



May 13, 2013

Subject: MNAO Compliance Hotline

Dear MNAO Supplier,

The purpose of this letter is to inform all companies that are currently engaged in, or are considering doing business with, MNAO about MNAO's Compliance Hotline.

As a compliance conscious organization, MNAO strives to conduct its business in a manner consistent with the law, ethical business practices, and the highest standards of integrity. In furtherance of this effort, several years ago MNAO implemented a Compliance Hotline. Since its inception, the Hotline has provided a mechanism for MNAO employees to report concerns. Since we view our suppliers as an extension of the Mazda family and believe that our suppliers should be just as focused on compliance as MNAO, we have decided to make the Hotline available to our suppliers as well.

The Hotline is available 24hrs/day, 365 days a year as a means for any MNAO employee or supplier to report concerns, including anything they think may be inconsistent with the law, MNAO policies, or ethical business practices. If desired, reports can be made anonymously. The Hotline information is shown below:

MNAO Compliance Hotline Phone Number: 877-571-9751

MNAO Compliance Hotline Email: globalhotline@mail.mazda.co.jp

We appreciate your interest in doing business with MNAO. If you have any questions regarding this letter, please feel free to contact me directly.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Shawn Murphy'.

Shawn Murphy
Vice President – General Counsel
Mazda North American Operations

