

STAKEHOLDER ENGAGEMENT

Basic Approach

Mazda clarifies key responsibilities and issues that the Mazda Group should accomplish, through dialogue with stakeholders which are important for a company's sustainable development*1, and carries out daily business activities while making efforts for improvement.

To ensure effective communications with customers and other respective stakeholders, Mazda has defined its key stakeholders, and determined the frequencies of providing opportunities for dialogue and information disclosure. The information obtained is reported to the relevant departments or committee meetings attended by the Company's management, and used for planning and improving Mazda's daily business activities.

In the brand value management which the Company has been promoting in earnest since 2013, Mazda is pushing ahead with various initiatives, aiming to continue to grow as a corporate group that earns the trust of all its stakeholders. By establishing indicators for its relationships with its stakeholders, Mazda implements the PDCA (plan-do-check-act) cycle.

a Examples of Indicators

Customers	Degree of customer satisfaction, brand likeability, loyalty (retention), net promoter score, (unaided) awareness level, brand recommendation level
Shareholders and investors	Evaluations by external research organizations
Business partners	Stakeholder Survey
Employees	Global Employee Engagement Survey
Global society and local communities	Stakeholder Survey
Next-generation people	Evaluations by external research organizations

Key Stakeholder Relationships and Opportunities for Key Dialogue and Information Disclosure (as of March 31, 2020)

Key Stakeholder	Mazda Group's Key Responsibilities and Issues	Opportunities for Key Dialogue and Information Disclosure (Frequency)
Customers	<ul style="list-style-type: none"> Improving customer satisfaction Providing safe, reliable and attractive products and services Appropriate disclosure and explanation of information regarding products, services and technical terms Providing customer support in a timely and appropriate manner Appropriate management of customer information 	<ul style="list-style-type: none"> Establishment of call centers (always) Mazda Official Website and social media (always) Day-to-day sales activities (always) Customer satisfaction surveys (as needed) Holding events (as needed) Interviews with customers (as needed) Meetings with Mazda vehicle owners (as needed)
Shareholders and investors (see the website for shareholders and investors*)	<ul style="list-style-type: none"> Timely and appropriate information disclosure Maximizing corporate value Strict exercise of voting rights (at the general meeting of shareholders) Active investor relations activities 	<ul style="list-style-type: none"> Website for shareholders and investors (always) Publication of the asset securities report and the quarterly financial reports (four times a year) Publication of the summary of financial results (four times a year) Quarterly presentation of financial results (four times a year) Holding ordinary general meetings of shareholders (once a year) Publication of the Annual Report (once a year) Publication of corporate governance reports (as needed) Presentations and plant tours for investors (as needed)
Business partners <ul style="list-style-type: none"> Suppliers Domestic dealerships Overseas distributors 	<ul style="list-style-type: none"> Fair and equitable trading Open and transparent business opportunities Support for requests for collaboration on CSR implementation Appropriate disclosure and sharing of information 	<ul style="list-style-type: none"> Hotlines linking Mazda with dealerships (always) Day-to-day purchasing activities (always) Supplier communication meetings (once a month) Conferences with representatives of dealerships (once a year) Conferences with supplier executives (once a year) Commendation of outstanding suppliers and dealerships (once a year, respectively)
Employees	<ul style="list-style-type: none"> Respect for human rights Choice and self-accomplishment Promoting a healthy work-life balance Optimum matching of people, work and placement Promotion and improvement of employee health and safety Promotion of diversity Mutual understanding and trust between labor and management 	<ul style="list-style-type: none"> Labor-Management Council (as needed) Direct communication with senior management (MBLD) (as needed) Global Employee Engagement Survey (as needed) Career meetings (four times a year) Career Challenge System (in-house recruitment and "Free Agent") (as needed) Group and optional training (as needed) Lectures (as needed)
Global society and local communities <ul style="list-style-type: none"> Community people Government and administrative agencies NGOs/NPOs Experts and specialists Educational institutions 	<ul style="list-style-type: none"> Respect for local cultures and customers Prevention of workplace accidents and disasters Activities contributing to local communities (including cooperative work) Disaster-relief activities in regions in which Mazda does business Compliance with laws and regulations Payment of taxes Cooperation with government policies Cooperative work and support in search of solutions to global social issues Foundation activities 	<ul style="list-style-type: none"> Opening to the public of the Mazda Museum and plant tours (always) Execution of social contribution activities and participation in and promotion of volunteer activities (as needed) Dialogue through economic and industry organizations (as needed) Interaction/exchange of views with the local community (as needed) Response to hearings, information disclosure, etc. (as needed) Dialogue, cooperation and support through collaboration of industry, academia and government (as needed)
Next generation people (environment)	<ul style="list-style-type: none"> Consideration for the environment Energy-/ global-warming-related issues Promoting resource recycling Cleaner emissions Environmental management 	<ul style="list-style-type: none"> Holding and participating in environmental events (as needed) Setting targets and reporting the results under Mazda Green Plan 2020, midterm environmental plan (once a year)

* <https://www.mazda.com/en/investors/>

*1 Parties who are directly or indirectly related to the business of the Mazda Group

Conducting the Stakeholder Survey

Since FY March 2014, Mazda has conducted a Stakeholder Survey (once a year), inviting opinions from stakeholders outside the Company regarding employee conduct and attitudes toward the promotion of brand value management.

The submitted opinions and their analysis results are shared with top management. After clarifying the actual situations and issues to be addressed, the results are announced to Mazda employees and employees of the entire Group in Japan and abroad through MBLD (see p. 88).

This provides these employees with opportunities to review their own actions and practices, from the perspective of implementing the corporate vision and strengthening connections with stakeholders.

To generate frank opinions and guarantee objectivity of the analysis, Mazda has commissioned a third party organization (research firm) to conduct the survey.

b

b Those Covered by Stakeholder Survey
(Only in Japan)

Suppliers, distributors/dealerships, local autonomous entities, academic societies, industrial associations, etc.

Communication through Publication of the Mazda Sustainability Report

The Mazda Sustainability Report has been published with the aim of informing stakeholders of Mazda's CSR initiatives, in accordance with GRI Reporting Principles for Defining Report Content. To obtain the opinions and evaluations regarding the report's content and editorial method, Mazda has conducted a questionnaire survey and applied for CSR related awards. The submitted opinions and evaluations are fed back to executive officers, external directors, and each division's employees in charge of producing the Mazda Sustainability Report, and are utilized for designing the next year's initiatives and for considering the information to be disclosed in the report.