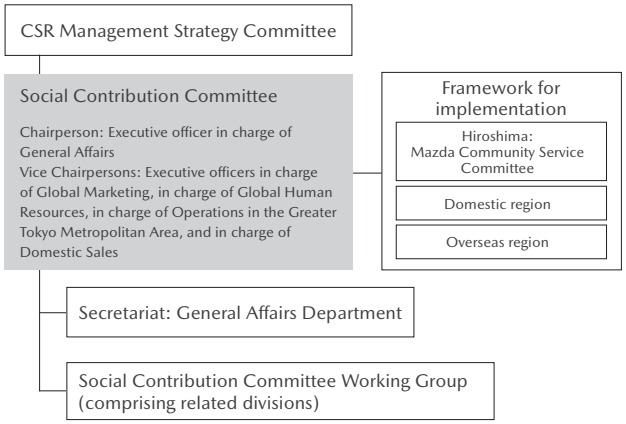
### FY March 2023 Major Results:

- Carried out over 700 activities*2 in Japan and overseas*3 (cost of social contribution activities: around 2.06 billion yen in FY March 2023). (P121)
- Established the Mazda Social Contribution Prize, selected based on evaluation indexes for social contribution programs, and continued implementing the PDCA (plan-do-check-act) cycle process.

## Evaluation Indexes for Social Contribution Programs

In FY March 2015, Mazda established the evaluation indexes for social contribution programs. These indexes are used to evaluate and promote programs which resolve social issues and improve corporate values. Mazda also created the PDCA (plan- do-check-act) process. They are designed to evaluate these social contribution programs from three perspectives: effect on society; effect on the Company; and Mazda uniqueness. (To be more specific, the indexes comprise eight categories such as "the number of beneficiaries," "the number of participating employees," "conformity with the Three Pillars in Basic Policy on Social Contribution Initiatives," etc.)

Promotion Framework




## Mazda Social Contribution Prize

In January 2015, Mazda established the Mazda Social Contribution Prize as a commendation system to recognize outstanding social contribution activities. The objective of the prize is to raise in/external recognition of the outstanding social contribution activities and support for increasing excellent social contribution activities. Based on the evaluation indexes for social contribution programs, members of the Social Contribution Committee Working Group, the Mazda Workers' Union and the Federation of All Mazda Workers' Unions collaborate to evaluate candidate activities. The Social Contribution Committee then selects prizewinning activities, each of which will be presented with a certificate of recognition in the name of the Company President on the anniversary of Mazda's foundation in January every year.

- The 9th Annual Mazda Social Contribution Prize
  The FY March 2023 prize winning activities were selected from the social contribution activities introduced in the Mazda Social Contribution Activities Report*3 (from April 2021 to March 2022).

The 9th Annual Mazda Social Contribution Prize

| | Activity name |
|---|---|
| Grand Prize | Toy drive by Mazda de Mexico Vehicle Operation |
| Special Prize | Humanitarian aid for Ukraine by Mazda Motor Europe |
| Special Prize | Learning support for children by Mazda Motor Corporation |
| Honorable Mention | Paper crane project by Mazda Motors of New Zealand |

*1 In Japan, the United States, Australia, New Zealand, and South Africa, the Mazda Foundation in each country separately undertakes various activities.
*2 Social contribution activities: Consolidated basis, Mazda Motor Corporation and its major subsidiaries. Monetary donation, goods donation, facility sharing, employee participation and dispatch, voluntary programs, and support for disaster-stricken areas.
*3 "Social Contribution Initiatives" on the Mazda Motor Corporation Global Website. https://www.mazda.com/en/sustainability/social/

## Volunteering by Employees

Mazda offers support to help employees become actively involved in volunteer activities.

- Providing volunteer opportunities (Mazda Specialist Bank, Mazda Volunteer Center, etc.)
- Subsidizing part of the cost of activities (Mazda Flex Benefits*1), etc.)
- Enabling employees to take leave for activities (volunteer leave included in the Special Warm Heart leave system (P118), etc.)
- Providing volunteer training opportunities

## Support for Disaster-Affected Areas

The Mazda Group provides various supports for the early recovery and restoration of areas affected by natural disasters. Mazda Head Office coordinates with its production/business sites in the affected area to provide appropriate support in case of natural disasters such as an earthquake and abnormal weather.
Recent support cases: Great East Japan Earthquake/Northern Kyushu heavy rain in July 2017/heavy rain in July 2018/Typhoon Jebi (No. 21) in 2018/Hokkaido Eastern Iburi Earthquake in 2018/Typhoon Hagibis (No. 19) in 2019/heavy rain in July 2020 (Japan), hurricanes (United States), Mexico Earthquake (Mexico), flooding in southern Thailand (Thailand), Turkey and Syria earthquakes, etc.

## Support through Mazda Foundations

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

| Country | Name | Support activities / objectives | Year of establishment | Amount of grants (donations) in FY March 2023 |
|---|---|---|---|---|
| Japan | Mazda Foundation | Support activities to promote science and technology and the sound development of youth. | 1984 | Around ¥51,120,000 |
| U.S. | Mazda Foundation U.S.A. (MFUS) | Provide funds to various initiatives for education, environmental conservation, social welfare, cross-cultural understanding, etc. | 1990 | Around US$498,000 |
| Australia | Mazda Foundation Australia (MFA) | Provide funds to various initiatives, including education, environmental conservation, technology promotion, and welfare. | 1990 | Around A$1,254,000 |
| New Zealand | Mazda Foundation New Zealand (MFNZ) | Provide funds to various initiatives, including education, environmental conservation, and culture. | 2005 | Around NZ$222,000 |
| South Africa | Mazda South Africa | Provide funds to various initiatives, including education, career development, technological development, and environmental conservation. | 2017 | Around R1,045,000 |

**TOPICS** Support for the Turkey and Syria earthquakes

To help with support activities for the communities and people affected by the Turkey and Syria earthquakes, Mazda donated 10 million yen through the Japanese Red Cross Society. Dealerships in neighboring countries have also donated to charitable organizations to help support humanitarian aid activities in the region.

Support for the Turkey and Syria earthquakes

*1 This is a selective benefit system. Individual employees can seek the type of assistance that most suits them by choosing from a number of preset benefit options within the points they have.

## Initiatives Based on the Three Pillars

Mazda promotes activities that are strongly rooted in local communities. Its social contribution activities are underpinned by the three pillars of environmental and safety performance, human resources development, and community contributions.

### Environmental and Safety Performance

Mazda's business activities have a relationship with and impact social issues, such as global warming, energy and resource shortages, and traffic accidents. To resolve these issues, the Company attaches importance to the environmental and safety perspectives, not only in conducting its main business, but also when making social contributions.

- Hosting environmental awareness-raising programs at various events, dispatching lecturers to environmental education programs, and carrying out volunteer activities for biodiversity conservation and various other environmental protection initiatives
- Offering lectures on traffic accident issues at various events, and holding safer driving seminars

[Environment]

### Japan: Community Cleanup Activities

Mazda, Group companies, and dealerships throughout Japan have been working to beautify their communities, through regular cleanup and weeding activities in their local areas. In FY March 2023, Mazda, in collaboration with Group companies and local authorities, has been running volunteer cleanup activities as part of its community contribution.

### New Zealand: Assisting in the Development of Hands-on Learning

Since 2004, Mazda Motors of New Zealand Ltd. (MMNZ) has been supporting the activities of Project Crimson Trust, one of New Zealand's leading conservation organizations. In 2022, MMNZ ran the "TREEmendous" project—which was previously organized in conjunction with the Project Crimson Trust—on its own for the first time. The project teaches kids to learn hands-on in nature, to consider the environment, and ways they can protect it.

[Safety]

### Japan: Flying the Flag for Safety

Players from the adult rugby team Mazda Skyactivs Hiroshima, originally part of Mazda, took part in Hiroshima Prefecture Summer Traffic Safety Week in July 2022. They worked with the city and prefectural police as well as traffic volunteers, to raise awareness about how to prevent traffic accidents. Dealerships in Japan also conduct traffic safety patrols around their neighborhoods. This activity is aimed at reducing traffic accidents by distributing reflectors and flags to raise awareness of traffic safety among local residents.

### Japan: Cleaning Convex Traffic Mirrors

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

### Human Resources Development

Mazda emphasizes the perspective of human resources development, based on the idea that fostering people who will be future leaders in the foundation of society and in business is important.

- Holding seminars and lectures by employees with specialized knowledge and skilled techniques such as manufacturing
- Accepting students for internship programs, supporting to learn about vehicles using facilities in the Company, etc.

### Community Contributions

Mazda promotes community contribution activities to cope with specific issues of each local community, in the countries/regions where the Company conducts its business operations.

- Making monetary/vehicle donations to charities and participating in various charitable activities
- Promoting sports and culture

### [Human Resources Development]

### Japan: Learning Support for Children

The Mazda Group offers students from elementary school age to university students the chance to visit its factories or attend vocational lectures. Mazda has now conducted plant tours for local elementary and junior high school students, who previously hadn't been able to go on field trips because of the pandemic. In addition, every year Mazda participates in the "Kids Engineer" program for elementary school students, sponsored by the Society of Automotive Engineers of Japan. In FY March 2023, Mazda held events at public facilities in its home region and at a venue in Yokohama as part of a program entitled "Make your own muffler: discover the secrets of sound."

### South Africa: Support for Kids' Education and Healthy Lifestyles

Since FY March 2021, Mazda Foundation Southern Africa has been supporting Butterfly House, an NGO that carries out various initiatives to ensure that children who face various educational or childhood problems can enjoy healthy lives. Butterfly House focuses on developing places where children can play in safety, and plan to expand these. In FY March 2023, Mazda Foundation Southern Africa donated sunshade nets to protect kids from direct sunlight and heat so they can have fun in their playgrounds.

### [Community Contributions]

### Japan: Food Drive

Mazda, Group companies, and dealerships in Japan have, with the help of many employees, been carrying out activities to reduce food loss and promote good relationships with their communities. At Mazda, food donation boxes were placed at Hiroshima Plant and at the Company's dormitories, and after sorting, the food collected was donated to various organizations involved in running food banks.

### Worldwide: Paper Crane Projects

Mazda has collected strings of paper origami cranes from sales companies around the world, and made an offering of them at Peace Memorial Park in the city of Hiroshima. This initiative came about after a request for help from the Gojinsha Wendy Hito-Machi Plaza because of a dramatic drop in the number of paper cranes being donated due to the pandemic. It has now become an activity where Mazda and sales company employees, as well as customers, around the world can pray for peace and feel the global ties that bind us all. In FY March 2023, ten countries took part, and between them they created around 24,000 cranes. These were collected and then strung together at welfare facilities and presented to Hiroshima City.