

2024 ESG REPORT

CARING FOR EARTH, SOCIETY, AND PEOPLE



TABLE OF CONTENTS

WELCOME	2	EARTH	14	MANAGEMENT	41
Leadership Message	3	Managing Our Operational Impact	15	Aligning Our ESG Governance	42
About This Report	5	Minimizing Our Product Footprint	19	Upholding Ethics and Compliance	43
About Mazda Motor of America	6			Protecting Privacy and Keeping Data Secure	44
2024 ESG Highlights	11	PEOPLE	21	Forging Stronger Links in Our Supply Chain	46
Our Approach and Strategy	12	Driving Success Through Our People	22	Ensuring Product Safety and Quality	49
		Advancing Inclusion, Diversity, Equity, and Accessibility	28		
		Protecting Our People	33	TRANSPARENCY	52
		SOCIETY	34	GRI Content Index	53
		Serving Society	35	Performance Tables	58

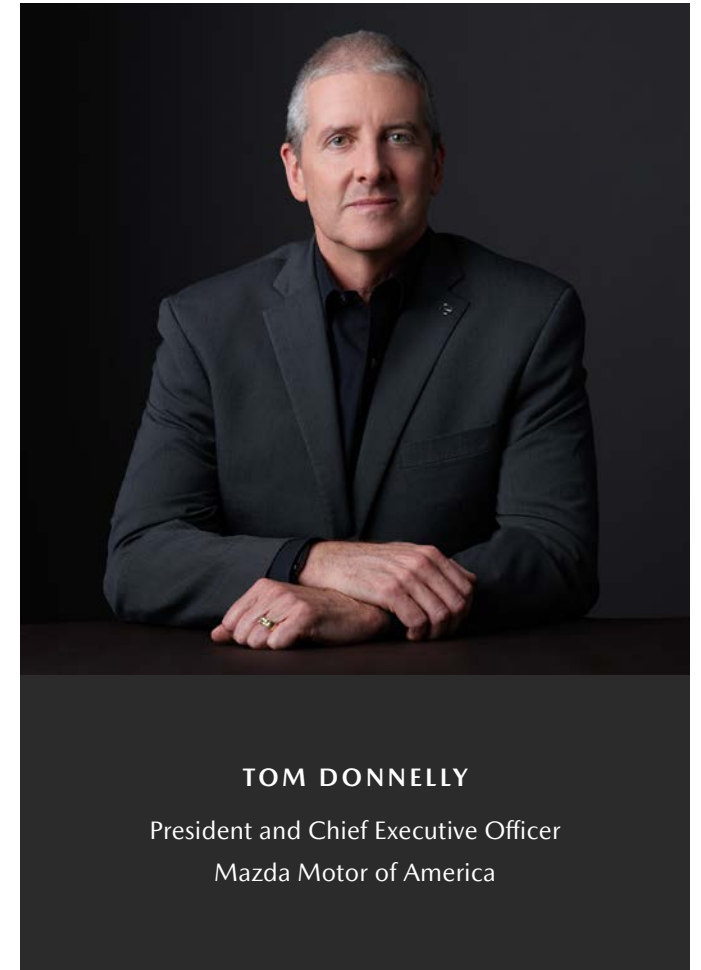
LEADERSHIP MESSAGE

We are proud to share Mazda Motor of America's ("MMA") annual ESG report.

We believe that MMA, along with our broader industry, has a unique opportunity to address the everyday challenges people face, especially safe and sustainable mobility. To that end, we strive to support a society where people can experience the joys of driving through vehicles that exist sustainably with the earth and society. We continue to align our sustainability efforts with the U.N.'s Sustainable Development Goals (SDGs).

In 2024, MMA made progress towards Mazda Motor Corporation's global commitment to achieve carbon neutrality at factories worldwide by 2035, and throughout the entire supply chain and vehicle life cycle by 2050. Operationally, we expanded our environmental disclosures to include energy, waste, and water consumption, and completed the first phase of our greenhouse gas emissions forecasting tool which enables us to better analyze our environmental footprint and identify transition pathways to achieve Mazda's carbon neutrality goals.

In addition to our commitment to environmental stewardship, we remain dedicated to empowering our workforce to excel. In 2024, we were proud to continue to offer a robust suite of learning and development programs to our employees and are actively planning and preparing for enhancements to our leadership training program based on participant feedback. To encourage greater recognition of a job well done, we launched our Mazda Tribute program, a platform designed to facilitate public and private recognition among peers, employees and managers. These investments in our employees help to cultivate the talent of our colleagues, enabling them to meet future challenges and drive innovation.



TOM DONNELLY

President and Chief Executive Officer
Mazda Motor of America

Beyond our own operations, we collaborate with community organizations to foster resilient, healthy, and sustainable communities. Through the Mazda Foundation (USA), Inc., we invest in programs that support food security, STEM education, and workforce development in the areas where our employees live and work. This year, to empower our employees to support the causes close to their hearts, we launched a web-based social impact platform to track employee volunteer activities and amplify giving. Our dealer network actively engages with local communities, further enhancing our collective impact.

As we look ahead, and in partnership with our stakeholders, we will continue to advance our sustainability strategy and implement concrete actions to ensure a better future for all.

Thank you for your interest in Mazda and our sustainability efforts.

Regards,



Tom Donnelly
President and Chief Executive Officer



"WE BELIEVE THAT MMA, ALONG WITH OUR BROADER INDUSTRY, HAS A UNIQUE OPPORTUNITY TO ADDRESS THE EVERYDAY CHALLENGES PEOPLE FACE, ESPECIALLY SAFE AND SUSTAINABLE MOBILITY."

ABOUT THIS REPORT

This report details the objectives and progress made in the areas of sustainability for Mazda Motor of America, Inc. (“MMA”), which includes environmental conservation and stewardship, social responsibility, and governance performance.

MMA is a subsidiary of Mazda Motor Corporation and is responsible for Mazda Motor Corporation’s U.S. operations. Mazda Motor Corporation is a publicly traded company based in Hiroshima, Japan. MMA is headquartered in Irvine, California. MMA’s business partners include affiliated entities in Canada, Colombia, Mexico, and the U.S., including Mazda Canada, Inc., Mazda de Colombia, Mazda Motor de Mexico (MMdM), Mazda de Mexico Vehicle Operations (MMVO), and Mazda Toyota Manufacturing (MTM). MMA contracts with Mazda Financial Services (MFS) to provide automotive finance, lease, and wholesale dealer financing products and services to Mazda dealers and customers in the U.S. MMA coordinates the production, marketing, and sale of Mazda vehicles in North America by working with suppliers, affiliated entities, and dealers.

Unless otherwise specified, this report covers only MMA activities in the U.S. for its fiscal year beginning April 1, 2023, and ending March 31, 2024 (henceforth, “2024”). MMA aligns with the fiscal year that Mazda Motor Corporation describes in its financial and sustainability reporting. MMA reports with reference to the Global Reporting Initiative’s (GRI) latest standards, released in October 2021. MMA also aligns its work with the United Nations Sustainable Development Goals (SDGs). As we continue to build our annual environmental, social, and governance (ESG) reporting, we will aim to expand the details included in our disclosures.

More information on our alignment with the GRI is available in the [GRI Content Index](#).

This report was published online in February 2025 and is optimized for digital viewing. In the interest of minimizing paper use, please consider reading this report electronically rather than printing a hard copy.

Questions about this report can be directed to esg@mazdausa.com.



ABOUT MAZDA MOTOR OF AMERICA

PURPOSE AND VALUES

We foster a culture defined by the resilience that characterizes the Mazda brand and the history of its hometown, Hiroshima. We promise to uplift the human body, mind, and spirit, enriching life-in-motion for those we serve. This culture is at the center of our technology and products, and in how we support our communities, engage with our dedicated employees, and partner with our dealers.

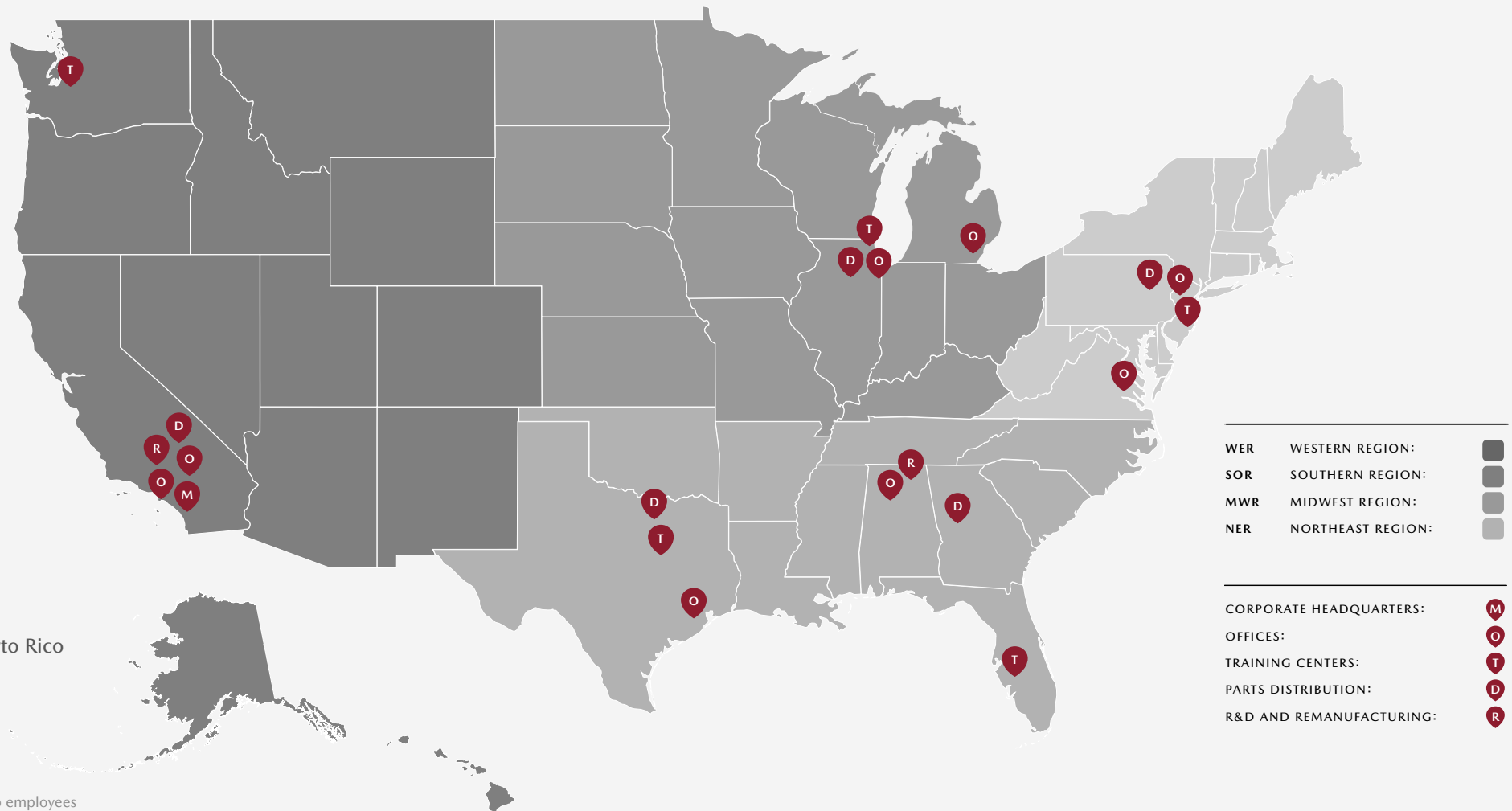


MAZDA MOTOR CORPORATION

MMA is a wholly owned subsidiary of Mazda Motor Corporation. Founded in 1920 with headquarters in Hiroshima, Japan, Mazda Motor Corporation operates major production sites in Japan, Mexico, Thailand, and China, and conducts sales in more than 130 countries and regions worldwide. Learn more about Mazda Motor Corporation's global sustainability efforts on the [Mazda Sustainability Website](#).

WE ARE PART
OF COMMUNITIES
ACROSS THE
UNITED STATES

- Headquartered in Irvine, California
- In 2024, we sold more than 375,000 vehicles in the U.S.
- 1,024 employees¹
- 542 independently owned U.S. dealerships across:
 - 4 regions
 - 49 states plus D.C. and Puerto Rico
 - 511 cities



¹ Includes MMA employees and Mazda Group employees assigned to MMA during the reporting period.

OUR VALUE CHAIN

Creating vehicles that are a joy to drive is a complex undertaking. We work with various business partners and affiliates to achieve our mission: enriching the journeys of those we serve. At MMA, we coordinate the production, marketing, and sale of Mazda vehicles across our affiliated entities in North America.



OUR STAKEHOLDERS

We strive to enrich the lives of those we serve through partnerships and two-way engagement with our stakeholders. We utilize several channels to reach our key stakeholders. Our diversity of communication and engagement mechanisms ensures that we are meeting our stakeholders where they are, while advancing our vision: to create a better world now and in the future.



Stakeholder	Ways We Engage
CUSTOMERS	<div><div>We maintain open two-way communication channels that provide customers with a direct and responsive platform to make inquiries and offer suggestions. We foster a strong sense of engagement and customer-centric interaction through:</div><div><div>▪ Customer Experience Center</div><div>▪ Mazda Financial Services</div><div>▪ Dealership-driven customer support</div></div></div>
EMPLOYEES	<div><div>MMA provides employees with numerous communication channels to foster an environment in which employee voices and insights are heard and valued. This is achieved by maintaining the following:</div><div><div><div>▪ Virtual and in-person employee town halls</div><div>▪ Weekly CEO all-hands virtual meetings</div><div>▪ An annual global employee survey</div><div>▪ Employee newsletters</div><div>▪ Employee Business Resource Groups</div></div><div><div>▪ Employee membership on various committees and subcommittees (e.g., health and safety committees, diversity, equity, and inclusion [DEI] committees)</div><div>▪ Culture workshops</div><div>▪ Program and workshop feedback surveys</div><div>▪ Mazda Tribute</div></div><div><div>▪ Diversity Connection</div><div>▪ Social Impact Platform</div><div>▪ 24/7 compliance hotline</div><div>▪ 24/7 ethics hotline</div><div>▪ Internal reporting processes</div></div></div></div>

Stakeholder	Ways We Engage
DEALERS	<p>MMA's dealer-focused communication channels promote collaborative relationships that encourage the exchange of feedback, information, and best practices to improve the dealership experience and enhance customer satisfaction. This is cultivated through:</p> <div><div><ul style="list-style-type: none">▪ Monthly Mazda National Dealer Advisory Council meetings▪ National Automobile Dealers Association (NADA) surveys▪ In-person Executive Forum dealer meetings▪ Regional office communication▪ MMA management communication (written and video)</div><div><ul style="list-style-type: none">▪ Three Mazda Action Teams (MATs), which comprise dealer employees and leaders. These include Product MAT, Aftersales MAT, and Advanced Strategic Growth MAT▪ National Dealer Meetings▪ National Automobile Dealers Association (NADA) Convention▪ Make Meeting presentations</div><div><ul style="list-style-type: none">▪ Mazda Parts Operations Council▪ National Association of Minority Automobile Dealers (NAMAD)▪ Month-end all-dealer letter▪ Ad-hoc video messages throughout the calendar year</div></div>
SUPPLIERS	<p>MMA's supplier-focused communication channels create partnerships that promote transparency and industry best practices. The channels below demonstrate our commitment to MMA's supplier relationships:</p> <div><div><ul style="list-style-type: none">▪ 24/7 compliance hotline</div><div><ul style="list-style-type: none">▪ Mazda Supplier Extranet (web portal)</div></div>
COMMUNITY GROUPS	<p>We have cultivated bilateral communication channels with various community groups, including nonprofits and government agencies by facilitating dialogue and a place to share ideas and collaborate to impact local communities. We partner with the organizations below:</p> <div><div><ul style="list-style-type: none">▪ The Mazda Foundation (USA), Inc.</div><div><ul style="list-style-type: none">▪ Employee Business Resource Group community impact programs</div><div><ul style="list-style-type: none">▪ U.S. Department of Transportation and National Highway Traffic Safety Administration's Partnership for Analytics Research in Traffic Safety (PARTS)</div></div>

2024 ESG HIGHLIGHTS



MMA expanded its environmental data collection to include waste and water data for FY2024.



MMA developed an online **vehicle electrification resource center** to help customers and communities navigate the vehicle electrification transition.



More than 250 employees participated in MMA's eight Employee Business Resource Groups.



560 employees participated in MMA's newly launched employee giving and volunteering platform.



The Mazda Foundation provided \$507,000 in grants to organizations across the U.S. in support of food security, STEM education, and workforce development.



Six Mazda vehicles earned the Insurance Institute for Highway Safety's (IIHS) *2024 TOP SAFETY PICK+* award and two vehicles earned the *TOP SAFETY PICK* award.




OUR APPROACH AND STRATEGY









Our objective is to address stakeholder needs and expectations, while working toward the realization of a society in which individuals truly can embrace the joys of living. We believe that we have an opportunity to contribute to the sustainable development of society. Our approach to ESG aligns with Mazda Motor Corporation's values, priority issues, and overall sustainability strategy while remaining responsive to the needs of our key stakeholders in the U.S.

Mazda Motor Corporation conducted an assessment to determine its priority environmental and social issues for the first time in 2016. The materiality process included gathering feedback and opinions from external experts, management, and perspectives from various Mazda Motor Corporation divisions. Since then, Mazda Motor Corporation has reviewed its assessment, including in 2022. To review Mazda Motor Corporation's full list of priority environmental and social issues, read the [Mazda Sustainability Website](#).

Mazda Motor Corporation has identified 10 U.N. SDGs that align with its material issues, eight of which relate to our ESG priority areas and initiatives. You will find these goals depicted as tiles throughout the report, each representing our ongoing activities and commitment to achieving them.



Mazda Motor Corporation Sustainability Strategy Pillar	Mazda Motor Corporation Material Issue	What it Means to MMA	U.N. SDGs	MMA Focus Area
EARTH	Endeavoring for Carbon Neutrality by 2050 Promoting Resource Circulation	We are driving toward Mazda Motor Corporation's carbon neutrality goals by enhancing our environmental data collection processes and developing our carbon neutrality technical roadmap. We focus on optimizing resources across our operations and product lifecycle through collaborative waste and water management systems, such as expanding recycling efforts and improving water use efficiency.	  	Managing Our Operational Impact

Mazda Motor Corporation Sustainability Strategy Pillar	Mazda Motor Corporation Material Issue	What it Means to MMA	U.N. SDGs	MMA Focus Area
PEOPLE	Uplifting the Mind and Body	We strive to foster our people's well-being through a comprehensive benefits package, an inclusive workplace, and various learning and development programs for our team members.	  	Supporting Wellness Driving Success through Our People
	Strengthening Human Capital	We aim to enhance employee job satisfaction throughout our employee lifecycle including recruitment, onboarding, learning and development opportunities, and open communication, among others.		
SOCIETY	Realizing an Automotive Society that Offers Safety and Peace of Mind	We are committed to a crash-free society by using real-world data, advancing safety technologies, and exceeding vehicle safety standards with features like Blind Spot Monitoring and Automatic Emergency Braking across all new models.	  	Ensuring Product Safety and Quality Serving Society
	Creating a System that Enriches People's Lives	In our ongoing efforts to build a resilient, healthy, and sustainable society, we leverage the strengths of the Mazda Foundation, our employees, and our dealers to enhance our positive impact on the communities we serve.		
COMMON TO EARTH, PEOPLE AND SOCIETY	Improving Quality	Our commitment to upholding high product quality standards is reflected in our strict adherence to federal and state regulations. We ensure that both employees and third-party suppliers meet the requirements outlined in our Code of Conduct and supplier agreements.	 	Upholding Ethics and Compliance Forging Stronger Links in Our Supply Chain GRI Content Index
	Exploring Partnerships for "Co-Creation with Others"	We actively seek partnerships to co-create innovative solutions, drive operational efficiency, and enhance supply chain resilience. This includes collaborations with suppliers, local vendors, and industry associations.		

EARTH

TOWARD A SUSTAINABLE FUTURE



We're committed to creating a sustainable future for mobility where people and vehicles can coexist with a healthy planet.

MANAGING OUR OPERATIONAL IMPACT

A COLLABORATIVE EFFORT TOWARDS CARBON NEUTRALITY

Mazda Motor Corporation aims to achieve carbon neutrality at its global factories by 2035, with a broader goal to reach carbon neutrality across its entire supply chain and vehicle life cycle by 2050. To support these goals, we are expanding our capabilities to assess and manage our energy consumption. Efforts include tracking our energy consumption, completing energy conservation projects, evaluating the return on investment for sustainability initiatives, and incorporating renewable energy sources.

MMA also developed a greenhouse gas (GHG) emissions forecasting tool. The tool enables MMA to understand its GHG emissions footprint and identify the different pathways to Mazda's 2035 and 2050 carbon neutrality goals given a wide range of transition scenarios. MMA continues to evolve this tool. MMA's GHG emissions are calculated as part of Mazda Motor Corporation's global GHG inventory and disclosed by Mazda Motor Corporation on the [Mazda Sustainability Website](#).

MMA Energy Consumption

Metric	Unit	FY2023	FY2024
		(April 1, 2022 – March 31, 2023)	(April 1, 2023 – March 31, 2024)
TOTAL ENERGY CONSUMED	MJ	56,476,452	71,802,005
RENEWABLE	MJ	1,619,294	1,527,981
TOTAL FUEL CONSUMPTION	MJ	28,629,142	40,547,378
NATURAL GAS	MJ	25,820,114	19,822,242
PROPANE	MJ	172,483	9,690,780
DIESEL	MJ	Not available	42,927
GASOLINE	MJ	Not available	10,991,429
ELECTRICITY CONSUMPTION	MJ	27,847,310	31,254,627
ENERGY INTENSITY RATIO	MJ/Vehicles Sold	187.61	191.43

In some cases, due to rounding, numbers may not sum to the total.

In 2024, we enhanced our energy consumption accounting process by increasing data coverage and improving estimation approaches for missing data. These methodological changes are primarily responsible for the increase in energy consumption from FY2023 to FY2024.

ENERGY MANAGEMENT

Over the past year, we reduced our energy consumption wherever possible.

Our headquarters in Irvine, California, plays a central role in these efforts. Certified LEED® Gold by the U.S. Green Building Council and recognized as an ENERGY STAR® facility by the U.S. Environmental Protection Agency, our headquarters building incorporates advanced energy storage systems that enable us to reduce peak energy demand by as much as 25%.

Across our footprint, we are upgrading to energy-efficient lighting, including within our U.S. parts distribution centers, which are on track to be fully converted to LED in the next two years. Energy saving measures completed during 2024 include a window-tinting upgrade at our Reynolds facility; retrofitting a roof with a more reflective, cooler material; and replacing an AC unit at our Irvine facility with a more energy-efficient model.

At our research and development facility in Irvine, California, a 317-kW solar electric system with rooftop photovoltaic panels provides up to 50% of the building's power needs. Over its 25-year lifespan, this system is expected to prevent roughly 18.6 million pounds of CO₂ emissions, significantly reducing the facility's environmental impact through clean energy generation.

IN 2024, WE GENERATED APPROXIMATELY 430,000 KWH OF SOLAR POWER AT OUR IRVINE RESEARCH AND DEVELOPMENT FACILITY.

MAZDA DEALERSHIP SOLAR ENERGY

Our dealerships continue to embrace solar energy initiatives. In October 2023, Capistrano Mazda, located in San Juan Capistrano, California, celebrated one year since completion of its solar panel installation, which produces enough power to offset 100% of kilowatt hour consumption at the Mazda facility.

Furthermore, Mazda Lakeland, located in Lakeland, Florida, installed 412 solar panels, resulting in a 46.5% reduction in energy costs. The system generates more than 311,000 kWh annually.



Mazda Lakeland's 412 solar panel installation.

WASTE MANAGEMENT

MMA generates commercial waste in the form of boxes, pallets, plastic, and metals via parts distribution and office rubbish. MMA does not directly operate any manufacturing sites and does not generate any biochemical waste.

We partner with waste management experts across our value chain to handle most of our waste disposal, including hazardous waste, waste diversion, and recycling. Individual dealers help manage scrap part disposal. At 12 of our facilities, we’ve achieved a 29% diversion rate for 2024.

In 2024, MMA launched a supply chain pilot program with Mazda Motor Corporation to test switching from cardboard boxes to sleeve bags for six different bumper part numbers, covering about 5% of our bumper volume. Switching to recyclable bumper sleeve bags reduces cardboard waste and minimizes shipping volume from Mazda Motor Corporation in Japan to MMA, cutting container miles and reducing MMA's supply chain carbon footprint. With promising results so far, we plan to expand the program in future years.

MMA Waste Metrics		
Metric	Unit	FY2024 (April 1, 2023 – March 31, 2024)
TOTAL WASTE GENERATED	Metric tons	2,540
WASTE DIVERTED FROM DISPOSAL	Metric tons	691
WASTE DIRECTED TO DISPOSAL	Metric tons	1,850

In some cases, due to rounding, numbers may not sum to the total.

WINDSHIELD GLASS RECYCLING

MMA partners with a glass-recycling organization to recycle obsolete windshields and backglass previously headed to landfills. Glass is separated and recycled into “cullets” which are used in the glass industry. Since the partnership began in 2023, MMA has diverted approximately 20 tons of glass from landfills for recycling.

WATER MANAGEMENT

MMA does not operate any manufacturing sites. Water is used for commercial purposes such as landscaping, restrooms, and office kitchens. To support sustainable water management, several of MMA's facilities use reclaimed water for landscaping, while our Irvine headquarters reduces water consumption further by utilizing reclaimed water in flushable restroom fixtures. Our ongoing commitment helps minimize our environmental impact in water-scarce regions.

In 2024, MMA conducted its first assessment to measure water consumption across its owned and leased facilities.

MMA Water Metrics		
Metric	Unit	FY2024 (April 1, 2023 – March 31, 2024)
TOTAL WATER CONSUMPTION	Megaliters	39
TOTAL WATER WITHDRAWAL	Megaliters	39

In some cases, due to rounding, numbers may not sum to the total.

OPTIMIZING OUR FACILITIES

Our sustainability mindset drives us to optimize our operations continually. With fewer employees on-site due to our virtual-first culture, we have continued to reduce square footage—and associated energy use—at several of our facilities.



MINIMIZING OUR PRODUCT FOOTPRINT

MMA does not manufacture the vehicles it sells in the U.S. For this, we partner with Mazda Motor Corporation and affiliated manufacturing entities, such as MTM. Together we pursue a range of innovations to minimize the environmental impact of our vehicles while satisfying consumer demands.

VEHICLE ELECTRIFICATION

Mazda Motor Corporation is committed to integrating varying levels of electrification into all vehicle models. By 2030, 100% of Mazda vehicles will be electrified to some degree, and pure-electric vehicles will account for 25% to 40% of the vehicle lineup.

To that end, MMA followed up its first-ever U.S. plug-in hybrid, the CX-90 PHEV, with the introduction of the CX-70 PHEV in 2024. This new model continues Mazda's commitment to electrification, combining environmental benefits with the brand's signature performance and driving dynamics.

The CX-70 PHEV delivers up to 56 MPGe using premium fuel, with an all-electric range of up to 26 miles and a combined range of 490 miles. Its 17.8-kWh battery charges from 20% to 80% in approximately 90 minutes on a 240-volt connection, and offers an upscale, eco-friendly driving experience.

Alongside the electrification of our vehicle lineup, the majority of Mazda dealerships, including the 325+ completed Retail Evolution image facilities, across the U.S. have installed EV charging stations. To date, 96% of dealerships have installed Level 2 charging infrastructure.



SUPPORTING CUSTOMERS

To help our customers and communities navigate vehicle electrification options, we developed an online **vehicle electrification resource center**, which includes resources on topics such as how and where to charge electric vehicles, electric vehicle maintenance 101, and information on how electric vehicles differ from internal combustion engine vehicles, among others.

Beyond our resource page, in 2024, Mazda Motor Corporation announced an agreement with Tesla, Inc. to adopt the North American Charging Standard (NACS) for charging ports on all Mazda Battery Electric Vehicles (BEVs) launched in North America.

The agreement will provide customers with a broader range of charging options through access to more than 15,000 Superchargers across North America.

PRODUCT FOOTPRINT DESIGN AND MANUFACTURING

Beyond vehicle electrification, Mazda Motor Corporation strives to incorporate innovations that minimize the environmental impact of vehicles throughout a vehicle's lifecycle. Mazda conducts lifecycle assessments to understand and pinpoint the environmental impact of a Mazda vehicle's entire lifecycle, including vehicle manufacturing, delivery, use, and recycling.

Mazda vehicles are designed to be aerodynamic and lightweight, requiring less work from the engine and reducing fuel consumption.

The vehicle painting process enhances the quality of the paint finish while reducing its impact on the environment compared with conventional automotive paint. Mazda's three-layer wet-paint system, using Aqua-tech paint reduces volatile organic compound emissions by 78% compared with older oil-based paints, and the energy-efficient air conditioning and infrared heating systems used to finish the painting process reduce energy consumption and associated GHG emissions.

Mazda Motor Corporation also continues to partner with the eFuel Alliance to investigate the use of biofuel, e-fuel, and hydrogen as carbon-neutral fuels. As for biofuels, Mazda is exploring recycled cooking oil and other sustainable raw materials, such as CO₂-consuming microalgae, which reduce the impact from land-use competition and deforestation.



PEOPLE

ENSURING OUR PEOPLE THRIVE

We celebrate diversity at MMA and across the globe, and we believe in the power of people to create and innovate.



DRIVING SUCCESS THROUGH OUR PEOPLE

At MMA, we recognize that our people are our most valuable resource and the foundation of our success. We are dedicated to attracting, supporting, and rewarding top talent, while cultivating an inclusive workplace in which everyone feels empowered to excel. Our Mazda Pride Point values are embedded into every aspect of our culture, from recruitment and training to employee engagement and wellness initiatives, ensuring a supportive environment that encourages personal and professional growth.

RECRUITMENT

We prioritize recruiting candidates with not only essential skills but also a passion for growth. Our structured recruitment process provides opportunities for applicants to engage with hiring managers, gain valuable insights, and offer feedback.

In 2025, we plan to launch a pilot set of seven modules to guide managers through the process of hiring a new direct report. To develop the pilot, we engaged with a group of diverse employees to provide insight and feedback on the program. The seven modules will combine live instruction with just-in-time resources for managers.

We have created programs to help foster diversity in our recruitment process and to also train our hiring managers on how to recognize implicit bias to mitigate its impact on hiring decisions. Furthermore, we continue to partner with HBCU Connect and the Professional Diversity Network to help us reach more diverse applicants.



PAY TRANSPARENCY

When it comes to pay transparency, MMA strives to go beyond regulatory compliance.

Since January 2023, we have provided prospective employees with pay ranges and internal pay data across our business. We make it easy for current employees to access their pay grade and pay range, and we share updates on company bonus initiatives at least on a quarterly basis, as well as conduct annual internal reviews. We have been sharing pay ranges internally since 2012 and view pay transparency as another advantage that makes us an employer of choice.

LEARNING AND DEVELOPMENT

At MMA, we strive to create an open, inclusive, and collaborative learning environment in which employees can continue to develop and strengthen their skills by offering numerous learning and development programs for employees during their time with MMA. In addition to learning and development opportunities, all full-time employees receive annual performance reviews.

“MMA’S EDUCATION ASSISTANCE PROGRAM HAS BEEN A GAME-CHANGER IN MY CAREER DEVELOPMENT, ALLOWING ME TO PURSUE HIGHER LEARNING WHILE CONTINUING TO GROW WITHIN THE COMPANY. IT’S AN INVALUABLE BENEFIT THAT TRULY SHOWS MMA’S COMMITMENT TO MY PERSONAL AND PROFESSIONAL GROWTH.”

—Education Assistance Program Participant

MAZDA AUTOMOTIVE STUDENT TRAINING

MMA supports training for individuals beyond our team members. Founded in 2019, the Mazda Automotive Student Training (MAST) program provides general and Mazda-specific automotive training to students at automotive technical schools across the United States and provides a strong pathway for securing a career at our dealerships. The program partners with reputable technical training schools to establish and instruct Mazda-approved training curriculum. Participating students then have access to established internship and graduate placement opportunities at Mazda dealerships. To date, we have partnered with 15 automotive technical schools, reaching more than 200 students. We look forward to expanding the MAST program in the future.

In 2024, we continued to expand our existing learning and development programs across a variety of areas, steered by our core employee competencies adaptability, collaboration, customer focus, innovation, and results drive.

MMA employees participated in an average of 8.7 hours of training over the course of 2024.

Onboarding	Starting on a new hire's first day, we aim to ensure they feel connected, appreciated, and inspired. New employees attend a one-time IGNITE session that introduces them to Mazda's Pride Point culture.
MMA Culture Workshops	Our MMA culture workshops provide employees with the chance to view the customer experience from two perspectives—focusing on ideal employee behaviors and interactions and exploring how everyone can contribute to the overall experience. Workshop topics include "Interact With Passion," "Deliver With Integrity," and "Inclusive Working Climate," among others. These sessions continue to be available to all employees on a quarterly basis.
Optimal Leadership Training Program	We continue to enhance our Optimal Leadership Training Program with initiatives designed to support emerging leaders in becoming effective people managers and empower others through a “serving from the heart” approach. Throughout this fiscal year, the Learning & Development (L&D) team has gathered participant feedback through focus groups, surveys, and in-depth assessments. In response to this feedback the L&D team has developed program enhancements for the next fiscal year, including a shortened initial learning window to create a more immersive experience as well as cohort-based learning, with opportunities for asynchronous peer engagement via dedicated communication channels.
Coaching and Development Pilot Program	MMA's coaching and development program continues to offer individualized support for participants, helping them thrive personally, improve communication skills, and lead teams effectively. In 2024, we continued support of the Women in Leadership Mentor Program, facilitating live mentor training sessions and conducting 1:1 check-ins with both mentors and mentees.
Supporting Employee-Driven Learning and Development	<p>Our Education Assistance Program enables employees to enhance their skills with funds for pursuing educational opportunities. Expanded benefits include larger reimbursements and advances for a maximum of \$10,000 per calendar year, with up to \$5,250 tax-free. All employees with at least one year of service are eligible to participate.</p> <p>Our self-paced e-learning program enables employees to develop skills quickly, complete customized learning at their own pace, and become inspired to discover new content and topics applicable to their daily work. In 2024, 251 employees participated in this benefit for a total of 599 courses.</p>

ENGAGING OUR EMPLOYEES

Our human-centric culture is built on ensuring that every team member feels connected to our collective mission, purpose, and values.

MMA employees participate in Mazda Motor Corporation's annual global survey, a valuable tool for gathering feedback directly from employees and assessing employee engagement and experience efforts. The survey collects feedback in four areas: Mazda's global essence; employee motivation; working environment; and effective leadership and management. More than 93% of MMA employees participated in the survey. The full results from the survey are shared with MMA team members. Business unit-specific insights are shared with business unit leaders to identify actionable focus areas and items for the following year.

In addition to our annual employee engagement survey, in 2024 we continued regular town halls and weekly virtual calls to help enhance employee visibility on the work being done across the business.



In 2024, MMA's employee engagement scores remained consistent with no statistically significant changes since 2023.

91%

of respondents agreed that they are proud of the Mazda brand, products, and services.

86%

of respondents agreed that their supervisor created a work environment that is inclusive, collaborative, empowering, open and honest.

83%

of respondents agreed that employees of different backgrounds are treated fairly and have an equal opportunity to succeed.

In 2024, we introduced Intentional Gatherings as a key enhancement to our virtual-first working policy. These gatherings focus on bringing employees together in person for meetings with a clear business purpose: to foster collaboration, innovation, and focused planning across teams. In late 2023, we also hosted two winter celebration events, in which more than 400 employees participated.



MMA team members at the winter celebration event in Irvine, California.



MMA team members at the winter celebration event in Huntsville, Alabama.

MMA respects the right to collective bargaining. As of 2024, MMA has no unionized employees.

Our support for employees extends beyond their time at Mazda, as we partner with an organization to provide comprehensive transition and outplacement assistance. This service is available to employees who retire or are terminated for reasons other than just cause, such as job elimination or layoffs. Depending on the employee's grade level, assistance is offered for two to 12 months and includes job search help, career coaching, resume building, interviewing techniques, and job leads.

MAZDA TRIBUTE

The Mazda Tribute platform, which launched in August 2023, provides employees and managers with a space to recognize one another.

In 2024, 1,457 recognitions were delivered through the platform, either publicly on the recognition wall or privately to employees' inboxes.

In 2025, Mazda Tribute will be utilized to celebrate employee anniversaries and to expand MMA's reward and recognition program.

SUPPORTING WELLNESS

We want all MMA employees to have a healthy, secure lifestyle while feeling connected and appreciated. MMA provides a range of resources to enhance physical and emotional well-being, both within and beyond the workplace. 100% of our full-time employees have access to benefits.

- 401(k) Savings and Investment Plan
- Business casual attire policy
- Company-paid Accidental Death and Dismemberment insurance (AD&D)
- Company-paid Employee Assistance Program (EAP)
- Company-paid life insurance
- Company-paid Lifestyle Spending Account (LSA)
- Company-paid short-term and long-term disability benefits
- Company-sponsored education assistance program with advance payment options
- Company-paid volunteer time off, up to 16 hours of paid time off for full-time employees each year
- Comprehensive health plan
- Digital Wellness Platform for employees
- Employer-Funded Health Savings Account (HSA)
- Incentive plan
- Lease vehicle program
- Matching gift program
- Mental health/substance abuse treatment benefits
- Merit program
- New and used vehicle purchase program
- Paid time-off benefits
- Supplemental employee and dependent life and accidental death and dismemberment insurance can be purchased by the employee
- Virtual-first workplace

“VIRTUAL-FIRST [WORKPLACE] HAS BEEN CRITICALLY IMPORTANT TO BOTH MY WELLBEING AND THAT OF MY TEAM.”

—MMA team member



MAZDA'S BOB PAN
AN *AUTOMOTIVE NEWS* RISING STAR

Bob Pan, senior director of Sales Planning & Supply Chain Innovation, was honored as a 2023 *Automotive News* Rising Star. This recognition highlights his leadership in transforming Mazda's U.S. operations through a data-driven approach, significantly contributing to Mazda's growth and three consecutive annual market share records. Pan has been with Mazda since 2008 and has played a key role in shaping the company's Brand Value Management strategy.

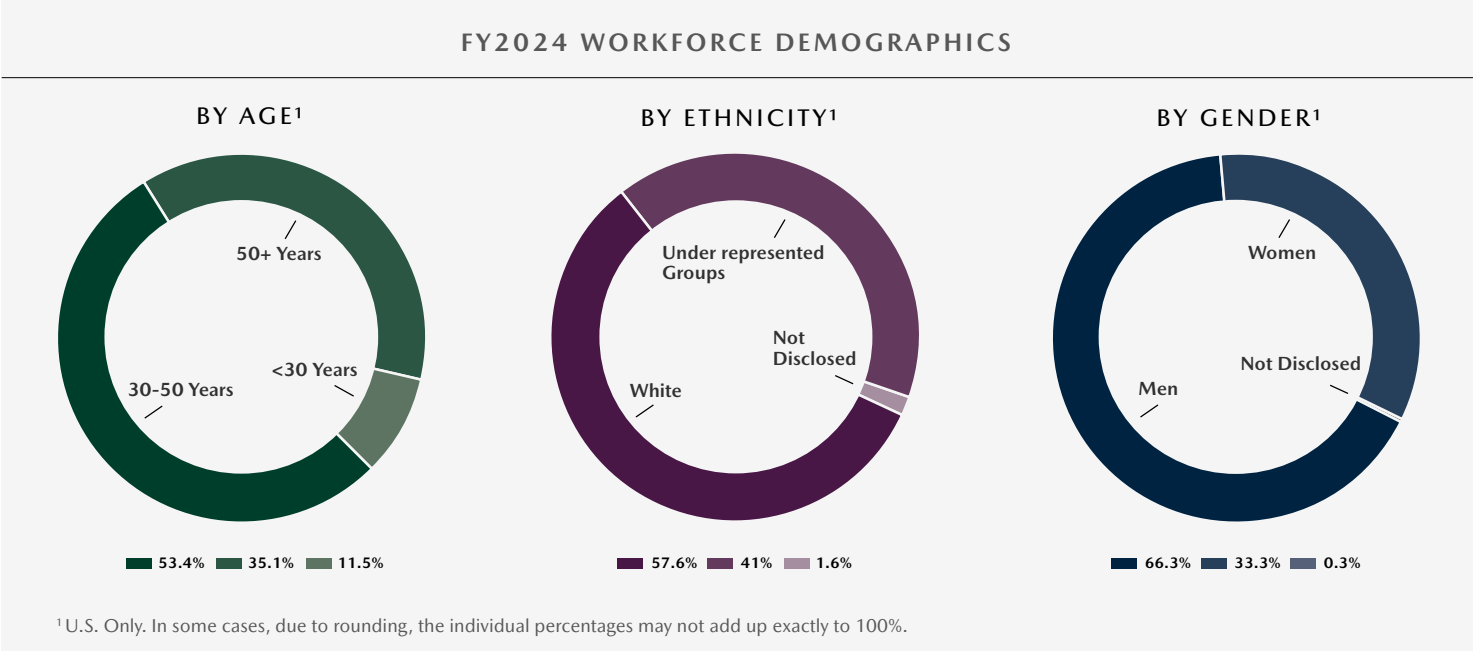
ADVANCING INCLUSION, DIVERSITY, EQUITY, AND ACCESSIBILITY

From executives to early career professionals, we seek to provide a work environment that promotes opportunity, equity, and respect for all. We value our team members’ diverse backgrounds, experiences, and identities, and work diligently to create a workplace where everyone feels valued and that they belong. We strive to weave diversity, equity, and inclusion (DEI) into our mission and operations.

MMA’s ESG Council guides our DEI strategy. The DEI advisory group and committee oversee implementation of our initiatives.

BUILDING A MORE INCLUSIVE FUTURE

Our DEI strategy focuses on four pillars: leadership, culture, talent, and marketplace. We aim to foster inclusive leadership, cultivate a culture of trust and belonging, and empower employees to thrive and extend these DEI principles to our dealers, vendors, and community partners. Employees are encouraged to incorporate the DEI strategy into their individual roles and the broader business plan, reinforcing connections to Mazda Pride Point and our core values and leadership principles.



EMPLOYEE BUSINESS RESOURCE GROUPS

MMA has eight Employee Business Resource Groups (EBRGs), comprising more than 250 members, to support and meet the needs of the different communities across the MMA team. MMA EBRG members share diverse customs and traditions, coordinate volunteer activities, collaborate to host networking events, and teach MMA employees how to recognize and overcome unconscious biases and more.

To facilitate networking among EBRG members, MMA hosts an annual EBRG fair.

Our EBRG's host events throughout the year, including for International Women's Day and Black History Month.



AFRICAN AMERICAN
BUSINESS NETWORK



ASIAN AMERICAN
& PACIFIC ISLANDER



CHRISTIAN FAITH



PRIDE AT MAZDA



TODOS UNIDOS!



VET+



WOMEN IN LEADERSHIP



WOMEN OF COLOR+

MMA'S WOMEN IN LEADERSHIP EBRG
SUPPORTS FEMALE FOUNDERS DAY

In March 2024, MMA and the Women in Leadership EBRG joined Female Founders Day, an event put on by the Female Founder Collective. The full day event celebrated the female founders and leaders shaping the future of entrepreneurship. Through engaging mentorship sessions and panel discussions the event was an empowering opportunity to connect with MMA's purpose and uplift each other.



MMA's Jennifer Morrison, manager, Vehicle Safety, participated in a panel during Female Founders Day.

EBRG GIVING

In 2024, MMA's eight EBRGs made significant contributions to their communities to expand MMA's DEI efforts. The donations, totalling \$320,000, were distributed to 27 nonprofits across the U.S. that align with our EBRGs' missions and MMA's DEI priorities. 2024 DEI Giving and Volunteering Partners:

- Alabama A&M University
- Asian Pacific Community Fund (APCF)
- Boys and Girls Club of Patterson and Passaic
- Disabled American Veteran
- Downtown Rescue Mission
- Dress for Success
- Folds of Honor
- Forte Foundation
- Gary Sinise Foundation
- Girls Inc of Orange County
- Girl Scouts of Orange County
- Girls on the Run
- GLSEN
- Greater Chicago Food Depository
- Hampton University
- Homeboy Industries
- Lunches of Love
- Matthew 25: Ministries
- Pacific Crest Youth Arts Organization
- PFLAG
- Project Access – Warwick Square
- Sitar Arts Center
- Society of Women Engineers
- Southern Poverty Law Center
- Still Serving Veteran
- Texas Southern University Foundation
- United Negro College Fund



Members of the African American Business Network partner with the Texas Southern University (TSU) Jesse H. Jones School of Business to share their experiences and insights from working in the automotive industry.

In addition to financial donations during 2024, EBRGs spent time supporting organizations within their communities. EBRG-led activities and events included:

- PRIDE at Mazda partnered with the MMA benefits department to host a movement challenge, benefiting the Trevor Project, during Pride Month to encourage colleagues to get more exercise.
- Todos Unidos!, in partnership with Angels on the Move, hosted its annual Thanksgiving Toy Drive to bring joy to children in need. Employees across MMA came together to donate new, unwrapped toys, spreading holiday cheer to families who needed it most. The initiative gathered an impressive array of gifts, all of which were distributed to local children during the holiday season.
- Todos Unidos! also hosted a career day event with College Track in Los Angeles for approximately 30 students.
- Three of our EBRGs — VET+, Women in Leadership, and Women of Color+ — in partnership with the Women Veterans Unity Group, donated essential bedding and bath items to women veterans facing homelessness.



MMA's EBRG, Todos Unidos!, supports nonprofit organization, Project Access - Warwick Square.

TRAINING, DEVELOPMENT, AND AWARENESS

In 2024, our L&D team conducted a series of DEI-related workshops focused on unconscious bias, inclusive leadership, and cross-cultural collaboration. We offered two sessions of the "Managing Unconscious Bias" workshop, attended by 87 employees, and one session of "Inclusive Leadership," with 19 people managers.

Our 2024 cross-cultural training efforts included two sessions on "Working Effectively With Japan" and one session of "Working Effectively With the U.S.," along with three focus group sessions. Altogether 26 employees attended the Japan-focused workshop, 27 participated in the U.S.-focused session, and 16 took part in focus groups designed to assess the program's effectiveness. Participants shared positive feedback that will help to shape future offerings.

PAY PARITY

Our commitment to equity extends to our compensation practices. We firmly believe that an employee's protected characteristics—including but not limited to gender, race, and ethnicity—never should influence compensation decisions.

We conduct internal pay equity reviews annually and external reviews every few years. Such reviews aim to ensure our compensation practices continue to be equitable and fair across all levels. We are committed to addressing pay disparities uncovered by the reviews and making necessary adjustments. This is part of our ongoing commitment to being an employer of choice.

SUPPORTING NAMAD'S MISSION

MMA is a proud member of the **National Association of Minority Automobile Dealers** (NAMAD). NAMAD's objective is to pursue the meaningful presence and participation of minority businesses and diverse employees across all aspects of the automotive economic sector. MMA's network development team engages with NAMAD regularly via meetings and attendance at NAMAD's annual conference. Additionally, MMA network development team members (regional and national HQ) attend the annual NAMAD conference and conduct interviews with potential minority candidates interested in Mazda dealership opportunities.

"[THE MANAGING UNCONSCIOUS BIAS] WORKSHOP MADE ME FEEL MAZDA IS INVESTED IN HELPING EVERYONE COMMUNICATE EFFECTIVELY."

—Training participant

PROTECTING OUR PEOPLE

MMA takes a comprehensive approach to workplace safety, focusing on compliance, risk management, and team member well-being. We adhere to legal and regulatory standards, implementing appropriate care practices to safeguard employee health and safety.

OVERSIGHT OF HEALTH AND SAFETY

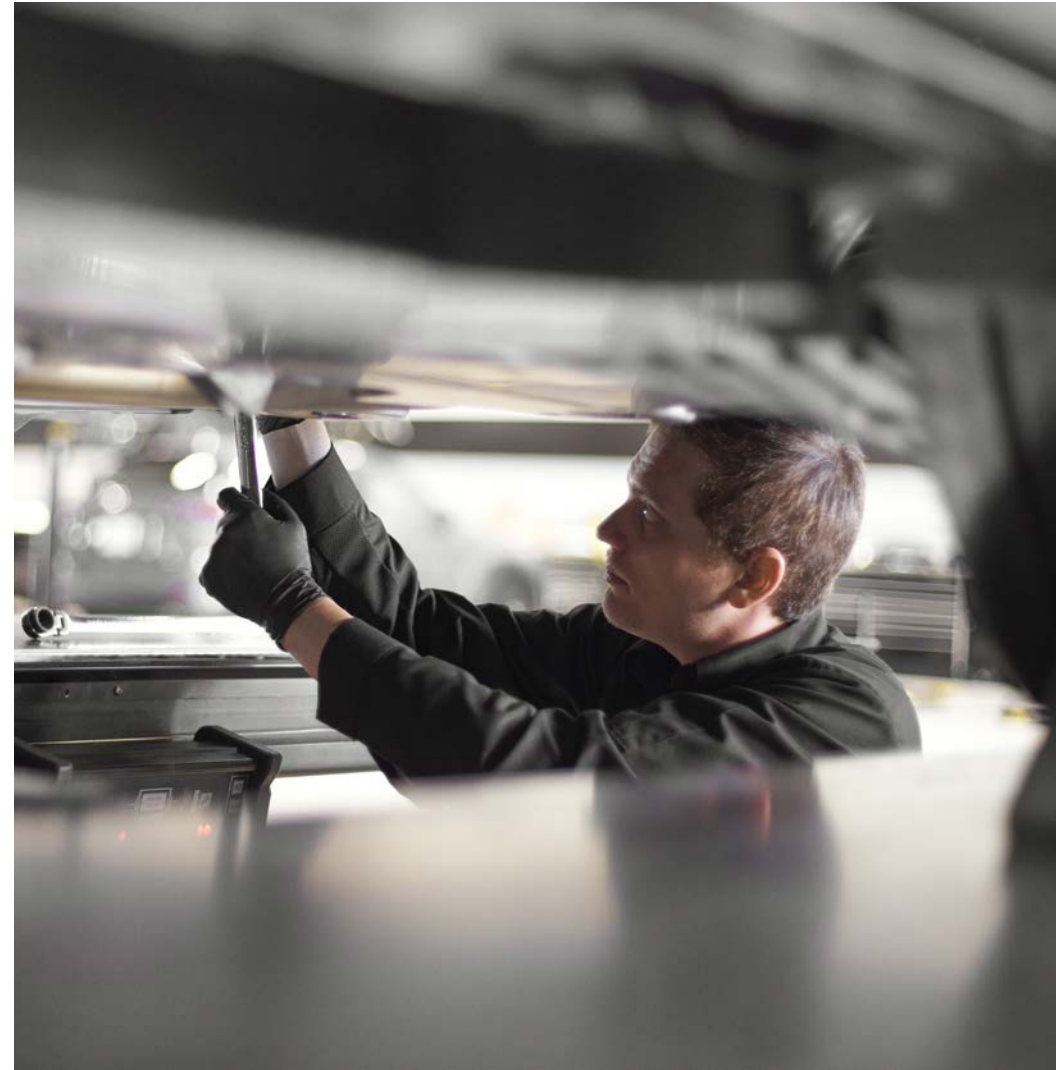
Multiple teams within MMA collaborate on health and safety initiatives across all locations, supported by safety committees that regularly address risks. Furthermore, our Mazda Emergency Response Team (MERT), comprising trained employee volunteers, plays a crucial role in emergency preparedness. At partner-operated locations, our partners' health and safety teams take primary responsibility for protecting our people.

EDUCATION AND TRAINING COME FIRST

At MMA, our team members complete required safety training on topics such as office ergonomics and safe driving, with additional training tailored to specific job hazards. We continuously update these modules and have introduced training for remote workers, such as ergonomic safety. Employees also have access to hundreds of online safety courses, along with in-person sessions offered through national safety organizations.

IDENTIFYING AND MANAGING HEALTH AND SAFETY RISKS

Our proactive approach to health and safety risk management involves consulting industry best practices, external safety experts, and compliance agencies. We aim to address hazards quickly, using a hierarchy of controls to mitigate risks. By refining our processes continuously, we strive to boost safety awareness and adherence across the organization.



SOCIETY

ENRICHING PEOPLE'S LIVES

Our longstanding goal is to develop healthy and resilient communities where people have ample opportunities to live healthy, joyful, and fulfilling lives.



SERVING SOCIETY

Driven by the belief that resilience and well-being are fundamental to a sustainable and thriving society, MMA actively invests in initiatives that address societal issues while aligning with our business objectives.

We partner with and support the communities we serve. We are dedicated to fostering robust community engagement in three primary ways: our team members' active participation in community initiatives; our network of dealerships; and through the Mazda Foundation.

TEAM MEMBER COMMUNITY SUPPORT

At MMA, our team members are passionate about supporting a wide range of causes. We believe in supporting our team members through meaningful giving and volunteering opportunities.

Supporting Team Member Giving

In 2024, we introduced a web-based social impact platform to enhance our employees' engagement in community volunteering and charitable giving. Accessible through a personalized dashboard, the platform allows employees to make donations to vetted nonprofits and receive tax receipts, while doubling their impact through an automatic company match of up to \$250 per person, per year, with a total program cap of \$100,000.

To encourage participation in the new platform, MMA pre-loaded every employee's giving account with at least \$5, while 50 employees were selected at random to receive larger amounts up to \$500. Employees were then invited to direct these MMA funds to the eligible charity of their choice.

All full-time employees get 16 hours of paid volunteer time off each year, which they can use individually or as part of a team of employees serving together. Employees are encouraged to log the details of their volunteerism into the portal, reinforcing our commitment to supporting causes that matter to our valued employees. As of 2024, 560 employees have utilized the platform.

TEAM MEMBER GIVING BY THE NUMBERS

In 2024:

- 342 employees used the platform to donate more than \$22,800, \$18,000 of which was matched by MMA
- MMA employees supported 265 nonprofit organizations with charitable contributions



MMA Human Resources, Facilities, and Administration department volunteering at WISEPlace.

Employee Volunteering

In 2024, team members came together across our regions to make a tangible impact in their communities through volunteering. These initiatives reflect our commitment to supporting the causes that matter to our valued employees. Employee volunteering events included:

Midwest Region Packs and Donates 20,000 Meals	In March, 48 dedicated employees from our Midwest Region gathered to support The Pack Shack’s mission to combat hunger. Together, they packaged 20,484 meals for the Northern Illinois Food Bank in just two hours.
Supporting Veterans With the American Red Cross	In October, MMA employees volunteered with the American Red Cross Service to the Armed Forces division to support veterans in Southern California, distributing 50 comfort kits to veterans experiencing homelessness at the Stand Down event in San Bernardino. The following week, employees hosted a community barbeque at Hero’s Landing, a housing community for veterans.
Annual HR Summit Adds Social Impact	The 2024 HR Summit not only focused on professional development but also included a social impact outing. More than 30 employees from the MMA Human Resources, Facilities, and Administration department volunteered at WISEPlace, a nonprofit dedicated to empowering women and ensuring safe housing. Volunteers took part in landscaping, organizing storage sheds, and assembling baskets for residents.
Orange County Children’s Therapeutic Arts Center (OCCTAC)	In May, Mazda’s Audit & Internal Control team volunteered with the Orange County Children’s Therapeutic Arts Center (OCCTAC) during their team-building gathering in Irvine. They framed student artwork, toured the facility, and learned about OCCTAC’s transformative programs supporting children with disabilities and at-risk youth in low-income communities.

These events highlight MMA's commitment to social responsibility, ensuring that employees have the opportunity to give back to the communities that matter most to them. In 2024, 96 employees volunteered nearly 800 hours to support 20 organizations.



MMA's Midwest Region team members packing meals with The Pack Shack.



Sarah Brackman, a member of MMA's VET+ EBRG, distributes American Red Cross kits to veterans.

Building Community Resilience

Since 1989, MMA has supported disaster preparedness, recovery, and response efforts across the U.S. — contributing more than \$6.3 million to American Red Cross disaster relief programs. In 2024, MMA continued to support the American Red Cross through several key initiatives, including the following:

- In September 2023, MMA's ESG Council packed 100 disaster kits for communities in need.
- MMA donated eight CX-50 vehicles to the Red Cross Alabama and Mississippi Region. These vehicles will help deliver emergency supplies and services to families impacted by disasters, as well as support biomedical services. Since 2015, MMA has donated a total of 90 vehicles furthering our partnership with the American Red Cross to help those in need.
- MMA used its web-based social impact platform to share disaster-specific information and opportunities to support relief efforts.



MMA donated eight CX-50 vehicles to the American Red Cross in Alabama and Mississippi.



Members of MMA's ESG Council packing personal hygiene kits.

DEALER-LED COMMUNITY ENGAGEMENT

Across our four regions, our dealerships partner with and support the communities in which they operate. While the list of community-based support initiatives from Mazda dealers is extensive, a few noteworthy 2024 dealer-led community support and engagement activities included:

- Walser Polar Mazda continued to expand access to education and career training through its partnership with the Walser Foundation. The Walser Foundation supports education at all levels and workforce development by supporting programs — from pre-K to post-secondary—in the Twin Cities and Wichita communities, empowering future generations.
- Rochester Mazda's "Doing Good Difference" initiative engaged employees in volunteer efforts and community events. Rochester Mazda partnered with organizations such as Channel One Regional Food Bank, Salvation Army, Minnesota Adult & Teen Challenge, Ronald McDonald House, and Toys for Tots to support local food drives, homelessness relief, addiction recovery, and youth-focused initiatives.



Rochester Mazda team members support Toys for Tots.



Walser Polar Mazda team members volunteer at the White Bear Area Emergency Food Shelter.



Walser Polar Mazda team members volunteer by building dressers.

THE MAZDA FOUNDATION

The Mazda Foundation (USA), Inc. continues to collaborate with local organizations to enhance the communities where our employees live and work.

Since its founding in 1992, the Mazda Foundation has donated nearly \$16 million, supporting thousands of Americans achieve their goals. In 2024, the Mazda Foundation's Board of Trustees awarded \$507,000 in funding to seven programs across the U.S., renewing its commitment to causes that include food security, STEM education, and workforce development.

Food Security

The Mazda Foundation extended its funding of the **Second Harvest Food Bank** in California, marking its 19th consecutive year of support. The Second Harvest Food Bank collects food and distributes it to more than 400 local member charities. The Mazda Foundation funding helps Second Harvest alleviate hunger and malnutrition among the elderly and children living in poverty through the purchase of food, the organization's mobile food pantry, and support for warehouse logistics. This year's grant funded the launch of a new customer relationship management platform to support operational efficiencies within the organization.

Support for Education

In 2024, the Mazda Foundation continued its support of four educational programs.

- **FUSE**, a STEM education program housed within Northwestern University's School of Education and Social Policy. FUSE facilitates student exploration and learning through hands-on challenges inspired by real-world STEM practices. Through the FUSE program, students work in a studio-like environment to develop problem-solving and communication skills. In 2024, Mazda Foundation funding supported the expansion of the FUSE program in nine new schools, bringing the total number of schools to 26 since 2021.
- **Robotics Education and Competition (REC) Foundation**, which empowers educators with competition, education, and workforce readiness programs to increase student engagement in STEM fields. The Mazda Foundation's 2024 funding is supporting high school students in Huntsville, AL to create robotics teams and participate in the competitions developed by the REC Foundation.



MMA employees and family members volunteering at the Second Harvest Food Bank of Orange County.

- **Advancement Via Individual Determination (AVID) Foundation**, a nonprofit organization that helps schools shift to a more equitable, student-centered approach. The Mazda Foundation provided funding for another year of AVID programming in three schools in Madison City, AL.
- **College Track**, an organization that supports holistic educational and job mentoring to equip students with the help they need to earn a bachelor's degree. College Track's program model is driven by the 10-year commitment they make to each student, from ninth grade through college graduation. In 2024, the Mazda Foundation funds supported the expansion of programming at College Track's Los Angeles-area program centers.

Workforce Development

The Mazda Foundation's grant funds supported the Culinary Training Program at **Bracken's Kitchen** in Garden Grove, CA, an organization committed to rescuing, repurposing, and restoring lives through culinary training, community feeding, and food rescue. The Culinary Training Program, which welcomed its fourth class in 2024, helps at-risk young adults to learn and practice the basic skills needed to work in a professional kitchen.

In Halethorpe, MD, the Mazda Foundation's grant supports the automotive technician training program established by **Vehicles for Change**. The program provides paid internships and auto mechanic training for people with multiple barriers to employment, including those who formerly were incarcerated.

Through these partnerships and initiatives, the Mazda Foundation upholds and embodies MMA's core values, emphasizing the shared commitment to giving back to the community. Find more information about the Mazda Foundation and its efforts on the [Mazda Foundation website](#).



Nick Beard, a member of the Mazda Foundation Steering Committee, volunteers with College Track.

MANAGEMENT

BUILDING A STRONG FOUNDATION

We believe that good governance and strong relationships grounded in trust are key to a thriving business.

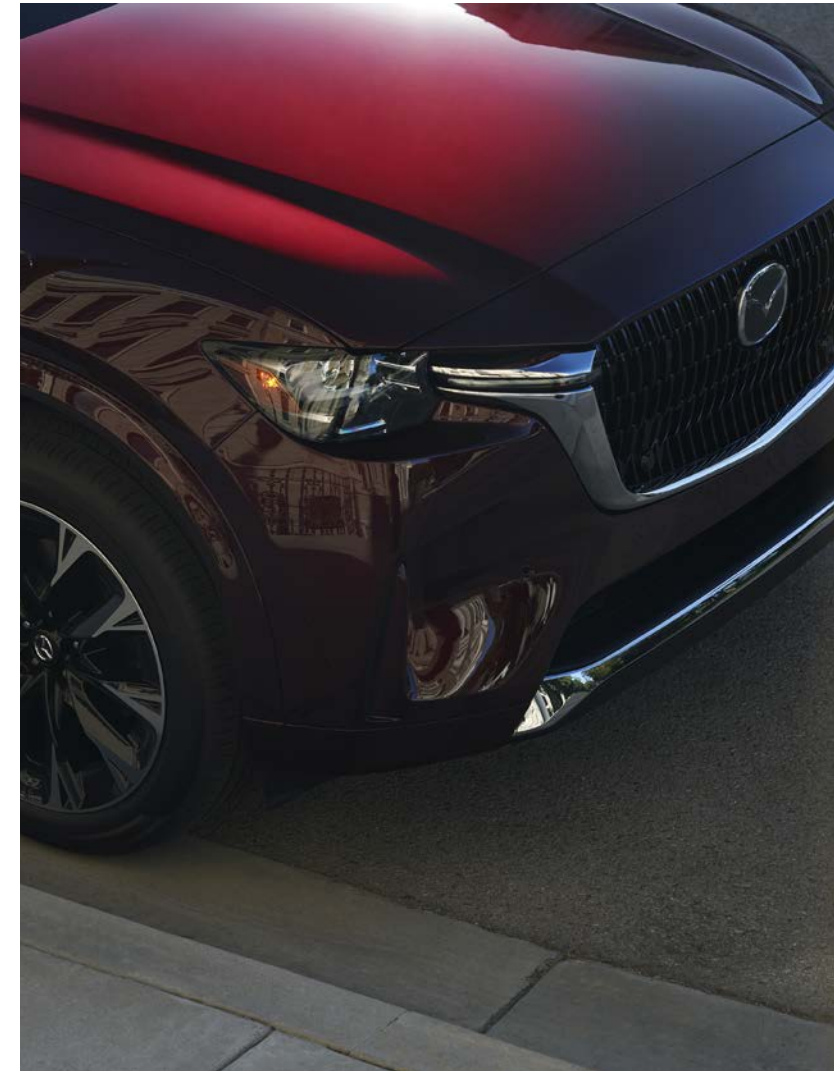


ALIGNING OUR ESG GOVERNANCE

Good governance is critical to enabling the integration of ESG across our business and drives progress in line with the vision and commitments of Mazda Motor Corporation. Across our business units, we coordinate and collaborate with Mazda Motor Corporation's sustainability team to remain in alignment as we continue our ESG journey.

Our sustainability efforts are managed by our ESG team, which includes our director of ESG, DEI, and sustainability, social impact manager, and DEI manager. Our ESG team ensures that the company continues to meet stakeholder expectations, including aligning MMA's efforts with Mazda Motor Corporation's sustainability priorities and goals. The ESG team is responsible for executing our phased ESG strategy, managing our ESG governance structure, providing opportunities for our employees to learn and engage in ESG initiatives, and ensuring alignment with Mazda Motor Corporation's global sustainability priorities.

MMA's ESG governance structure includes the ESG Council and ESG Advisory Groups. In 2024, we renamed our ESG Steering Committees as ESG Advisory Groups to better reflect that our members are providing guidance and feedback on our sustainability initiatives rather than making decisions, which is the responsibility of the CEO as the head of the ESG Council. The ESG Council continues to bring together key stakeholders from across business units, including MMA leaders, to advise the ESG team on MMA's commitments and focus areas. Several advisory groups support the ESG Team, comprising subject matter experts who advise on the key focus areas of our ESG strategy.



UPHOLDING ETHICS AND COMPLIANCE

MMA strives to conduct business in an ethically sound manner and in compliance with all applicable regulatory and legal requirements.

We hold all team members responsible for behaving in an ethical manner. MMA's policies are accessible to all employees in our employee handbook. Our comprehensive compliance program requires that all employees review and acknowledge the policies in the handbook annually. These policies include, but are not limited to:

- A non-harassment, discrimination, and retaliation policy
- An ethical standards and conflict of interest policy
- An antitrust compliance policy

To implement these policies into daily business operations, MMA administers various forms of annual legal and compliance training. Employees must certify their understanding of company policies annually and disclose any potential conflicts of interest. MMA investigates and follows up on any alleged incidents of noncompliance with its policies. Substantiated violations can result in corrective or disciplinary action, including termination of employment for serious infractions.

MMA maintains several communication channels through which stakeholders may report concerns which are discussed in the **Our Stakeholders** section of this report.



PROTECTING PRIVACY AND KEEPING DATA SECURE

At MMA, our data privacy and security measures focus on protecting our data and systems from various threats beyond legal compliance requirements. Our internal policies include stringent data privacy and security requirements that are reinforced through regular training. Our security and privacy roadmaps drive ongoing enhancements.

Our Data Privacy Program meets with leadership monthly as part of the cross-functional Data Privacy Council to ensure alignment on program updates, strategy, and decision-making while providing a holistic view of the risks and opportunities in the data privacy space.

We comply with all applicable regulations, such as the California Consumer Privacy Act. We continually monitor other state privacy laws for compliance. We strive to drive trust and make data privacy simple for our customers. We do this through clear and simple engagement mechanisms via our **Privacy webpage** as well as event driven notices to support customers on data privacy information and requests. In 2024, our Data Privacy Program improved the efficiency of its process for managing personally identifiable information (PII) through automation. For customers navigating to MMA's websites, cookies improve and personalize the user experience, and our website cookie preferences tool allows users to manage their preferences. We update our websites to stay compliant with the latest regulations and only process PII when a clear business need arises.

DATA PRIVACY AND SECURITY TRAINING

Data security and privacy are everyone's responsibility at MMA. During the onboarding process, employees learn that data privacy and cybersecurity are critical priorities at MMA. Employees receive additional information via newsletters and are required to complete regular data privacy compliance and cybersecurity training courses. Training is reinforced through exercises such as simulated phishing attacks.



IN 2024, WE HAD NO
SIGNIFICANT DATA BREACHES
INVOLVING PERSONALLY
IDENTIFIABLE INFORMATION.

We hold all vendors and suppliers with access to our systems or data contractually responsible for complying with our security and privacy standards. Formal legal agreements and standard security assessments help manage third-party risks, and we factor third parties into our compliance, business continuity and disaster recovery audits. We also require evidence of cyber insurance commensurate with each vendor or suppliers’ risk exposure.

PARTNERING FOR DATA SECURITY

We continued our partnerships with industry-leading data privacy and cybersecurity vendors to support and manage our data privacy and security program in 2024. Partners support our security measures such as network security, 24/7 security monitoring, encryption and maintenance of a comprehensive data map that spans our applications, interfaces, and endpoints. We also regularly conduct penetration testing and take corrective measures to fix any gaps. Similarly, we conduct an annual business recovery test to ensure that we would not lose valuable data in the event of a breach. In 2024, we invested in an external digital footprint monitoring and vulnerability scanning system to identify and remediate security weaknesses in systems and networks.

Read more about our data privacy and security policies.

POLICIES

- Privacy Policy
- Connected Vehicle Privacy Policy

FORGING STRONGER LINKS IN OUR SUPPLY CHAIN

MMA coordinates sourcing, shipping, and logistics from a large global network of suppliers and vendors to deliver vehicles and vehicle parts.

Our success depends on our suppliers' success. We treat each supplier as a partner, building our relationships on a foundation of mutual respect and trust. As proof of our commitment to teamwork, some of our partnerships have existed for more than 50 years. Many of these relationships started at the global level with Mazda Motor Corporation in Japan.

MMA partners with several hundred direct suppliers who support vehicle parts procurement, parts procurement logistics, parts supply to production plants, and logistics for distributing Mazda vehicles to dealers.



MMA's Chicago Parts Distribution Center utilizes returnable mobile cages, which ensure reliable dealership stocking while minimizing materials and disposable waste used in the shipping process.

A HIGHER STANDARD

We strive to provide our customers and dealers with consistently reliable and high-quality parts while maximizing supply chain efficiency and minimizing environmental impact, wherever possible. We do this in partnership with Mazda Motor Corporation and our suppliers.

MMA holds its suppliers to a high standard, with specific expectations incorporated into supplier contracts. As for our parts distribution, MMA aims to provide dealers with reliable availability of parts of the highest quality. This allows them to deliver an outstanding Mazda customer experience, all while maximizing inventory and logistics efficiency throughout the supply chain. To do this, suppliers must comply with federal and state laws and regulations. Most MMA parts suppliers must also abide by Mazda Motor Corporation's **Mazda Supplier Sustainability Guidelines** and **Mazda Green Purchasing Guidelines**. MMA is Customs Trade Partnership Against Terrorism (CTPAT) certified, including compliance with the new CTPAT Forced Labor Due Diligence requirements. MMA also requires its suppliers to be CTPAT-certified or to otherwise demonstrate that they meet certification requirements.

Numerous potential challenges can disrupt a supply chain's distribution and manufacturing processes. Over the past year, we have worked in collaboration with Mazda Motor Corporation to improve parts availability and backorder responsiveness through re-engineering and optimization of our parts distribution center network and supply chain. These efforts help to ensure we have the highest-quality vehicle parts when and where we need them to best serve our customers and dealers.



PARTNERING LOCALLY

Mazda's partnership with the MTM facility increases vehicle production capacity in the U.S. MTM enables MMA to boost sales volume and plays a vital role in supporting the domestic economy. Moreover, the local production of Mazda vehicles reduces logistics miles, optimizing delivery of vehicles to MMA dealers and customers.

MMA continues to work towards moving parts manufacturing and distribution services from Japan to North America. This switch has led to lower costs, fewer miles traveled, and an increased partnership with our local vendors, suppliers and communities. Since 2022, we've moved tooling and shifted the manufacturing of bumpers and other collision parts from Japan to the U.S., thereby reducing the number of sea container miles traveled by 5.38 million miles. Procuring locally also helps increase employment in our communities.

PROTECTING HUMAN RIGHTS

Through Mazda Motor Corporation, MMA is a member of the United Nations Global Compact (UNGC). We are committed to upholding the UNGC's 10 principles, including the first two principles on supporting and respecting human rights and avoiding human rights violations. We strive to address the adverse effects on human rights that could arise from company-related activities.

Mazda Motor Corporation's Mazda Human Rights Policy covers MMA and other global regions. Mazda will not tolerate any violation of human rights, within or outside the company. The policy covers human rights in the business activities of Mazda Group, including the prohibition of harassment and discrimination, prohibition of child labor and forced labor, establishment of a safe and healthy working environment, and dialogue and consultation with employees.

POLICIES

- Mazda Human Rights Policy
- Mazda Supplier Sustainability Guidelines
- Mazda Green Purchasing Guidelines

ENSURING PRODUCT SAFETY AND QUALITY

Following Mazda Motor Corporation's lead in advancing mobility for all through creation of long-lasting and safe vehicles, MMA strives to drive customer satisfaction while creating a crash-free automotive society. Product quality and safety efforts are present throughout each Mazda vehicle's life cycle.

RAISING THE BAR FOR VEHICLE SAFETY

Creating a crash-free automotive society starts with vehicle research, development and design. For Mazda, making safer vehicles is about more than just protecting the people riding in them. We consider surrounding vehicles, pedestrians, bicyclists and others in our approach to advanced safety technologies.

We incorporate real-world circumstances and data from vehicle crashes into our product safety testing practices. Mazda Motor Corporation's state-of-the-art facilities put vehicles through tests to assess vehicle longevity and safety. As a result, Mazda vehicles exceed government vehicle safety standards. Proven safety systems that are standard equipment in Mazda vehicles include:

- Blind Spot Monitoring, Rear Cross Traffic Alert, Lane Departure Warning, and Automotive Emergency Breaking, all of which have been found to reduce the likelihood of certain types of crashes.
- Seat belt reminder systems that provide visual indication of seat belt status for all seating positions and an audible alert if buckle status changes while driving.
- Advanced seatbelts with pretensioners, load limits, and upwards of 10 airbags, armed and ready to react at a moment's notice to reduce crash forces and help limit injuries to the vehicle's occupants.

For more information on our built-in vehicle safety technologies, visit our [Mazda Safety webpage](#).



PARTNERING FOR VEHICLE SAFETY

Vehicle safety is a collaborative effort. To that end, MMA is a member of the U.S. Department of Transportation and National Highway Safety Administration Partnership for Analytics Research in Traffic Safety (PARTS), where we serve as the Chair of the Communications Committee. Through this partnership, we collaborate with the U.S. government and other automotive manufacturers to share data for collaborative analysis aimed at identifying effectiveness and improvement opportunities for emerging safety technologies.

This year PARTS published an updated **Advanced Driver Assistance Systems (ADAS) Market Penetration Report**, using vehicle equipment data from nine automakers, including Mazda, comprising more than 80% of the U.S. automotive market. The report details a substantial increase of safety technologies being proactively and voluntarily integrated into vehicles.

Participation in collaborative initiatives such as PARTS further underscores the industry's commitment to enhancing vehicle safety and to understanding the real-world effectiveness of these new technologies.

Through a partnership with the Alliance for Automotive Innovation (AAI), we have helped develop and endorse many of AAI's safety initiatives, including policy positions to introduce, educate, and require advanced driver assistance systems in the U.S. market.

This year we made progress with the *Leading Automakers' Commitment to Implement Rear Seat Reminder Systems (Hot Cars)* Voluntary Agreement, established by AAI in September 2019. Over 50% of 2024 and 2025 model year Mazda vehicles have been equipped with a standard rear seat reminder, aimed to help alert parents from making the tragic mistake of accidentally leaving their kids in a hot vehicle. We expect to reach 100% equipment by the full 2025 model year.



ASIRT CORPORATE LEADERSHIP IN ROAD SAFETY AWARD

Dan Ryan, vice president for Government and Public Affairs received the Association for Safe International Road Travel (ASIRT) Corporate Leadership in Road Safety Award for his steadfast commitment to and support of industry and government road safety efforts.

PRODUCT QUALITY IMPROVEMENTS AND FEEDBACK

Mazda Motor Corporation's **approach to quality** drives MMA's approach to product quality within its operations. At MMA, when developing secondary or alternative parts for suppliers, we occasionally conduct on-site quality assessments. These assessments allow us to further ensure safety and reliability.

Once new vehicles are in the hands of our customers, our Technical Services Division takes the lead on ensuring and, where necessary, improving the product quality of our vehicles for customers. The Technical Service Division captures new product launch issues within the marketplace from our dealers and customers. The team takes care to collect all relevant information, prioritize issues, and collaborate with relevant parties, including Mazda Motor Corporation, to investigate and resolve the issues. This process ensures dedicated resources are available to support all aspects of product quality reporting, tracking and resolution. Once issues are resolved, detailed bulletins are shared with dealerships to resolve future customer issues. Resolutions are also implemented to the production phase to ensure that new vehicles do not experience the same issues.

RAPID RECALL RESPONSE

MMA takes recalls seriously and acts quickly in response. Our **dedicated recall information website** includes FAQs, a video from the National Highway Traffic Safety Administration, and contact information for scheduling service.

IIHS 2024 TOP SAFETY PICK AWARD

The Insurance Institute for Highway Safety (IIHS) awards *TOP SAFETY PICK* and *TOP SAFETY PICK+* to vehicles that pass rigorous safety tests. The 2024 award criteria set new, higher standards in front and side impact protection and took progressive steps toward crash prevention, particularly in day and nighttime pedestrian scenarios. Six Mazda vehicles earned the 2024 *TOP SAFETY PICK+* award and two vehicles earned the *TOP SAFETY PICK* award, as shown below:

2024 IIHS TOP SAFETY PICK+

2024 model year Mazda3 Sedan, Mazda3 Hatchback, CX-30, CX-50 (built after August 2023), CX-90, and CX-90 PHEV

2024 IIHS TOP SAFETY PICK

2025 model year CX-70 and CX-70 PHEV (nominated to undergo testing for an upgrade to *TOP SAFETY PICK+* in late 2024)

TRANSPARENCY

GRI CONTENT INDEX

MAZDA MOTOR OF AMERICA, INC. (MMA)		
Statement of use	MMA has reported the information cited in this GRI content index for the period April 1, 2023, through March 31, 2024 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	LOCATION / RESPONSE
GRI 2: General Disclosures 2021	2-1 Organizational details	About This Report (pg. 5)
	2-2 Entities included in the organization's sustainability reporting	About This Report (pg. 5)
	2-3 Reporting period, frequency and contact point	About This Report (pg. 5)
	2-5 External assurance	MMA has not externally assured the information in this report.
	2-6 Activities, value chain and other business relationships	Our Value Chain (pg. 8)
	2-7 Employees	Performance Data Table (pg. 58)
	2-9 Governance structure and composition	Aligning Our ESG Governance (pg. 42)
	2-10 Nomination and selection of the highest governance body	MMA is a wholly-owned subsidiary of the Mazda Motor Corporation. For information on Mazda Motor Corporation's highest governance body, please see Mazda Motor Corporation's GRI Content Index for this information.
	2-11 Chair of the highest governance body	MMA is a wholly-owned subsidiary of the Mazda Motor Corporation. For information on Mazda Motor Corporation's highest governance body, please see Mazda Motor Corporation's GRI Content Index for this information.
	2-12 Role of the highest governance body in overseeing the management of impacts	Aligning Our ESG Governance (pg. 42)

GRI CONTENT INDEX

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GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	LOCATION / RESPONSE
GRI 2: General Disclosures 2021 <i>(continued)</i>	2-13 Delegation of responsibility for managing impacts	Aligning Our ESG Governance (pg. 42)
	2-14 Role of the highest governance body in sustainability reporting	MMA is a wholly-owned subsidiary of the Mazda Motor Corporation. For information on Mazda Motor Corporation's highest governance body, please see Mazda Motor Corporation's GRI Content Index for this information.
	2-18 Evaluation of the performance of the highest governance body	MMA is a wholly-owned subsidiary of the Mazda Motor Corporation. For information on Mazda Motor Corporation's highest governance body, please see Mazda Motor Corporation's GRI Content Index for this information.
	2-22 Statement on sustainable development strategy	Leadership Message (pg. 3)
	2-23 Policy commitments	Upholding Ethics and Compliance (pg. 43) Forging Stronger Links in Our Supply Chain (pg. 46) Protecting Privacy and Keeping Data Secure (pg. 44)
	2-24 Embedding policy commitments	Upholding Ethics and Compliance (pg. 43) Forging Stronger Links in Our Supply Chain (pg. 46) Protecting Privacy and Keeping Data Secure (pg. 44)
	2-25 Processes to remediate negative impacts	Our Stakeholders (pg. 9) Upholding Ethics and Compliance (pg. 43)
	2-26 Mechanisms for seeking advice and raising concerns	Our Stakeholders (pg. 9) Upholding Ethics and Compliance (pg. 43)
	2-27 Compliance with laws and regulations	Protecting Privacy and Keeping Data Secure (pg. 44)

GRI CONTENT INDEX

MAZDA MOTOR OF AMERICA, INC. (MMA)

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GRI 1 used GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION / RESPONSE
GRI 2: General Disclosures 2021 (continued)	2-28 Membership associations	Japan Automobile Manufacturers Association (JAMA) Alliance for Automotive Innovation Autos Drive America United States Capitol Historical Society U.S. Chamber of Commerce California Chamber of Commerce Huntsville Chamber of Commerce American International Auto Dealers Association (AIADA) National Auto Dealers Association (NADA) Global Business Alliance Society of Automotive Engineers (SAE) Automotive Coalition for Traffic Safety (ACTS)
	2-29 Approach to stakeholder engagement	Our Stakeholders (pg. 9) Our Approach and Strategy (pg. 12)
	2-30 Collective bargaining agreements	Engaging our Employees (pg. 25)
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Our Approach and Strategy (pg. 12)
	3-2 List of material topics	Our Approach and Strategy (pg. 12)
	3-3 Management of material topics	Our Approach and Strategy (pg. 12)
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Managing Our Operational Impact (pg. 15)
	302-3 Energy intensity	Managing Our Operational Impact (pg. 15)

GRI CONTENT INDEX

MAZDA MOTOR OF AMERICA, INC. (MMA)

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GRI 1 used GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION / RESPONSE
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Managing Our Operational Impact: Water Management (pg. 18)
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Managing Our Operational Impact: Waste Management (pg. 17)
	306-2 Management of significant waste-related impacts	Managing Our Operational Impact: Waste Management (pg. 17)
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Performance Data Table (pg. 58)
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Driving Success Through Our People (pg. 22)
	401-3 Parental leave	Performance Data Table (pg. 58)
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Protecting Our People (pg. 33)
	403-2 Hazard identification, risk assessment, and incident investigation	Protecting Our People (pg. 33)
	403-3 Occupational health services	Protecting Our People (pg. 33)
	403-4 Worker participation, consultation, and communication on occupational health and safety	Protecting Our People (pg. 33)
	403-5 Worker training on occupational health and safety	Protecting Our People (pg. 33)
	403-6 Promotion of worker health	Driving Success Through Our People (pg. 22) Driving Success Through Our People (pg. 25)
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Protecting Our People (pg. 33)

GRI CONTENT INDEX

MAZDA MOTOR OF AMERICA, INC. (MMA)

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GRI 1 used GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION / RESPONSE
GRI 403: Occupational Health and Safety 2018 <i>(continued)</i>	403-8 Workers covered by an occupational health and safety management system	Protecting Our People (pg. 33)
	403-9 Work-related injuries	Performance Data Table (pg. 58)
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Performance Data Table (pg. 58)
	404-2 Programs for upgrading employee skills and transition assistance programs	Driving Success Through Our People (pg. 22) Advancing Inclusion, Diversity, Equity, and Accessibility (pg. 28)
	404-3 Percentage of employees receiving regular performance and career development reviews	Performance Data Table (pg. 58)
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Performance Data Table (pg. 58)
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Serving Society (pg. 35)
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Ensuring Product Quality and Safety (pg. 49)
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Mazda Recall and SSP Information
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Protecting Privacy and Keeping Data Secure (pg. 44)

PERFORMANCE DATA TABLE¹

METRIC	FY2022 (April 1, 2021 – March 31, 2022)	FY2023 (April 1, 2022 – March 31, 2023)	FY2024 (April 1, 2023 – March 31, 2024)
PEOPLE			
WORKFORCE			
Total employees ²	908	983	1,024
Regular	797	845	891
Fixed Term (ISE) ³	111	138	133
New Hires (U.S. only)			
New employee hires	75	111	88
New hires by gender			
New hires, women	20	46	27
New hires, men	55	65	60
New hires, not specified	0	0	1
New hires by age			
New hires, <30	23	32	29
New hires, 30-50	46	64	43
New hires, 50+	6	15	16

¹ In some cases, due to rounding, the individual percentages may not add up exactly to 100%.
² This data includes only those directly employed by MMA. It does not include employees from any affiliate entities.
³ ISEs are Mazda Motor Corporation employees who come work for MMA for a limited period of time.

PERFORMANCE DATA TABLE¹

METRIC	FY2022 (April 1, 2021 – March 31, 2022)	FY2023 (April 1, 2022 – March 31, 2023)	FY2024 (April 1, 2023 – March 31, 2024)
Turnover (U.S. Only)			
Turnover	9%	7.3%	5.4%
Turnover by gender			
Turnover, women	3%	1.9%	2.0%
Turnover, men	6%	5.4%	3.5%
Turnover by age group			
Turnover, <30	2%	1.5%	0.6%
Turnover, 30-50	5%	3.8%	2.7%
Turnover, 50+	2%	2%	2.2%
Workforce by Region			
U.S.	797	845	891
ISEs	111	138	133
Workforce by Gender			
Women	32.2%	33.8%	33.3%
Men	67.5%	65.9%	66.3%
Not disclosed	0.3%	0.2%	0.3%
% gender diversity	32.2%	33.8%	33.3%

PERFORMANCE DATA TABLE¹

METRIC	FY2022 (April 1, 2021 – March 31, 2022)	FY2023 (April 1, 2022 – March 31, 2023)	FY2024 (April 1, 2023 – March 31, 2024)
Workforce by Ethnicity			
White	59.3%	57.5%	57.6%
Black or African American	4.9%	4.5%	5.1%
Asian	20.3%	20.6%	19.9%
Hispanic or Latino	11.0%	12.4%	12.2%
American Indian or Alaska Native	0.1%	0.3%	0.3%
Native Hawaiian or other Pacific Islander	0.4%	0.3%	0.3%
Two or more Races	2.8%	2.8%	3.0%
Not specified	1.1%	1.4%	1.6%
People from underrepresented groups in workforce ⁴	40%	41%	41%
Workforce by age			
<30	9.4%	9%	11.5%
30-50	53.1%	53.6%	53.4%
50+	37.5%	37.4%	35.1%
Management (U.S. only)			
Number of company executives	9	9	9
Number of women executives	1	1	1
Number of executives from underrepresented groups	2	2	2

⁴ Includes all non-White and non-Not specified individuals.

PERFORMANCE DATA TABLE¹

METRIC	FY2022 (April 1, 2021 – March 31, 2022)	FY2023 (April 1, 2022 – March 31, 2023)	FY2024 (April 1, 2023 – March 31, 2024)
<i>Executive members by age</i>			
<30	0	0	0
30-50	3	5	3
50+	6	4	6
Women directors and above	27%	29%	31%
Women VP level and above	11%	11%	11%
Women managers and above	27%	25%	29%
Employee Benefits			
Full-time employees with access to benefits	100%	100%	100%
<i>Return to work and retention rates of employees that took parental leave</i>			
Women	81%	82%	100%
Men	94%	94%	100%
Health and Safety (U.S. Only)			
Fatality due to work injury	0	0	0
High consequence work-related injury (excluding fatalities) ⁵	0	1.0	1.0
Total recordable work-related injury per million hours worked	0	2.4	10.0

⁵ MMA replaced its lost-time injury rate disclosure with a disclosure on high consequence work-related injuries (excluding fatalities) to better align with the GRI standards.

PERFORMANCE DATA TABLE¹

EMPLOYEE DEVELOPMENT		
METRIC	FY2023 (April 1, 2022 – March 31, 2023)	FY2024 (April 1, 2023 – March 31, 2024)
Average hours of training that the organization's employees have undertaken during the reporting period	5.7	8.7
<i>Average hours of training that the organization's employees have undertaken during the reporting period, by role</i>		
Senior management	6.4	2.9
Middle management	8.1	5.9
Technical/Production	7.4	3.6
Sales ⁶	4.5	30.5
Professional	5.0	3.6
Admin	3.6	2.5
<i>Average hours of training that the organization's employees have undertaken during the reporting period, by gender</i>		
Women	5.6	7.3
Men	5.7	9.4
Not disclosed	Not disclosed	3.1
Employees performance reviews (U.S. only)⁷		
Employees receiving performance reviews	96%	95.4%
Women receiving performance reviews	94.4%	96.6%
Men receiving performance reviews	96.8%	94.8%
Not disclosed individuals receiving performance reviews	100%	100%

⁶ In 2024, MMA improved its tracking of training for sales employees. The increase in training hours from FY2023 to FY2024 reflects this improvement.⁷ New hires that started after January 1, 2024 did not receive performance reviews in 2024.

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