

People

Contribution to People's Mental Wellness

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.

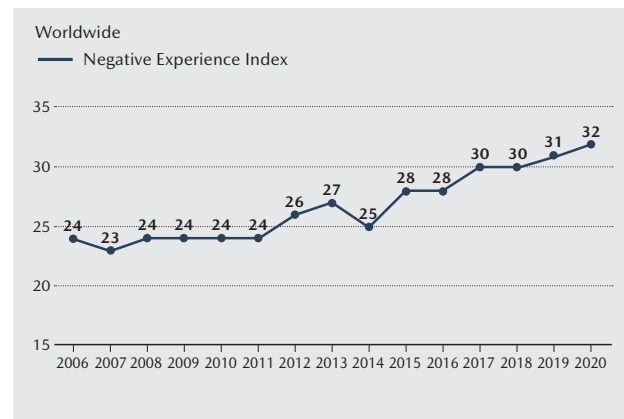
The survey results revealed that during the period between 2006 and 2020, Positive Experience Index scores (feeling well-rested, feeling treated with respect, laughing and smiling, enjoyment, and learning or doing something interesting) stayed about the same, whereas Negative Experience Index scores (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, 2006-2020



Negative Experience Index, 2006-2020



The above graphs were created by Mazda with permission from Gallup, Inc., based on the graphs in the Gallup Global Emotions 2021 report. "Gallup Global Emotions 2021", Gallup, Inc., <https://www.gallup.com/analytics/349280/gallup-global-emotions-report.aspx>

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 enhance customers' mental well-being with the satisfaction that comes from protecting the planet and contributing to society with a car that offers true driving pleasure.

Approach to Resolving Social Issues

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

- 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 revitalizes them mentally and physically
- Enhancing events and experiences for customers to build special bonds with Mazda by providing a comfortable space and through other means

Mazda's Initiatives

Building Special Bonds

With a view to building special bonds with customers in more than 130 countries and regions where Mazda vehicles are sold, the Mazda group push forward with various initiatives in cooperation with local distributors/ dealerships to provide customers with a Mazda brand experience in all stages of their car ownership.

To build special bonds 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.

For example, in the United States, a Group company carried out a program in partnership with participating dealers. The program was to provide a free oil change as well as interior and exterior vehicle cleaning for healthcare workers nationwide in 2020 and for educators nationwide in 2021. Not only Mazda owners but also for most makes and models from other manufacturers were covered by the program.

In the area of products, through its vehicles, Mazda aims to offer driving pleasure and an enriched life to an even greater number of customers. The Company is building on its strengths by further pursuing a *Jinba-ittai*—or sense of oneness between driver and vehicle—driving feel through the use of G-Vectoring Control* and other technologies, as well as by 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 lives. Other than products, Mazda holds various events, including online programs not only for its customers but also for many other people, to help them understand the Company's passion for and commitment to vehicle manufacturing as well as driving pleasure. In addition, Mazda offers its official merchandise that makes users feel close to Mazda in their everyday life.

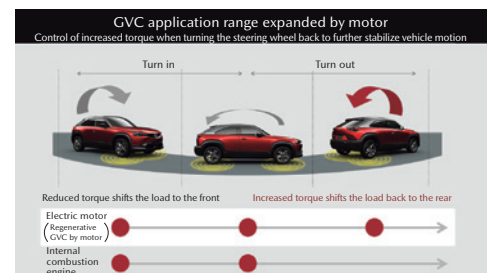
* The world's first control system to vary engine torque in response to steering inputs in order to provide integrated control of lateral and longitudinal acceleration forces and optimize the vertical load on each wheel for smooth and efficient vehicle motion. (As of June 2016 for mass production vehicles, according to in-house investigation). In FY March 2021, Mazda developed its proprietary control technology for electric vehicles, electric G-Vectoring Control Plus (e-GVC Plus), which was incorporated into the MX-30 EV models.



CX-30 featuring further evolved Kodo design



Mazda official merchandise "Mazda Essential Collection" <https://www.mazda.com/ja/collection/essential/> (Japanese only)



Technology adopted in the MX-30 EV model: electric G-Vectoring Control Plus

TOPICS

CLASSIC MAZDA

Thus far, the Classic Mazda website has provided information about restoration services and restoration parts for the first MX-5 (Roadster in Japan), 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. In December 2020, the website was updated in conjunction with the release of restoration parts for the RX-7.



The first MX-5 (Roadster in Japan)



The third RX-7 (left) and the second Savanna RX-7 (right)

Classic Mazda website (Japanese only) :

<https://www.mazda.co.jp/carlife/classicmazda/>

Contribution to the SDGs

Goals and Targets



(3) Ensure healthy lives and promote well-being for all at all ages.



(9.1) Develop sustainable and resilient infrastructure to support economic development and human well-being